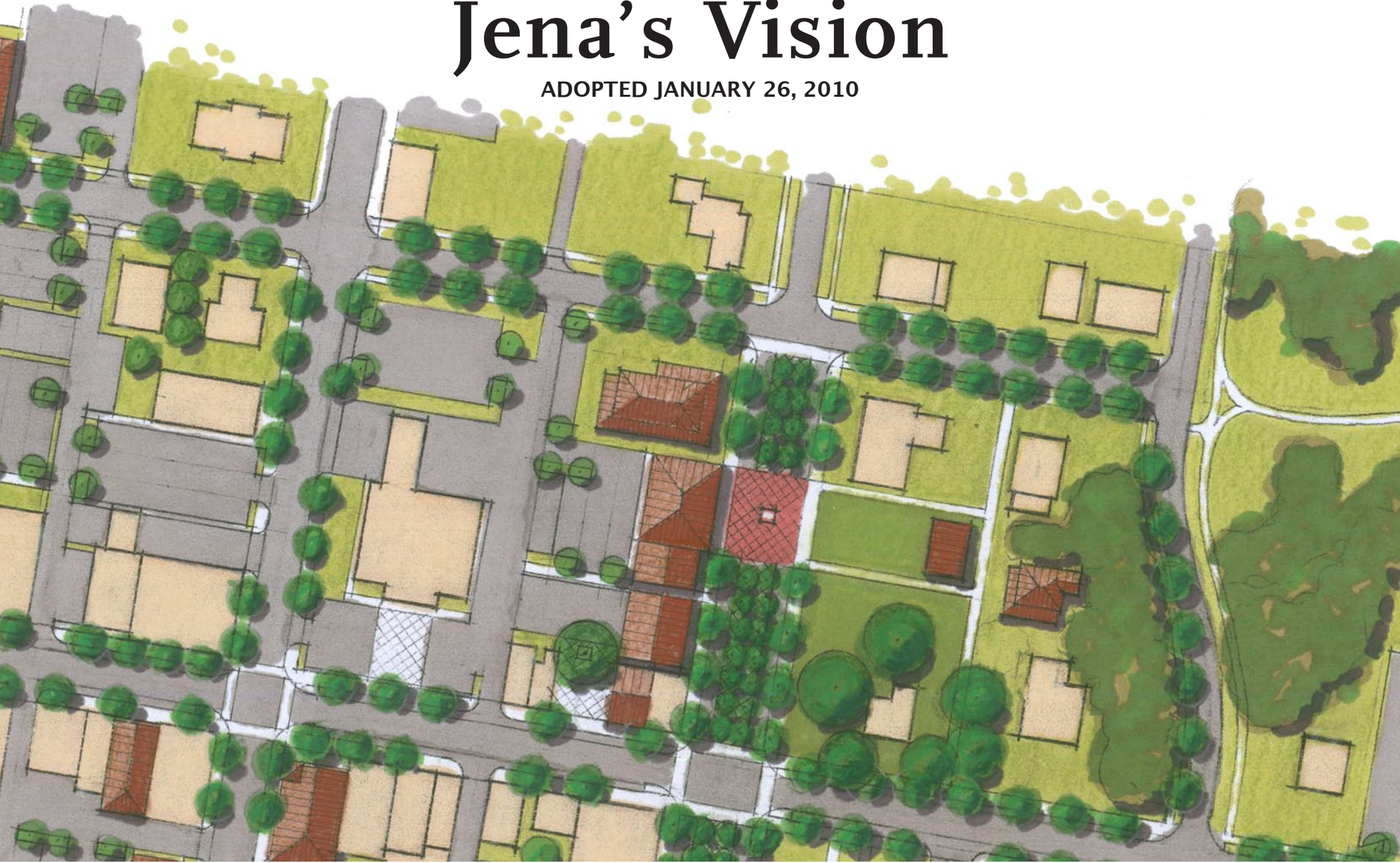


Jena's Vision

ADOPTED JANUARY 26, 2010



history | community | landscape

A growth plan for the Town of Jena, Louisiana

The Jena Town Plan

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and the hundreds of Jena residents who participated throughout the planning the process.

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Mayor Murphy McMillin

Citizens of Jena:

I am pleased to announce the completion of Jena's long term plan for future growth and development. This plan is known as "Jena's Vision." Jena's Vision represents what a cross-section of Councilmen, business leaders, Core Group members and citizens desire for Jena and the surrounding area for the next five, ten or fifteen years.

There are so many groups that I would like to thank for making Jena's Vision representative of our aspirations for our future. Over four hundred people from the Jena area provided input for this strategic plan. Thanks to each citizen and businessman that sacrificed their Saturdays and evenings to help the Mayor and Council identify strengths and areas that need improvement in order to obtain a sustainable path forward.

The overriding principle of this plan was to ensure that we preserved the culture and

friendly small town atmosphere while we plan for greater growth and prosperity. Dedicated citizens and other stakeholders have made this plan viable and assures us of successful implementation.

A strategic vision plan is only as good as the plan of action that lays the groundwork for implementation. We will start immediately in our efforts to implement this plan. Implementation will be divided into three phases: years one and two, years three to five, and six or more years. The speed with which the various phases are carried out will depend on funding. Funding sources will be from federal, state, and private sectors. We will use the above sources to leverage the Town's surplus funds to maximize development opportunities.

As Mayor, I appreciate very much the cooperative effort of each of those who shared their vision of how they would like to see Jena look

five, ten and fifteen years from now. Having a large percentage of citizen input ensures success as we move into the implementation phase. I am extremely proud of the citizens and their historical perspective of this area. The Town of Jena is on the move with a highly documented plan that preserves our heritage, protects our small town atmosphere, and moves us toward a more inviting place to call home.

This Mayor and Council are extremely pleased to represent a community that is interested in being the best we can be. I encourage the citizens to become familiar with the people's vision for Jena and become a vital part of the implementation process.

Mayor Murphy McMillin

Town of Jena

January 2010

Jena, Louisiana

"A Nice Place to Call Home"

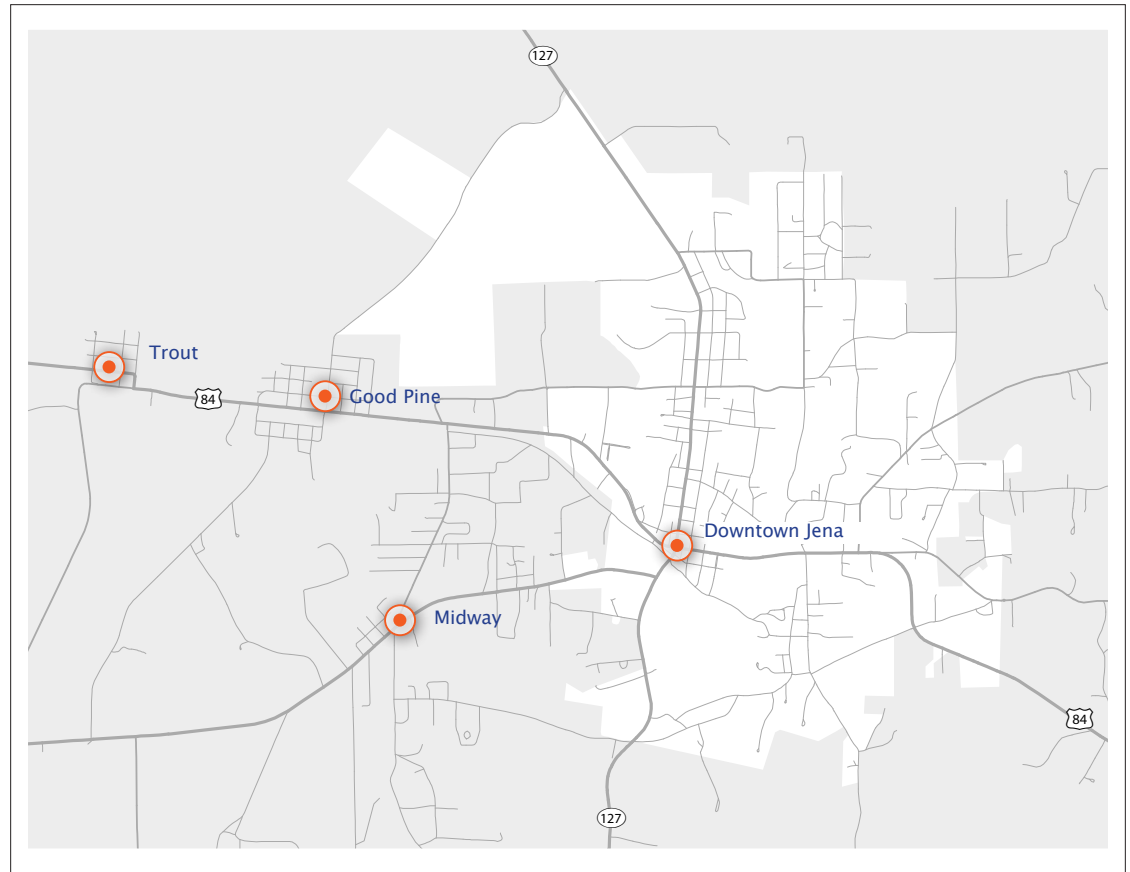
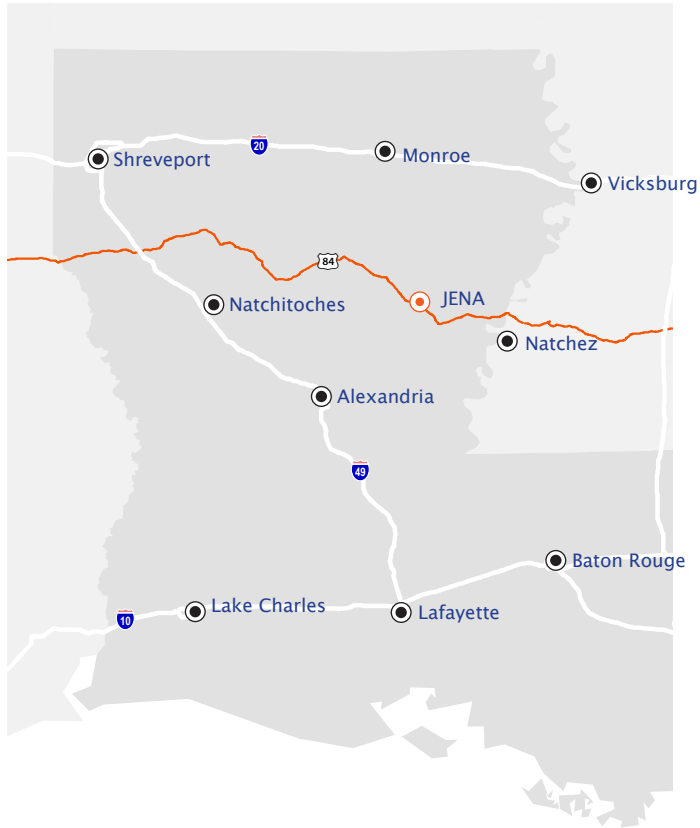
Mission: Using 21st Century strategies with old fashioned values we will develop and implement an economic and social plan of action to preserve our heritage while capitalizing on natural resources to accomplish a smart, sustainable path forward for the citizens of the Jena community.

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1. History and Context

Context Maps: Jena, Louisiana and surrounding communities.



Introduction

The Town of Jena, the seat of LaSalle Parish, is a community of over 3,000 residents located in Central Louisiana one hour northeast of Alexandria and one hour south of Monroe. Like other towns in the region, Jena was an agrarian community which grew up on timber harvesting and then shifted to oil and gas production in the 1920's.

Recent growth in the region has been significant. Jena has experienced spillover growth from Alexandria and Monroe and many residents continue to work in these places. Jena is a community with great opportunity—the oil and gas industry in the area is growing, Highway 84 is anticipated to be widened to four lanes, and the unemployment rate remains one of the lowest in the state. The expansion of Highway 84 into a four-lane road will increase the area's evacuation capacity by providing a parallel roadway to the Interstate system. The expanded roadway will be a challenge during construction, but will provide a significant opportunity for additional commercial and industrial growth, along with the accompanying residential growth.

Like many rural Louisiana communities, Jena currently has no official plan to guide future growth. Therefore, Town leaders have decided to create a town wide plan that can be used to guide future development and foster economic growth.

This town wide plan is a blueprint for how Jena will change and grow over time. The plan is intended to be both aspirational and inspirational, describing what Jena hopes to become as the Town moves into the 21st century. The plan is intended to inspire residents and business owners to get involved in this process, working together rather than at cross purposes, setting the tone for attracting new development, offering a higher level of predictability for landowners, and greater level of protection for residents.

Jena residents helped guide the development of this plan, and it reflects their local knowledge, expertise, and vision for the future of their Town. The plan uses illustrations, pictures and maps to lay out the future. The plan, in itself, is not regulatory. Fundamentally, it is a guide for future decision

making, providing elected officials with direction as they make future decisions.

Before the project began, Town representatives formulated the following planning goals:

- Maintain small town and rural character;
- Identify the appropriate type and form of infill for downtown;
- Determine the future alignment of Highway 84;
- Preserve the natural environment, link community open spaces;
- Promote mixed income and mixed housing opportunities;
- Create a physical planning framework to guide future growth; and
- Provide a vision that the community can achieve.

The Past

In century's past, the landscape around present-day Jena was thick with Long Leaf Pine trees, its soil enriched by streams which crisscrossed the land. Horse trails known as bridle paths were part of a vast trading network linking Native American settlements further east and west.

The Caddo, a Native American group, lived in the French Forks community in the early 1800's and hunted turkey and deer in the pine hills. The Caddo did not have a strong presence in the area and were soon eclipsed by the Choctaw Indians and other settlers.

In 1797, a family by the name of Hemphill was granted a large, irregularly shaped parcel by the Spanish governor. Strangely, the family never took control of the land, but the area was named after them anyway, alternately called Hemphill Creek, Hemp Creek, or Hemp's Creek. In 1802, an entrepreneur named Matthew Stone claimed the land, either by purchasing it or appropriating it. Stone began a successful real estate business in Hemp's Creek, selling land and attracting businesses to service the growing population. The people who

settled in the region were known as the Bible Readers and also as the Piney Woods Dwellers.

In 1803, the Louisiana Purchase added a vast and mostly uncharted territory to the United States and increasing numbers of white settlers began crossing the Mississippi River in search of lands to claim as their own.

The Choctaw arrived in the region in the 1820's, having been forced from their lands in Mississippi by a treaty. In 1832, another treaty began the Trail of Tears, a policy forcing the Choctaw and other tribes from the Southeast all the way to Oklahoma. On their march westward, Chief Lefleurs and a few other leaders split off from their group with a band of about 200, evading authorities and settling just to the west of present-day Jena, a sparsely populated area at the time. The Choctaw traded with the settlers, but remained largely separate from others in the community. They were known for their baskets, made from switch cane and dyed with bright colors.



Corner Oak Street and First Street, circa 1920s.



Corner of First Street and Oak Street, circa 1930's. Corner Drug Store in the foreground, Post Office located behind.



Corner of First Street and Oak Street, circa 1930's. Corner drug store location now occupied by Jena Pharmacy. Bank of Jena shown across the street, one of few buildings from this era still standing.



Street work in Jena, early 1900's.



First Street, 1914. Wright's General Store is visible at left, and the Bank of Jena, founded in 1906, is visible to the right.



LaSalle Courthouse, shortly after its completion following the division of Catahoula Parish in 1910.

Settlers in the area spent much of their time farming. They raised cows and hogs, maintained fruit trees, grew sweet potatoes, sugar cane, beans, peas, and other produce. They received a modest income from their cattle and from the sale of cotton. Families bought and traded for the items which they couldn't produce themselves. In the 1850's, Benjamin Baker constructed a water mill on Hemp's Creek about three miles south of present-day Jena. The mill was set up to make corn meal and gin cotton.

In addition to farming and tending livestock, there were three other occupations available in the early 1800's—logging, stave making, and delivering pine knots to steamboat landings.

By 1850, some logging operations had begun around Catahoula Lake and its feeder streams. Logging was a specialized enterprise with some men felling the trees, others clearing out hauling lanes, and others hauling timbers to a place with good stream access so they could be rolled down to the water.

In 1871, the Post Office Department requested the elimination of "creek" or "bayou" from the names of all post offices. A visitor from Jena, Illinois suggested renaming Hemp's Creek after his hometown. The idea was accepted and Hemp's Creek was officially rechristened "Jena." Jena incorporated as a town in 1906.

William Buchanan had made a fortune from timber operations in Arkansas when he shifted his interests to rail construction. Buchanan upgraded and added rail lines to service his timber operations, eventually completing the Louisiana & Arkansas Rail system connecting Hope, Arkansas to Shreveport, Louisiana. The first train arrived in Jena in 1903, and the Jena depot was completed in 1904.

Around the same time, Buchanan expanded his timber operations in North Central Louisiana, eventually opening six sawmills in the state. In the Jena area, the Trout Lumber Company was established in 1904, followed by Good Pine, and Tall Timber, all west of Jena along the rail line and Highway 84. These mills offered relatively high wages of \$1.50



Looking South on 2nd Street to intersection with Highway 84 in downtown.



Downtown Jena, looking west on Highway 84. Men are standing in front of present day Honeycutt Drug Store.



Hotel Melba and Bill's Cafe in downtown Jena

to \$1.75 per day, which attracted able-bodied men throughout the region. Sawmill workers lived in company houses, paying \$6-8 per month for their board. In addition, the company ran a commissary, where workers could buy food and other items, often for inflated prices.

The sawmills and railroad worked in tandem to produce and ship massive amounts of lumber. Meanwhile, family farms struggled and sawmills eagerly bought up surrounding properties. An ad valorem tax passed by the Louisiana legislature made it more profitable to clear cut the land, leading to the removal of Long Leaf Pine forests.



Aerial photo of Trout Creek Lumber Company in full production.

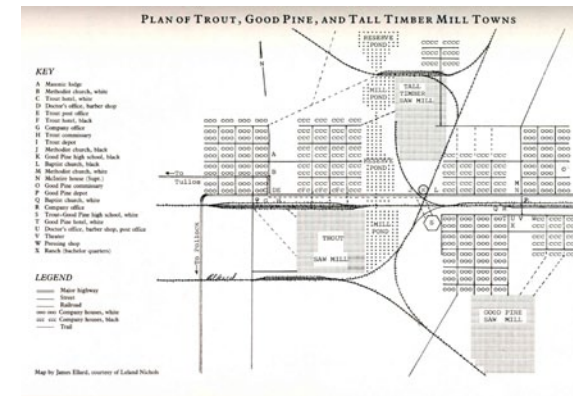
In 1910, Catahoula Parish was divided in two. The western portion became LaSalle and the eastern half remained Catahoula. Reasons for the division included the large size of the original parish, inconvenience for western residents in reaching the parish seat at Harrisonburg, as well as perceived differences in the interests of the hilly western region versus the river-rich eastern region.

In 1920, Lula V. Coleman was appointed Mayor of Jena, the first woman in the state to hold this office. By the mid 1920's, supplies of wood from the region's forests were nearly exhausted, and timber barons sold their land to entrepreneurs searching



Good Pine Lumber Company's headquarters and mill, circa 1920's, the current site of the LaSalle Parish Museum.

for oil. Foremost among them was H.L. Hunt, who spearheaded operations in Tullos and Olla following the discovery of oil north of Tullos in 1925. Hunt came from the Texarkana region and brought several staff members with him. As the oil and gas business grew, Hunt became a major employer in the parish. The oil industry has continued production to this day, making it an industry of lasting importance to the region.



Historic plan for Trout and Good Pine. Taken from "Southern Timberman: the Legacy of William Buchanan," by Archer Mayor.

Previous and Ongoing Planning Efforts

In January 2007, the Town utilized the services of Doug Reed and Gary Hilderbrand from Reed Hilderbrand and Kurt Culbertson from Design Workshop to draft a series of recommendations that would help set the framework for future town wide planning efforts. The team of consultants worked with the Mayor and group of stakeholders during a three-day workshop to prepare the plan. The result of their efforts was “Planning for Smart Growth,” a report setting future guidelines for growth and preservation in the community. Several recommendations from the report have been further explored in this plan:

- Downtown and the expansion and realignment of Highway 84;
- Housing patterns and opportunities; and
- Acquisition of open space with the goal of a contiguous network of greenways.

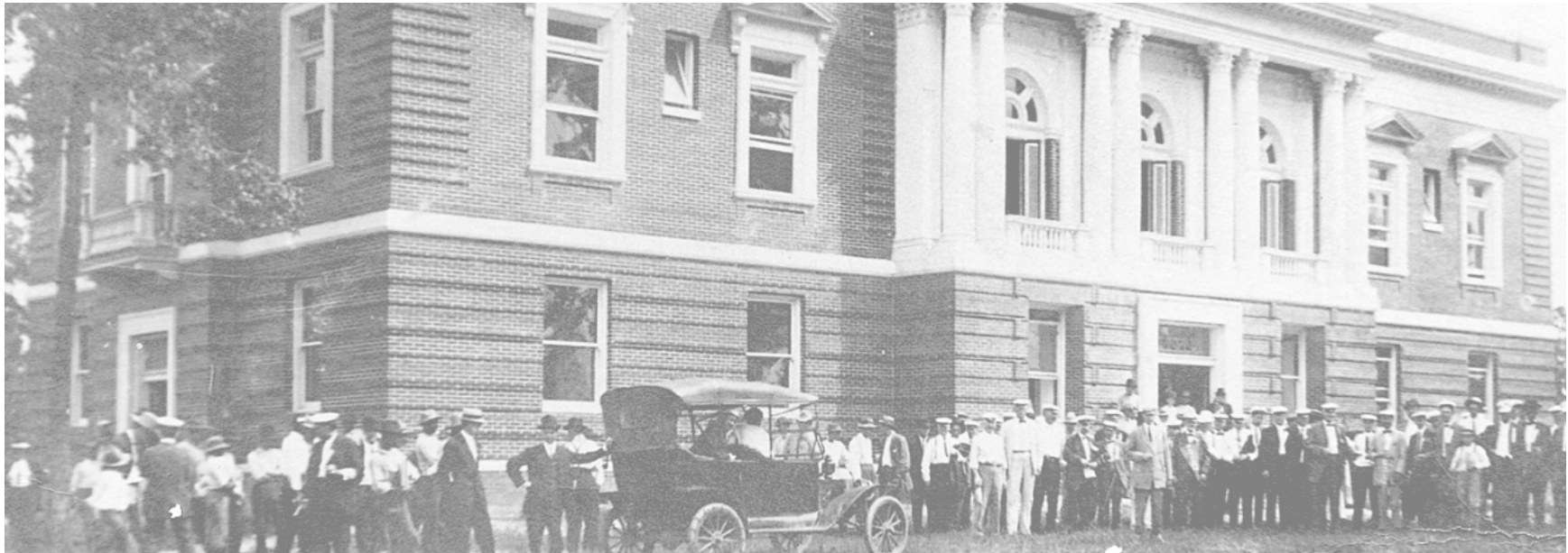
Over the past several years, state and federal agencies have collaborated on planning for the expansion of Highway 84, which currently runs

through downtown Jena. Highway 84 is part of a major transportation route called the El Camino East/West Corridor that runs across the entire southern United States, from El Paso, Texas at the U.S./Mexico border to Brunswick, Georgia on the Atlantic coast. Over the years, numerous towns and communities have formed along this route. Since the construction of the Interstate system in the 1960's, these communities have seen a decline in population and economic activity. Consequently, a five state commission was formed in an attempt to reverse this trend by developing the entire El Camino East/West Corridor into a higher speed, four lane facility. To date, approximately 75% of the route has either been four-laned or has designated funding for construction of a four-lane roadway.

In Louisiana, the El Camino East/West Corridor begins at the Texas state Line on LA 6, and follows LA 6 to Clarence. From Clarence, the El Camino Corridor follows Highway 84 through Winnfield, Tullos, Jena, Jonesville, Ferriday and on to the Mississippi state line at Vidalia.

The consulting firm of Shaw Environmental has been hired by the Louisiana Department of Transportation and Development (DOTD) to conduct a study to determine the feasibility of a four-lane facility from LA 772 through downtown Jena to the Hair Creek bridge. Four possible alignments have been determined and are currently in the environmental analysis and feasibility stage.





2. Research and Analysis

Demographic and Economic Analysis

Introduction

As part of the planning process, Urban Advisors researched the economic factors of demographic change, local employment, household income, housing and retail spending and markets, as well as wider area demographic trends that could have an impact on Jena's local economy. Local citizens and business owners shared their thoughts on Jena, and their goals for Jena's Vision. The results of this research are summarized in this section.

Jena is not a large town, but does draw from a larger area to support local businesses. There are existing employers who have plans to expand and there are resources available to help them do that. In addition, there are opportunities and funding to help expand the open space network, provide housing near downtown, and build new necessary infrastructure that could make Jena an even more attractive and accessible destination.

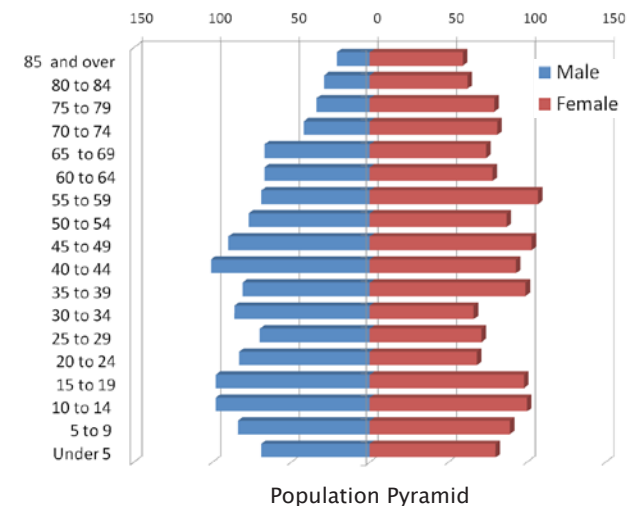
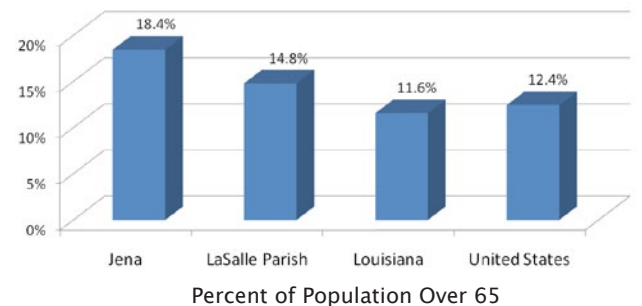
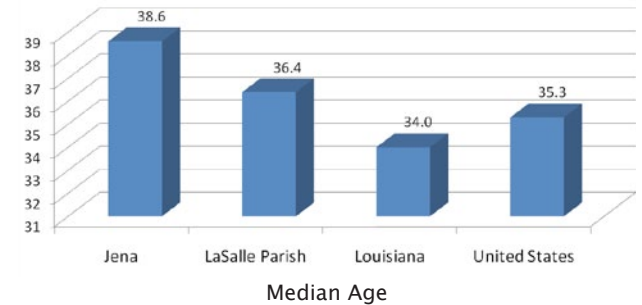
Jena also has the qualities that are desired by many retirees: community, housing affordability, access to modern medical facilities unusual for a town of its size, recreational opportunities, and a spirit of civic involvement that welcomes participation. There is a wave of demographic change coming as the baby boomer generation

reaches retirement age and Jena can be well positioned to take advantage of it to add new residents and welcome back previous residents.

As Jena changes, every accomplishment needs to be publicized and celebrated. It will be important to pursue a complete marketing strategy to let Louisiana and the rest of the country become acquainted with Jena. Jena offers real character, community and natural beauty. These are assets that are valuable and cannot be duplicated anywhere else. There is a hunger for genuine community and authentic environments; moving forward to enhance its assets and fix what needs to be repaired, Jena can achieve its goals.

Population

A review of the 2000 Census reveals a variety of issues facing Jena. The following demographic information highlights specific aspects of Jena's demographic make-up that may be relevant currently or in the near future. In 2000, Jena's population was older than other comparable areas, implying a need for facilities and services that support an aging population. The population pyramid supports this conclusion, along with the need to retain or attract residents in the



years immediately after they have left high school. A high percentage of residents (53%) are married couples living together, which can be seen as factor in the stability of the community.

In 2000, the median age in Jena (38.6) was substantially higher than that of the parish (36.4), state (34.0) or entire US (35.3). This means on average Jena has an older population than the rest of the country. Jena also had a higher percentage of population over 65 years of age.

Jena's population pyramid reveals the typical pattern of a higher percentage of females over age 70. The numbers are low for the age brackets from 20 to 29, demonstrating the often-found "brain drain" caused by children moving away for school and jobs in other communities and not returning.

Housing

Jena provides a low-cost single-unit lifestyle to a substantial portion of its population. The high incidence of home ownership implies stability in the community. The low cost of entry housing means most of the community can afford to own a home. The lack of multifamily residential units means that many newcomers and those with lower incomes often live in other housing types, including manufactured homes and hotels.

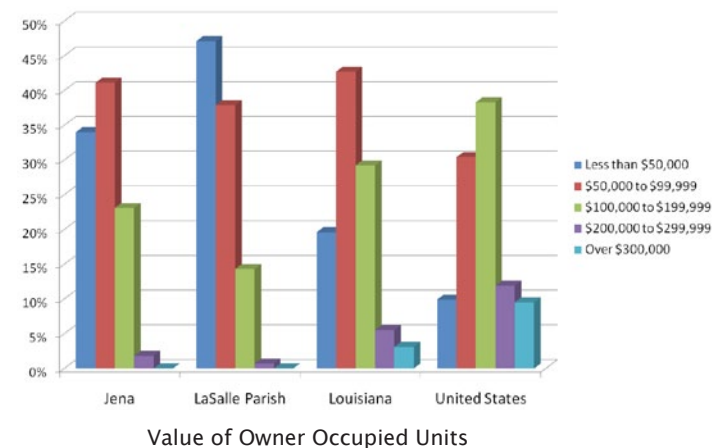
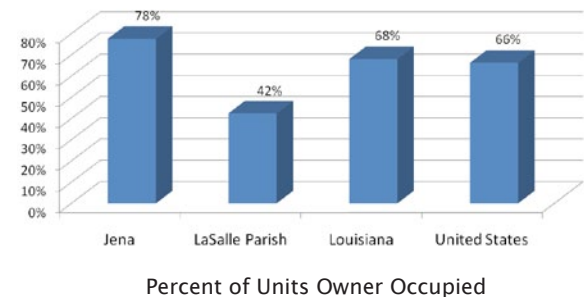
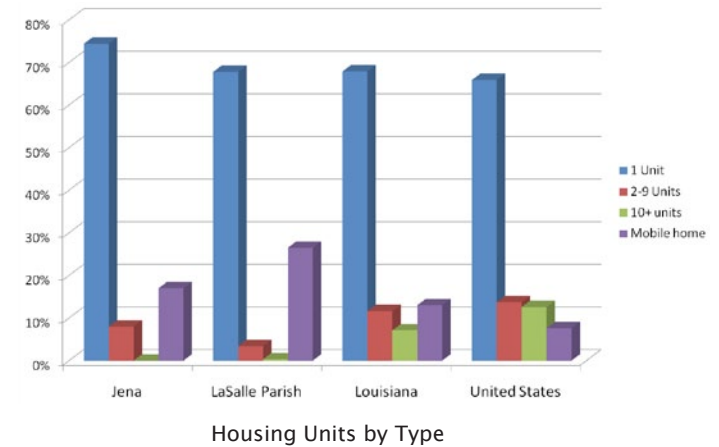
Jena is dominated by single-family houses. Jena has almost no multifamily options. In 2000, Jena had no multi-

family complexes with more than 10 units. Untapped markets exist for additional housing products such as apartments, townhouses, cottage courts and assisted living facilities. Jena has a very high incidence of owner occupancy (78%) compared to the parish (42%), state (68%) and US (66%). Jena's owner-occupied housing is inexpensive, even by Louisiana standards.

Retirees have not, in the past been, viewed as a group that could engender economic development, but recent research has challenged that view. Of retirees who relocate, one of the groups is the "returnees," people who grew up in places with limited employment opportunities and now, after productive lives, wish to return to their roots and their home. Jena has already seen some of this migration. Returnees bring skills, financial assets, and a willingness to help their community.

The key to attracting these groups are a sense of community, housing affordability coupled with good medical facilities, and a high quality of life, as evidenced in amenities such as a vital downtown and outdoor recreation options.

What all of this means to Jena is that by aggressively pursuing downtown redevelopment, and marketing to age groups in the pre-retirement range in Louisiana, and by reaching out through social networks to



connect to those who grew up in Jena, the Town could capture new wealth and new residents who contribute more to the tax base than they cost, spend more than their apparent income would indicate, and who are far more likely to volunteer to improve the Town than working age people who are still engaged full time with the responsibilities of jobs and family.

Projected Household Growth

To understand population change over time, the future household projections for Jena, the surrounding area, and the state were analyzed. For the purposes of the study, a 15-minute drive time from downtown was looked at as opposed to the Town boundary because Jena comprises a market area wider than the Town limits.

	2000	2009	2015	Change 09 to 15
15 minutes	7,358	7,434	7,465	107
Wider Area	76,671	79,335	79,987	652
Louisiana	1,656,053	1,678,332	1,768,086	89,754

Source: ESRI BIS

Within a 15-minute drive of downtown (bottom right), 107 new households can be expected in the next five years. Within the larger region (top right), 652 new households are anticipated between 2009 and 2014. The state as a

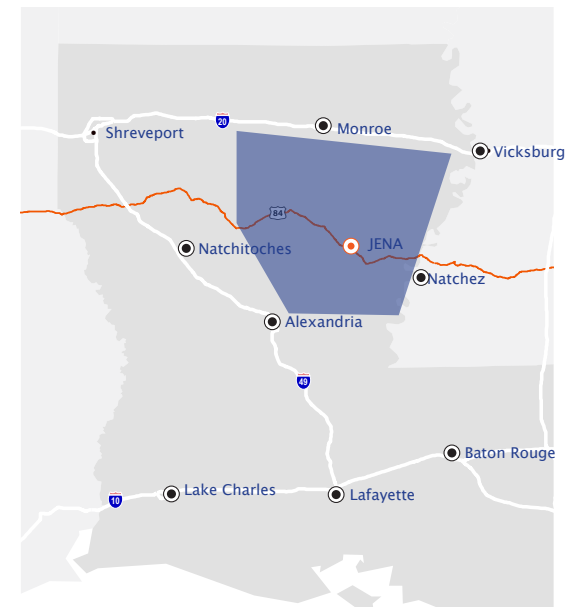
whole is expected to grow by 89,754 households over the five year period. These growth figures suggest that if Jena can position itself effectively, then some increment of the regional and state growth could be captured by the Town.

Education

Jena's educational attainment reflects the current industries in the community. With the growth and expansion of the hospital and related medical facilities, more highly-educated residents are likely.

Jena's older population means a lower portion of its population is in the earliest school grades, and since there is no significant higher education in the area, the number of residents in college or graduate school is low. The following schools serve Jena:

- Jena High, Grades 9 to 12;
- Jena Junior High, Grades 7 to 8;
- Good Pine Middle, Grades 4 to 6;
- Jena Elementary, Grades Pre-K to 3;
- Fellowship Elementary, Grades Pre-K to 8;
- Nebo Elementary, Grades Pre-K to 8; and
- Temple Christian Academy, Private, Grades Pre-K to 8.



Map showing geographic extent of wider area.



Map showing geographic extent of 15-minute drive time.

As reported in USA Today, “When retirees move, they bring money from elsewhere in the form of private pensions and Social Security payments, as well as savings and investments. That’s money spent locally, like the money paid to plant employees. But this money costs the new community nothing to generate—no relocation “bonus,” no tax break, no polluted air. And just like plant salaries, this new money creates jobs. Gene Warren, president of Thomas, Warren & Associates, a Phoenix-based company that advises public and private-sector organizations on economic development, says, “The ratio of jobs created varies. But I would say the ratio is about 1.5 to 2.5 jobs per retiree family. You get the service people in restaurants and retail stores. But you also get the store owners and managers. You get doctors and medical technicians.”

(Ben Brown, USA Today, April 19, 2004)

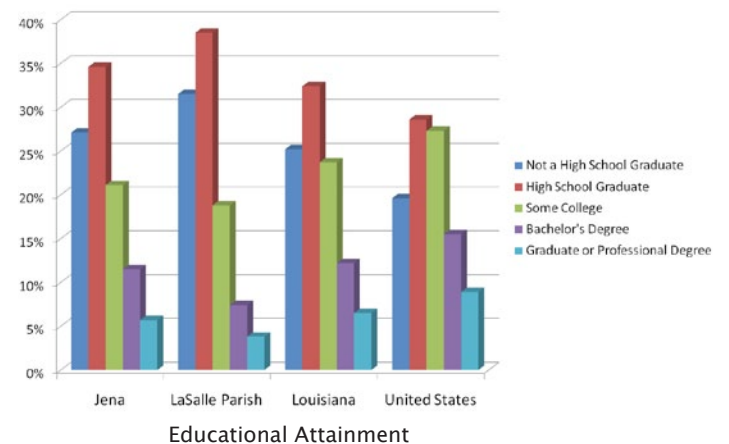
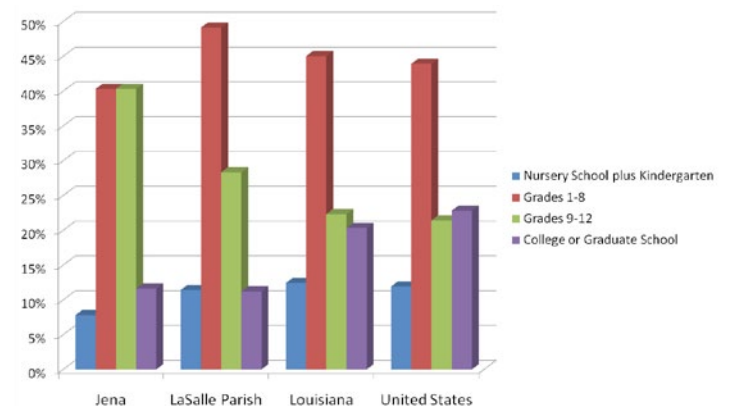
A high number of Jena’s residents have not graduated from high school, although the percentage is even higher in the surrounding parish. A limited number of residents have college or graduate school degrees.

The Rod Brady Vocational Technical College is located in Jena. The state funded vocational-technical school offers courses in automotive technology, carpentry, medical office assistant, nursing assistant, office systems, practical nursing and welding. Many colleges or universities are located near Jena. These institutions are nationally and internationally recognized as sponsoring extensive research activities. Northwestern State University offers some night classes at the Jena High School and also at their branch in Jonesville. Nearby colleges and universities include: Louisiana College in Pineville; Northwestern State University, in Jonesville; Louisiana State University in Alexandria; and the University of Louisiana in Monroe.

Employment

Jena has a balance of occupations in the community except (as expected) for farming, fishing and forestry. Residents of Jena are commuting just about as long as their counterparts in the state or across the country. With a significant concentration of businesses in the Town, ap-

proximately half of the employees must be traveling as far as Alexandria and Monroe. In 2000, the median household income was \$30,938. 10% of families and 15% of the



population were living below the poverty threshold.

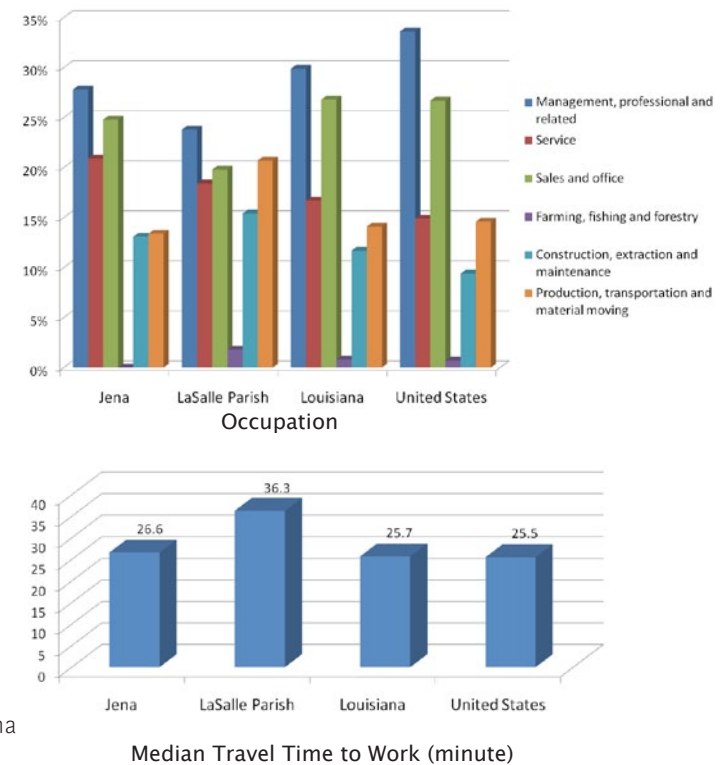
Wal-Mart recently built a 100,000 square foot Super-center just west of downtown. Ace Hardware opened a new 28,000 square foot store just east of downtown. Southern Heritage Bank opened its new two-story, 12,000 square foot building. Jena Town Hall has moved into the old Southern Heritage Bank building in downtown. Homeland Federal Saving Bank of Columbia, Louisiana, has opened a new branch in Jena. Dresser Rand opened a new expansion and now employs more than 100 people. Dollar General has relocated to a larger facility across from McDonald's. GEO Group has recently expanded the former Wackenhut Corrections Facility to house illegal alien detainees, at a cost of \$30 million dollars. LaSalle Detention Center is complete with courtroom facilities to process detainees for deportation to their country of origin. LaSalle General Hospital recently opened a new medical office building.

The location of a significant number of businesses within a short drive of downtown implies that many of the remaining residents are driving as far as Alexandria or Monroe (40+ minutes) to their work.

Jena has a significant concentration of service employment, but a modest concentration of management and professional jobs.

Major local employers include: LaSalle Parish School Board (441 employees); Justiss Oil Company (300 employees); GEO Group (250 employees); LaSalle General Hospital (291 employees); Wal-Mart (175 employees); Golden Age Nursing Home (132 employees); Dresser-Rand (100 employees); Hardtner Medical Center (90 employees); LaSalle Nursing Home (90 employees); Garan (69 employees); McCartney Oil Corporation (47 employees); XTO Energy (40 employees); and S.H. Loe Oil Corporation (35 employees).

If the Town is active in assisting local employers in expanding their facilities, there is a good chance that Jena could add 300 to 500 jobs in the next five years. There is at least one company looking for expansion space that could provide between 250 and 500 jobs within five years. In particular, the Town could use industrial revenue bonds available through The Louisiana Public Facilities Authority to assist with the expansion of existing businesses.



Diversify Employment

Diversifying employment is necessary to add new jobs, keep young people in Jena and strengthen the local economy against economic downturns. Opportunities for diversification include:

Health and Wellness. This is a field of medicine that concentrates on offering services for wellness rather than for the treatment of disease. There is already effort underway by the LaSalle General Hospital to offer wellness services to local employers. This field is expected to rise in importance as healthcare changes and boomers enter retirement. Many jobs in this area can be performed by technicians, and certified caregivers who do not have higher degrees. As the base of retirees expands in Central North Louisiana, services delivering at-home care for seniors will also become a new market that will expand and require employees. Jena should seek to become a center for training and a business establishment location for this type of market.

Building Energy Retrofitting. There is funding available at the federal level for energy retrofits of existing businesses, residences and public buildings. The job skills required include carpentry, electrical, insulation installation, and

plumbing and mechanical trades. Peripheral jobs created include transportation and warehousing, support services for construction, marketing and advertising. In addition, there are tax credits to allow homeowners to pay for these services right now.

Green Energy Sourcing. While the primary industries in the region are oil, gas and timber, it would be wise to consider a complimentary industry, such as pulp wood biomass. This not only provides another source of funds to the existing industry, but it also diversifies the industrial economy by adding a renewable energy source as people become less dependent on oil and gas nationally. The state of Louisiana has a program for the use of biomass to replace coal and petroleum based fuels in generating power. Right now, the extensive forestry industry around Jena is being used for pulp. Paper use is expected to decline over the long term for a variety of reasons. With a ready workforce and existing resources, the forest slash and small trees could be used for biomass production, an industry that, unlike paper, is expected to increase over time.

Natural Gas Systems and Controls Parts Manufacturing. The parent company of one of Jena's larger employ-

ers is a parts manufacturer for natural gas hydraulic controls systems and parts. The Town should consider leveraging the success of the Jena branch of this business and make a real effort to diversify the local economy by bringing those functions and jobs to Jena. There are multiple sources of funding from the USDA from tax credits per employee, to infrastructure funding for the Town to pursue development and job creation. With the use of USDA sources and revenue bonds to assist in industry ready locations and advantageous employment incentives, this is an opportunity that should be pursued aggressively. Natural gas use is increasing and replacing older energy sources—as it increases, Jena could benefit for many years.

Retail Activity

Interviews with local merchants indicate that Jena's market area comprises a much larger area than is usual for a town of Jena's size. Merchants report customers from within a 40 to 50 mile radius of Jena. To understand the local retail trade, market spending within a wider area and within a 15-minute drive of downtown was looked at (see maps on page 12). As downtown continues to expand its retail base, more visitors will undoubtedly be drawn to Jena. Long term, Jena should be able to increase the number of visitors to the area through continued development of tourist attractions (hunting, fishing, culture, history) and marketing programs (tourist brochure, branding or marketing theme) with local, regional and state level tourism organizations.

Many of the consumer spending categories are addressed locally by Wal-Mart, however, the retail analysis indicates several opportunities for additional businesses in downtown Jena. Possible new business opportunities include a quality sit-down restaurant, a men's and women's apparel store, a private health club or gym; and a household furniture store. There could also be a market for some additional convenience services such as dry cleaning/laundry and day care. The addition of a small

Consumer Spending: Wider Area
(Numbers in Thousands)

Category	2009	2014	Change
Apparel & Services	\$81,341	\$83,397	\$2,056
Computers & Software	\$10,158	\$10,414	\$257
Movie/Entertainment	\$5,874	\$6,022	\$148
TV/Video/Sound	\$59,679	\$61,187	\$1,508
Pets	\$27,240	\$27,929	\$689
Toys, Sports Equipment	\$14,215	\$14,575	\$359
Photographs	\$5,575	\$5,716	\$141
Reading	\$7,349	\$7,535	\$186
Food/Beverage at Home	\$275,592	\$282,558	\$6,966
Restaurant	\$159,669	\$163,705	\$4,036
Drug	\$39,502	\$40,500	\$998
Eyeglasses	\$3,783	\$3,878	\$96
Household Furnishings/Equip/Supplies	\$60,795	\$62,332	\$1,537
Lawn & Garden	\$22,826	\$23,403	\$577
Personal Care Products	\$19,230	\$19,716	\$486
School Books and Supplies	\$4,836	\$4,959	\$122
Smoking Products	\$26,984	\$27,666	\$682
Totals	\$824,647	\$845,491	\$20,844

Source: ESRI BIS

Consumer Spending : Within 15 Minutes
(Numbers in Thousands)

Category	2009	2014	Change
Apparel & Services	\$2,733	\$2,789	\$56
Computers & Software	\$340	\$347	\$7
Movie/ Entertainment	\$191	\$195	\$4
TV/Video/Sound	\$2,038	\$2,080	\$42
Pets	\$947	\$966	\$19
Toys, Sports Equipment	\$488	\$498	\$10
Photographs	\$192	\$196	\$4
Reading	\$257	\$262	\$5
Food/Beverage at Home	\$9,521	\$9,716	\$195
Restaurant	\$5,404	\$5,515	\$111
Drug	\$1,428	\$1,458	\$29
Eyeglasses	\$133	\$135	\$3
Household Furnishings/Equip/Supplies	\$2,031	\$2,072	\$42
Lawn & Garden	\$808	\$825	\$17
Personal Care Products	\$650	\$663	\$13
School Books and Supplies	\$162	\$165	\$3
Smoking Products	\$987	\$1,007	\$20
Totals	\$28,309	\$28,890	\$581

Source: ESRI BIS

downtown movie or live theater would add some “after hours” life to the area.

Perhaps the strongest opportunity for a new business downtown would be through the addition of a quality sit-down restaurant. Since Jena already acts as a dining destination, it is reasonable to expect additional restaurants in the area within the next five years. This will be especially likely if there is a new location for the construction of higher quality retail space such as the proposed Third Street Promenade. Since Jena currently lacks a quality sit-down restaurant, local residents are driving to places such as Alexandria to supplement their dining experience. This means local dollars that could be spent in Jena are being spent elsewhere. Currently, in Jena, the sale of alcohol is prohibited at local restaurants. In today’s market, quality sit-down restaurants depend heavily on alcohol sales for a significant portion of their income. If it becomes necessary to attract a quality restaurant, the Town should investigate the general public’s tolerance for allowing low-alcohol content drinks to be sold with meals and local restaurants.

Employees who work in the local area are “captive” in the sense that they are in the area for at least eight hours a day, five days a week and, consequently, are likely to

shop, eat and run errands. Therefore, attracting new employment opportunities will generate additional retail demand. General information on workday shopping behavior from surveys conducted by the International Shopping Centers and other organizations are as follows:

- The major advantage of shopping close to the workplace is convenience;
- Surveys show that daytime workers will drive five to ten minutes to shop or eat;
- Items purchased most frequently include food, cards, stationary, drugstore items, books and magazines, music/CDs, and video rentals;
- With lesser frequency, items purchased include office supplies, apparel and accessories, housewares, sporting goods, and arts and crafts.
- Workers will stop for after work activities (dinner, entertainment, shopping). Some will be inclined to come back to eat and shop on the weekends.
- Most desired entertainment services include restaurants and theaters. Banks and financial services, exercise studios, dry cleaners, office supplies, mail/packaging and copy centers are all perceived as being desired types of personal and business services.

Conclusion

Within the larger region, 652 new households are anticipated between 2009 and 2014. The state is also expected to grow significantly over the next five years. If the Town can position itself correctly, some of that growth could be captured in Jena. Untapped markets exist for additional housing products such as apartments, townhouses, cottage courts and assisted living facilities. If the Town is active in assisting local employers in expanding their facilities, Jena could add 300 to 500 jobs in the next five years. Opportunities for economic diversification include the health and wellness industry, building energy retrofitting and harnessing alternative energies.

The economic niche for downtown is that of an 18-hour, arts and crafts, dining and entertainment, mixed-use area with people living and working in close proximity to one another. Possible new business opportunities include a quality sit-down restaurant, an apparel store, a private health club or gym; and a household furniture store. The Town should promote affordable, small, higher density buildings with distinctive and efficient design (as opposed to low quality materials). The primary target markets are retirees and young professionals. A pilot project downtown is suggested to aid implementation efforts.

Existing Condition Photographs

At various times throughout the project, the consultant team toured Jena and its surrounding communities measuring streets; taking photographs; analyzing pedestrian, cyclist, car and truck traffic behavior and movement patterns; identifying development opportunities; and examining the physical and natural constraints. This first-hand, on-the-ground analysis helped the team gain a stronger understanding of the local history and traditions.

Jena



Looking east down Highway 84 (Oak Street). Buildings pulled up to the street will make it difficult to widen Highway 84 through downtown.



Looking towards City Park across Sycamore. Centrally located within walking distance of downtown. City Park is a major community asset.



Looking west across LA 127 at Richardson Street. An example of a residential house reminiscent of the character and history of Jena.



Looking west down Highway 84 (Oak Street). Since Highway 84 is a main thoroughfare, truck traffic downtown can cause noise and congestion.



LA 127 (N 1st Street) and Southern Ave. Jena has a variety of neighborhood services that extend outside of downtown.



Beautiful, tree-lined streets are evocative of Jena's established residential neighborhoods.

Existing Condition Photographs (continued)

Midway



Gas station at the corner of LA 8 and LA 3104. Midway residents have limited access to neighborhood serving retail.



Midway supports a variety of residential neighborhoods within close proximity to downtown Jena.

Good Pine



LaSalle General Hospital provides health care services to Jena and surrounding communities such as Good Pine, Trout and Midway.



Modest homes in Good Pine sit just to the west of downtown Jena.

Trout



Looking west down Highway 84 at the LaSalle Veterinary Clinic. The majority of commercial activity in Trout is located on Highway 84.



In Trout, residential houses are located close to Highway 84.



Aerial view looking north across downtown Jena. Highway 84 passes through the core of downtown. Ace Hardware and Mac's Supermarket anchor the east end of downtown with Billy Wood anchoring the west end.



Aerial view of Jena just north of downtown. Christ Temple Pentecostal Church and Catahoula-LaSalle Bank frame the intersection of Southern Ave and LA 127.



Aerial view of Trout. Highway 84 cuts through an established residential neighborhood. The LaSalle Veterinary Clinic and the Town and Country General Store are located at the bottom right of image.



Good Pine is located just to the west of downtown Jena. The LaSalle General Hospital (building with the terra-cotta roof) is located on the right of the image.

Precedent Photographs

To gain an understanding of land use and transportation issues in surrounding communities as well as further afield, members of the consultant team visited Lafayette, Alexandria, Jonesville, Pineville, Natchitoches, New Iberia and Hammond.



Beautiful and historic downtown Natchitoches overlooks Cane River Lake, bordered by an assortment of active shops and boutiques.



A one-way couplet system runs through downtown Hammond. Couplets are usually separated by one city block, allowing travel in opposite directions.



Jonesville is only 40 minutes from Jena. Highway 84 was recently expanded from two to four lanes. This image shows what could happen to Jena if Highway 84 is expanded without due consideration of context.



River Ranch is a traditional neighborhood development in Lafayette that includes variety of housing choices all within close proximity of neighborhood-serving retail.



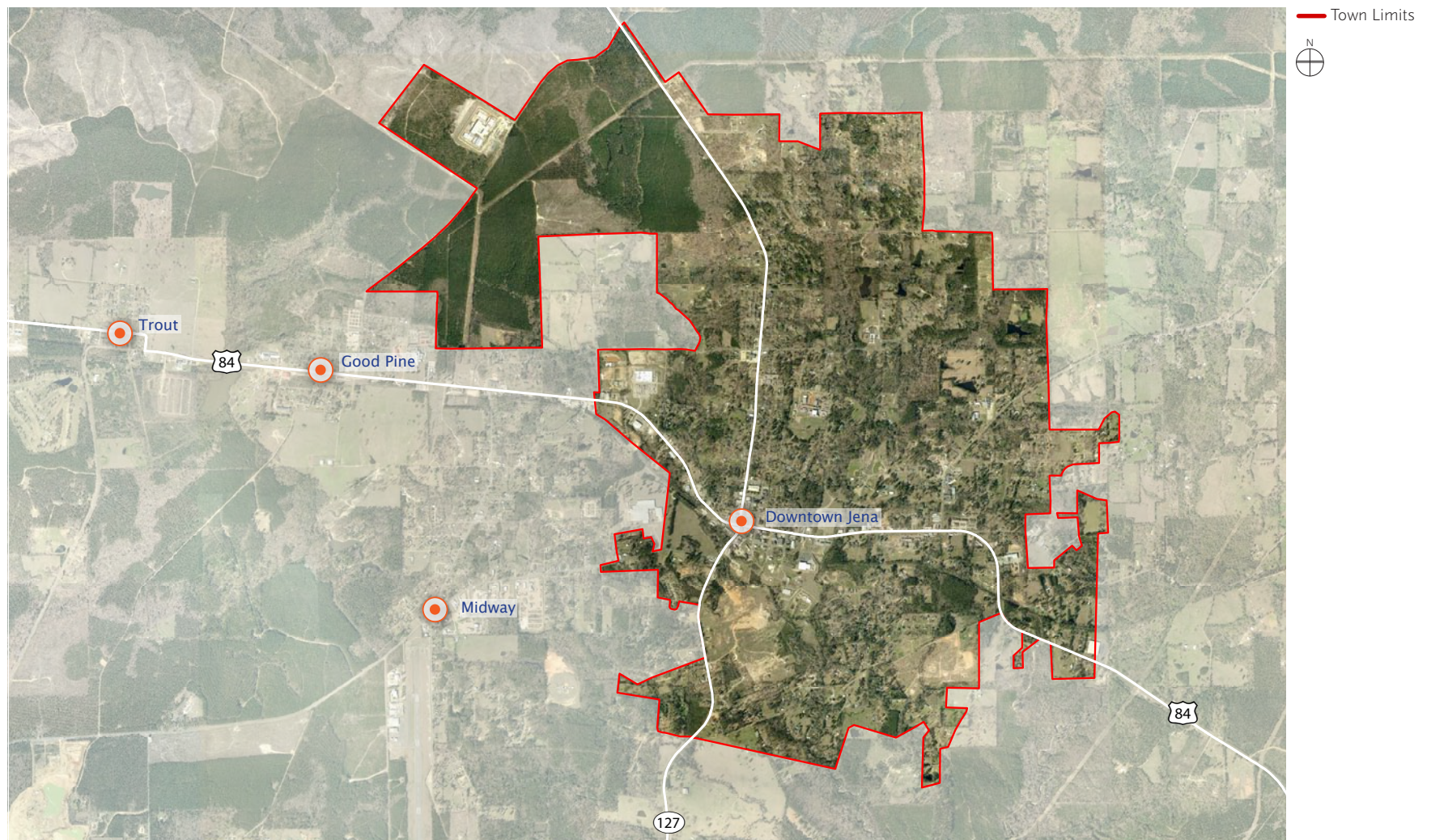
A pair of one-way streets also move traffic through New Iberia's historic downtown.



The expansion of Highway 84 through Jonesville eliminated a significant portion of the historic downtown.

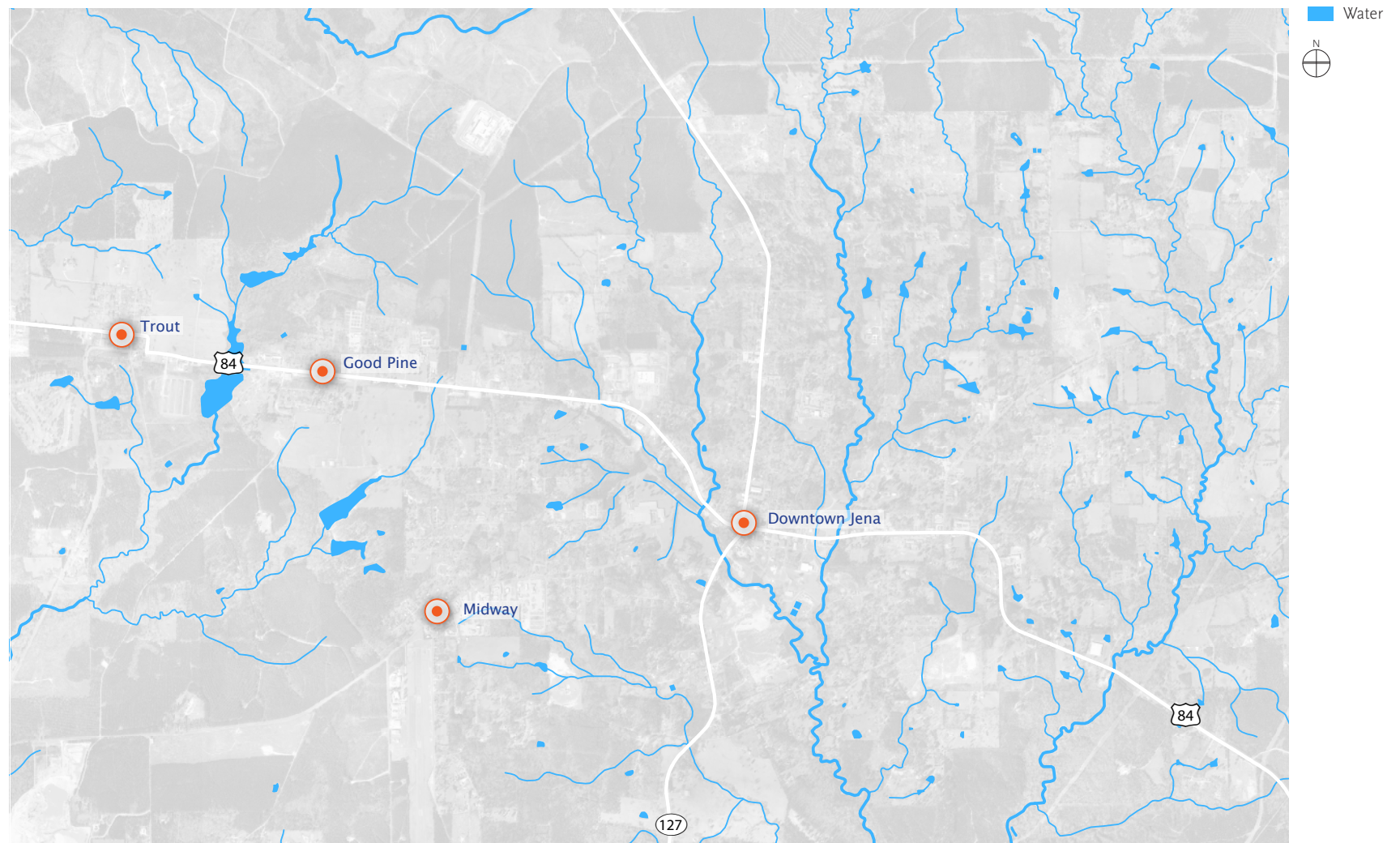
Analysis Maps

Using GIS data obtained from a variety of sources, a series of analysis maps were prepared to document existing conditions. The analysis was used by the consultant team to gain a better understanding of Jena and the surrounding environment and to inform future planning and design decisions.



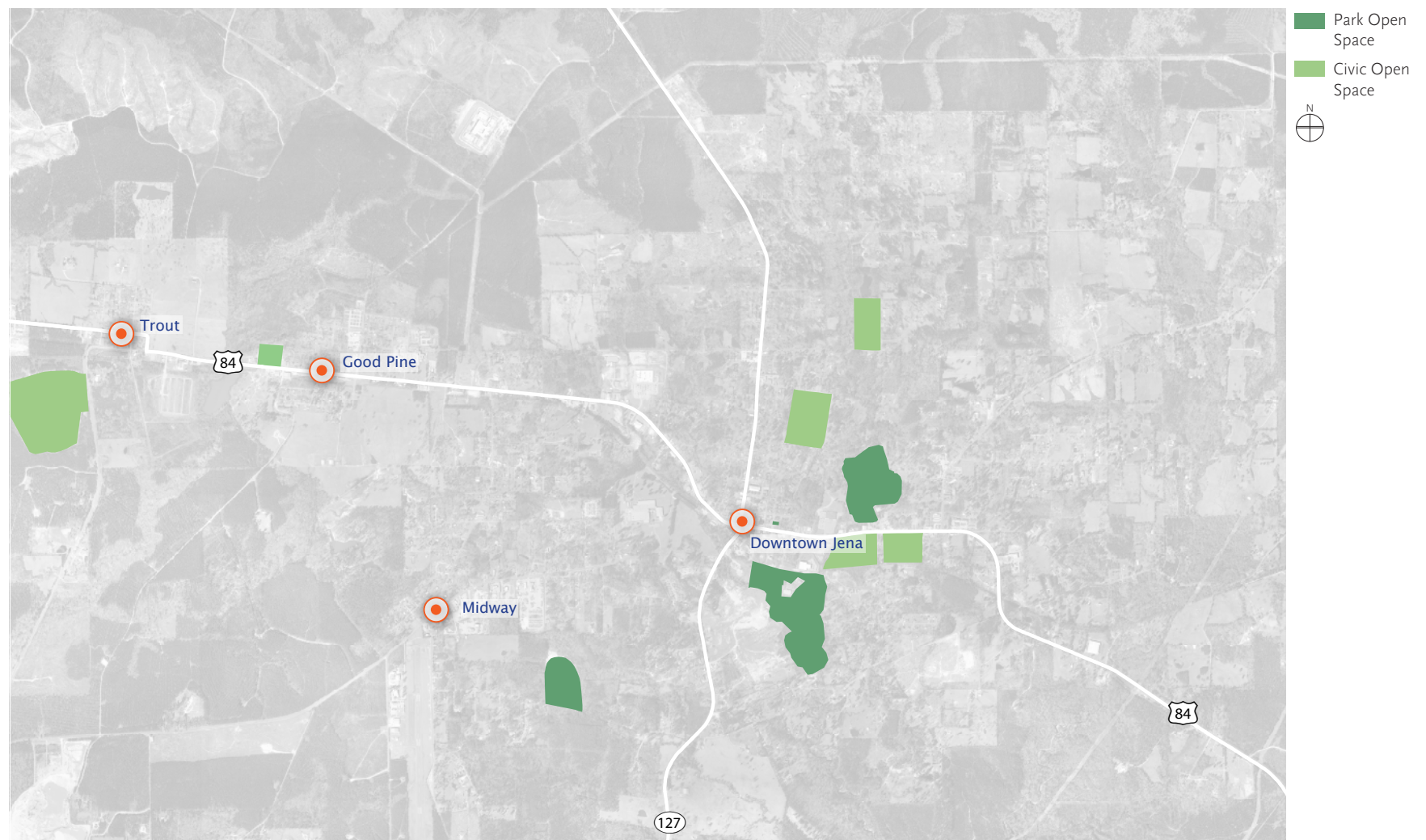
Existing Water Bodies and Tributaries

Jena's intricate network of streams and creeks defines the history and character of the community and the natural environment. The two primary creeks are Hemphill Creek and Hair Creek. The Town was originally named after Hemphill Creek before changing its name to Jena in the early 1900's.



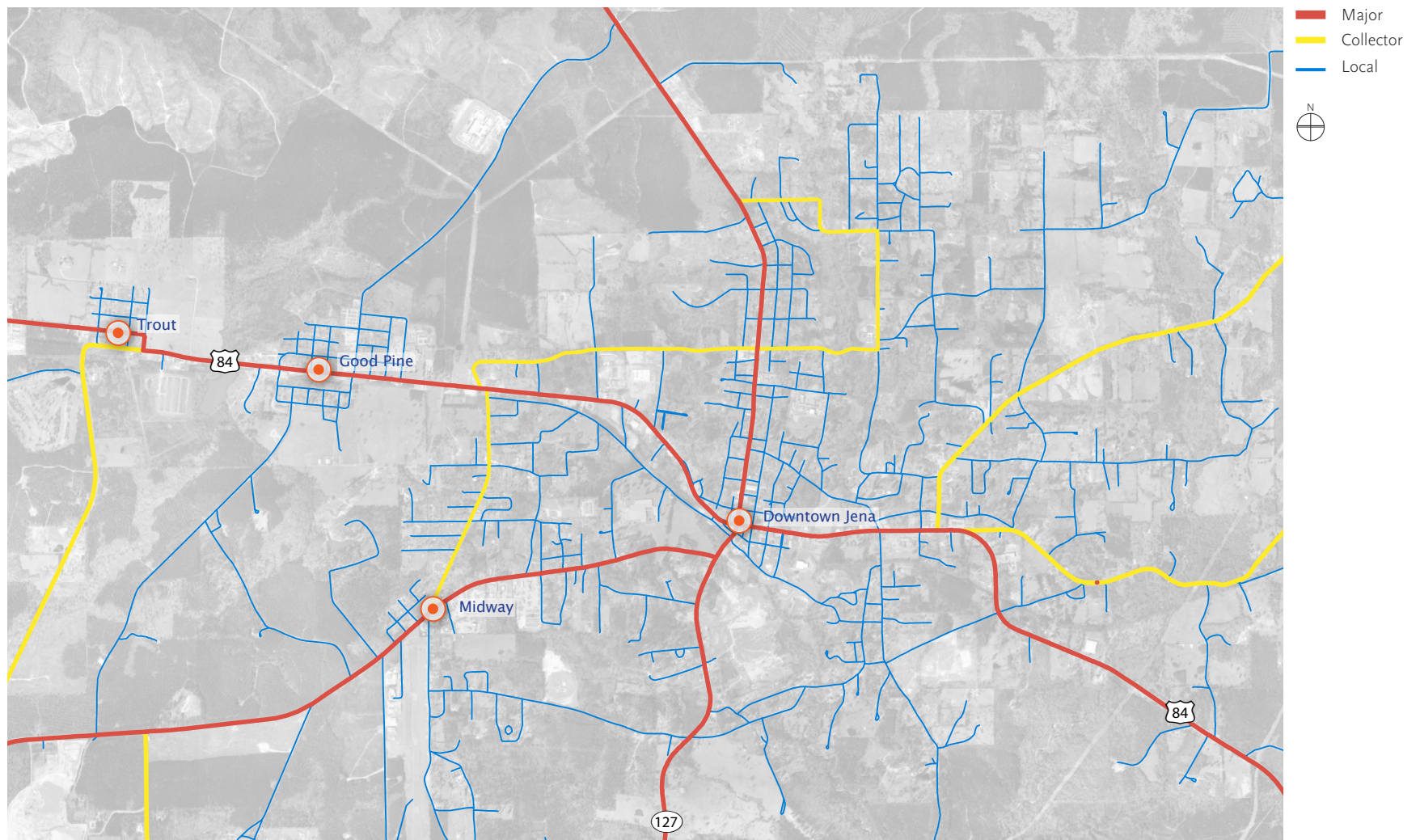
Existing Parks and Open Space

Town residents currently have access to City Park and the ballfields south of Midway. Many open areas in the floodplain provide passive open space. Civic open spaces (including churches and schools) also provide passive green spaces.



Existing Street Network

The existing street network has a poor collector system in place, offering few opportunities to move around the community on any facilities other than the major roads.



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3. The Process

OPEN HOUSE**Thu, July 9**

Open House
6:00 pm - 7:00 pm
Jena Town Hall

CHARRETTE**Fri, July 24**

Kick-off Presentation
6:00 pm - 7:00 pm
Choctaw Tribal Center

Sat, July 25

Visioning Session
8:30 am - 12:30 pm
Jena Town Hall

July 26 - 28

Open Design Studio
9:00 am - 9:00 pm
Jena Town Hall

Mon, July 27

Drop-in Open House
6:00 pm - 8:00 pm
Jena Town Hall

Wed, July 29

Final Presentation
7:00 pm - 8:00 pm
Jena Town Hall

Jena's Vision

history | community | landscape

The Jena Town Plan is a blueprint that outlines how the town plans to develop in the future, addressing issues such as transportation, open space, housing and land use.



GET INVOLVED! COME JOIN US!

The Jena Town Plan will have an important impact on the community's future and your lives as citizens. Please come and participate, your viewpoint is very important. This is your plan, come help create it. For more information visit www.jenavision.blogspot.com

Flyer advertising the dates and times for key public events for the charrette and preceding open house.

Pre-Charrette

The Town of Jena worked closely with Code Studio and the Center for Planning Excellence to create a comprehensive outreach process for the preparation and development of the Town Plan. Throughout this process, the Town has made great strides in getting the public involved. This chapter outlines the public involvement process, including the creation of the Core Support Group, public meetings conducted, and findings from the public meetings.

Core Support Group

A 16 member group was created to be the champions and sounding board for the consultant team during the nine month planning process. This group is comprised of individuals that represent the demographic and stakeholder make-up of the Town. Representatives include those from business and industry, realtors, the school system, faith-based organizations, large land owners, and special interest groups. The group met with the consultant team during each team visit and participated in all public meetings.

Public Outreach

A variety of outreach methods were used to obtain the maximum amount of public input and participation. The following list outlines those methods:

- Over 500 fliers were distributed at businesses, community meeting places, and to individuals.
- Approximately 400 individuals received meeting announcements and flyers through e-mail.
- Core Support Group members made phone calls and sent e-mails to their networks outlining upcoming meetings and workshops.
- Yard signs with meeting information were posted at various locations throughout Town.
- Mayor Murphy McMillin was interviewed on the radio about public meetings.
- Public meetings were announced on the local radio station four times each day.
- Several feature articles and public meeting schedules were printed in The Jena Times.



In addition, social networking tools were used to reach a broader crowd. The Jena Town Plan has a Facebook (www.facebook.com/JenaTownPlan) and a Twitter page (www.twitter.com/jenavision) and a weblog (www.jenavision.blogspot.com) that are used for meeting announcements plan updates and other information. The Facebook page has approximately 491 followers. Facebook users were encouraged to make comments, post pictures of special places in Jena and respond to posted information. Twitter was used to remind people about public meetings. The weblog was set up as a way to provide up-to-date project information and to solicit additional input. The blog continues to serve as a way to distribute project documents and photos, including copies of the plan.

Kick-Off Meeting

In May 2009, key members of the consultant team conducted a preliminary site visit to Jena. The purpose of the trip was to tour the Town and meet with Town staff. A tour of the Town was led by the Mayor. The tour helped familiarize the consultant team with the area.

Kick-Off Open House

The first public open house was held on July 9th, 2009 in the Jena Town Hall. Approximately 30 citizens attended a presentation given by the consultant team. The presentation introduced members of the general public to the project, explained the charrette process, and included some “food for thought” on best practices in traditional town plan-

ning, transportation, sustainability, urban design, and smart growth. In addition to the open house, members of the consultant team met with a variety of focus groups representing the Merchants Association, Choctaw Indians, XTO Petroleum, Justiss Oil, Little River Development, realtors, Billy Wood Ford Dealership, LaSalle General Hospital and Town staff.



Approximately 30 citizens attended an opening presentation at Jena Town Hall in July 2009.

Charrette

A “charrette” is a multiple day, collaborative planning and design workshop. Charrettes are inclusive by nature and are designed to build consensus from the outset, providing a collaborative forum to bring all parties together and focus on a common goal. The hands-on nature of the charrette, the opportunity to interact with differing perspectives, and the short feedback loops allow issues to be identified and resolved early on in the process. In

addition, the charrette provides an educational opportunity for all participants. The charrette process not only produces invaluable information for the consultant team but it enables the community to realize how much consensus exists for key issues in a constructive format. Ultimately, stakeholder involvement and ownership will make the adoption and implementation of the plan far more feasible.



On Saturday morning, approximately 60 people gathered at Jena Town Hall to roll up their sleeves and play “planners” for the day.

A six day charrette was held at Jena Town Hall from Friday July 24th to Wednesday July 29th, 2009. The charrette included the following public events:

- **Kick-off Presentation**, Friday July 24, 6:00 - 7:00 pm, Choctaw Tribal Center.
- **Visioning Session**, Saturday July 25, 8:30 am - 12:30 pm, Jena Town Hall.
- **Open Design Studio**, Sunday July 26 to Wednesday July 29, 8:00 am - 9:00 pm, Jena Town Hall.
- **Drop-in Open House**, Monday July 27, 6:00 - 8:00 pm, Jena Town Hall.
- **Final Presentation**, Wednesday July 29, 7:00 - 8:00 pm.

Stakeholder Interviews

Throughout the charrette, the consultant team held a series of stakeholder meetings with the following groups: DOTD, Jena school principals, Kiwanis, Dresser Rand, Catahoula-LaSalle Bank, realtors, Garan, Inc., Ace Hardware, Southern Heritage Bank, Sabine State Bank, LaSalle General Hospital, Justiss Oil, Chevy Dealership, McCartney Oil, Mac’s Supermarket, Champlin’s Furniture, and Reid’s Jewelry.

DAY 1: FRIDAY



Kick-off Presentation

The week-long charrette began at the Choctaw Tribal Center on Friday, July 24 at 6:00 pm. The presentation was held at the Choctaw Tribal Center to engage citizens from Trout, Good Pine, and Midway, since these communities were underrepresented in the previous open house. During this presentation, the consultant team summarized the information that had been gathered to date and invited the participants to the other charrette meetings throughout the upcoming week as well as offering “food for thought” about the future of Jena and highlighting principles of traditional town planning.

DAY 2: SATURDAY



Visioning Session

On Saturday morning, approximately 60 people gathered at the Jena Town Hall to roll up their sleeves and play “planners” for the day. Following a brief introductory presentation, participants divided into six groups, and gathered around tables with a facilitator. The groups worked on large maps of the area that included Trout, Midway and Good Pine, drawing diagrams and sketches to convey the character of the area today and describe what they would like to see in the future (results from each table are presented in full at the end of this document). To conclude the session, each group selected a

DAY 3: SUNDAY



spokesperson, who presented their table’s ideas to the larger group. Information and ideas from the session provided the foundation for the consultants to build on throughout the week. On Saturday afternoon, the charrette team worked through the maps the hands-on groups generated, consolidating issues and formalizing an initial set of planning principles that could be used to guide future development.

Open Design Studio

From Sunday through Wednesday, the team worked on-site in Town Hall. The studio was open to the public each

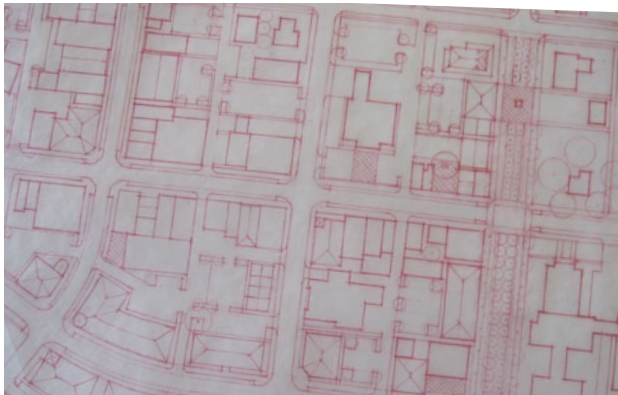
DAY 4: MONDAY



DAY 5: TUESDAY



DAY 6: WEDNESDAY



day, and people were encouraged to drop by the studio to see the work in progress, discuss the project, ask questions, and bring up new ideas for consideration.

Drop-In Open House

On Monday evening, the general public was invited back to Town Hall for a drop-in open house. Throughout the evening, approximately 40 people toured the studio, met with the charrette team, reviewed draft plans and sketches, and listened to an informal presentation. The purpose of the open house was to receive feedback from the general public before beginning final production.

Final Production

On Tuesday and Wednesday, the charrette team worked to finalize drawings and concepts. Team members finished maps, inked and rendered hand drawings, fine-tuned computer visualizations, and compiled economic data—all to be presented at the closing presentation.

Final Presentation

On Wednesday evening, approximately 100 citizens squeezed into Jena Town Hall to watch the closing presentation of the charrette. The consultant team presented a summary of the week's events, which included illustra-

tive drawings, before and after computer visualizations and an economic development strategy. After the presentation, participants were encouraged to review the plans and offer further suggestions on draft concepts, which were on display throughout the room.

Selected photos from the charrette.



Top Issues

The goal of the charrette was to bring together a variety of area residents to discuss the future of Jena. Throughout the week, the team paid careful attention to the comments and ideas. From this input, the team noted patterns and commonalities. During the week and throughout the various sessions, the response that participants produced was remarkably consistent. Of the many ideas expressed, the most widely shared included:

- Make downtown more walkable.
- Slow traffic down.

Enjoying Yourself

- Need a recreation/community center.
- Need venues for teenage and young adult entertainment.
- Reuse old buildings to fulfill recreational needs.
- Create opportunities for water recreation.

Getting Around

- Keep Highway 84 going through downtown.
- Connect creeks with a system of trails.
- Need bike paths and better sidewalks.
- Pay attention to Sycamore.
- Deal with truck traffic.
- Improve connections between City Park and downtown.

The Heart of Town

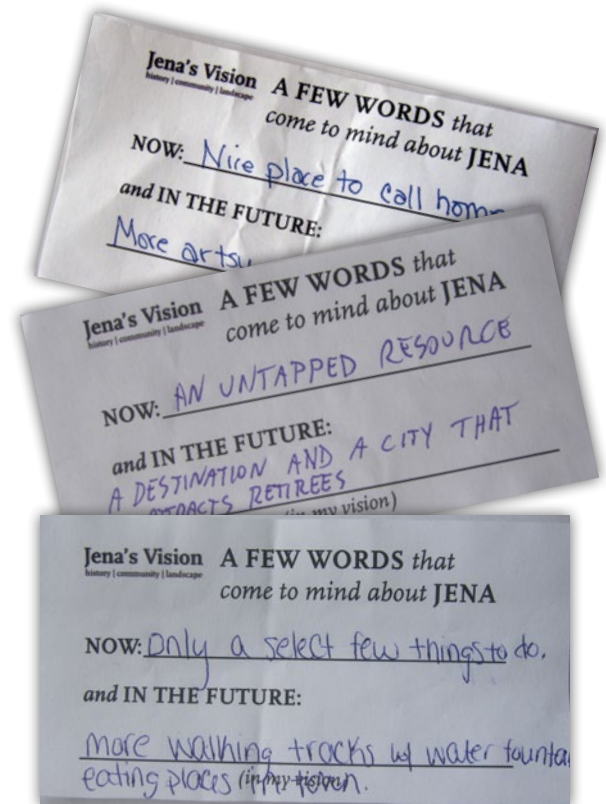
- Protect and enhance downtown.
- Develop a unique downtown.
- Attract more business to downtown.

Places to Live

- Need additional housing options.
- Better quality, more affordable housing.
- Consider opportunities for assisted living.
- Invest more in existing housing stock.
- Attract regional housing opportunities.

Places to Work

- Need day care facilities in Town.
- Need quality sit-down restaurants.
- Retain the younger generation.
- Capitalize on the hunting and fishing industry.



Comment cards filled out by charrette attendees.

Post-Charrette

In the months following the charrette, The Town of Jena has worked diligently to keep the planning concepts developed during the charrette at the forefront of the community's mind. Copies of the illustrations and computer visualizations developed during charrette were made available for public review and comment at Jena Town Hall and on the project website (www.jenavision.blogspot.com).

On September 2, about five weeks after the charrette was held, the consultant team met with the Louisiana Department of Transportation and Development (DOTD) regarding the alignment and character of Highway 84. The meeting was attended by the Mayor, CPEX representatives, members of the consultant team, a member of the El Camino Real commission, and more than ten representatives of DOTD (including both engineers and planners from the Central office as well as representatives from the District office). The discussion covered a variety of topics, including the strategy for including the Town's preferred alignment for Highway 84 in further planning (Stage 1: Planning and Environmental Study), circulation issues for trucks at the Highway 84 and LA 127 intersection, and alternative, context sensitive cross-sections for

the roadway that would vary from typical state standards. The Town's proposed pilot project in front of Town Hall was discussed, and a site visit by DOTD arranged. The meeting closed with a discussion of next steps for the Highway 84 project—which mostly focused on accumulating adequate funding for the Stage 1: Planning and Environmental Study. The results of the discussions were quite encouraging. DOTD's staff reflected changing attitudes nationally regarding character of roadways. Specifically, high-level staff committed to continue to work with the Town through the design of the roadway—citing the effectiveness of the Town's planning process in swaying their ability to modify specific cross-sections of the roadway.

After allowing time for the charrette concepts to sink in, the consultant team returned to Jena on September 24, 2009, to facilitate a public open house to receive additional input. Approximately 65 people gathered at Jena Town Hall to see an overview of the proposed plan outline and discuss new planning concepts generated after the charrette. Following the presentation, participants asked questions about the proposed outline and implementation strategy. During the meeting, the Mayor

discussed the Town's proposed streetscape pilot project in front of Town Hall. As a first implementation step, the Town has secured funding to construct the recommended streetscape improvements for Oak Street in front of Town Hall.

In addition, Jena was recently selected as one of eleven Louisiana Development Ready Communities. This pilot program is one of the Louisiana Economic Development (LED) strategies to strengthen the economic competitiveness of municipalities, parishes and regions statewide. Experienced community and economic development professionals will assist each pilot community in completing the four-part process (community assessment, strategic planning, leadership development and marketing a community). In addition to customized training, the selected communities will benefit from community research data and a community visit by a site selection consultant. Upon successful conclusion of the program, Jena will be designated "development ready" by the State of Louisiana. This designation is intended to assist communities in attracting new business opportunities.



4. The Plan

Introduction

This chapter responds directly to comments, concerns, ideas and suggestions that were raised by area residents during the charrette week. A series of planning concepts have been developed as a way to guide both public and private improvements within the Town—these concepts serve as the guiding framework and policy direction of this plan. The planning concepts embody both the citizen endorsed vision and the basics of sound planning. Ultimately, these concepts can be used by the Town to support decision making regarding future growth. When a business or individual approaches the Town with a development proposal, the Town can use the concepts of this plan to determine whether the proposal is consistent with Jena's Vision. The planning concepts are organized into the following four categories:

- Planning for Context;
- Strategic Growth Areas;
- Transportation and Mobility; and
- Recreation and Open Space.

The planning concepts embody the principles of smart growth. Smart growth is a term that describes the efforts of communities across the United States to manage and direct growth in a way that minimizes damage to the environment, reduces traffic congestion, improves public safety, promote fiscal responsibility, and builds livable towns and cities. The current pattern of growth present in a great majority of communities has a number of negative cultural, economic, environmental, and social consequences that include deteriorating infrastructure, shortage of affordable, quality housing, increased traffic congestion, declining air quality, the absence of a sense of place, and the loss of open space. Smart growth suggests, among other things, that the quality of our built environment and how well we preserve the natural environment directly affect quality of life. Smart growth advocates patterns for developing areas that promote both a balanced mix of land uses and a transportation system that accommodates pedestrians, bicycles, transit and automobiles.

Smart growth offers ten development principles to cultivate long-term, sustainability for Jena.

Create a Range of Housing Choices

Providing quality housing for people of all income levels is an integral component in any smart growth strategy. Growing families, single adults, young couples, senior citizens, and other household types demand a variety of housing types and price points. By providing a variety of housing, people can upgrade and downgrade within the same community. Mixed neighborhoods, containing starter homes, larger homes for families, apartments, condominiums or townhouses for the retiree population, and assisted living facilities for the elderly, should all be located in relatively close proximity so that one's entire lifetime could be spent within a single neighborhood or town.

Create Walkable Neighborhoods

Walkable communities are desirable places to live, work, learn, worship and play. They include safe, attractive streets and interesting places to visit.

Encourage Community & Stakeholder Collaboration

Growth can create great places to live, work and play—if it responds to a community’s own sense of how and where it wants to grow. The best laid plans will likely fail unless they have broad community support.

Foster Distinctive, Attractive Communities with a Strong Sense of Place

Smart growth emphasizes cultural heritage, activities, and aesthetic styles that make each community distinct and attractive. Smart growth encourages communities to develop plans that reflect collective values and a common vision.

Make Development Decisions Predictable, Fair & Cost Effective

Thriving communities make it easy and profitable for property owners to “do the right thing.” No one wins when plans sit on the shelf gathering dust or when the rules of the game change constantly.

Mix Land Uses

By mixing compatible land uses together, communities can create more vibrant, walkable, safe and prosperous places to live, work, and play.

Preserve Open Space and Critical Environmental Areas

Open space preservation supports smart growth goals by bolstering local economies, preserving critical environmental areas, improving quality of life and guiding new growth into existing communities.

Provide a Variety of Transportation Choices

Providing people with more transportation choices to meet their weekly needs is a key aim of smart growth. Transportation by foot, bike, public transit, and personal car should all be viable options.

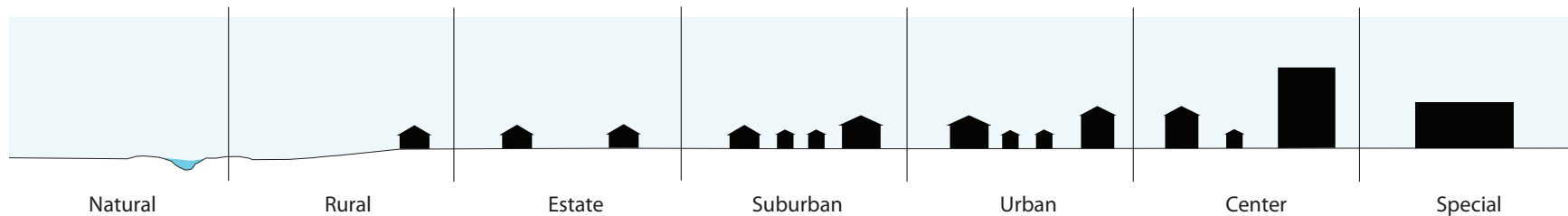
Strengthen & Direct Development Towards Existing Communities

Smart growth directs development towards existing communities already served by infrastructure, thereby utilizing the resources that existing neighborhoods offer, and conserving open space and irreplaceable natural resources on the urban fringe.

Take Advantage of Compact Building Design

Smart growth provides a means for communities to incorporate more compact building design as an alternative to conventional, land consumptive development.

Planning for Context



Planning by context is an essential step toward implementing the Louisiana Land Use Toolkit, a model development code (zoning and subdivision regulations) steeped in smart growth principles. The Louisiana Land Use Toolkit can be used by communities to:

- Provide predictable development patterns;
- Increase property values;
- Preserve a community's culture;
- Promote safe communities; and
- Provide fair and transparent development decisions.

It is important to note, any new regulations would not affect existing businesses or homes in Jena until they chose to expand or replace their existing building.

Context areas are vital because they encourage the right type of development in the right places in the community. Rural areas remain rural and urban areas become more compact. Defined context areas prevent the wrong type of development from occurring in the wrong areas while encouraging the right type of development in the right areas as well. For example, industrial development occurring in the special context would not be welcomed in the suburban context, where it would likely abut residential development. The Toolkit also prevents urban development in areas never intended to be served with urban infrastructure. The context areas serve as the organization system for the rules in the Land Use Toolkit, and are essential to fully implement Jena's Vision.

The Land Use Toolkit recommends using seven different context areas. In most communities, the type of desired land uses change as one travels away from the downtown, along a "transect." Generally speaking, residential and commercial density decrease as one travels away from downtown—we tend to pass from the downtown to the suburbs, and then on to rural and natural lands. The Toolkit applies its seven context types according to this type of continuum. Each context area includes standards for development appropriate to the type of neighborhood anticipated. All context areas are not necessarily present in every community. In Jena, only rural, suburban, urban and special are applicable and are mapped on page 42.



Rural Context

Rural lands are landscapes that are most valued for their open feel and sparse settlement patterns. Many stakeholders have expressed hope that working farms, timbering and open spaces will be protected from encroaching development. Jena has substantial expanses of rural context surrounding the Town limits; however, areas with water and sewer service available, inside the Town limits, will not be considered part of the rural context.



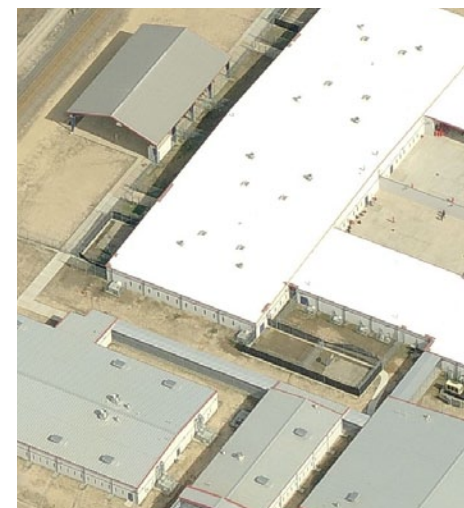
Suburban Context

The suburban context consists primarily of low-density detached single-family residential neighborhoods located beyond downtown. Suburban development has attempted to balance the hustle and bustle of urban life with the tranquility of rural areas. Suburban areas are those areas expected to be provided sewer and water service (allowing suburban densities to occur). Most of these areas lie outside the four centers (Jena, Midway, Good Pine and Trout).



Urban Context

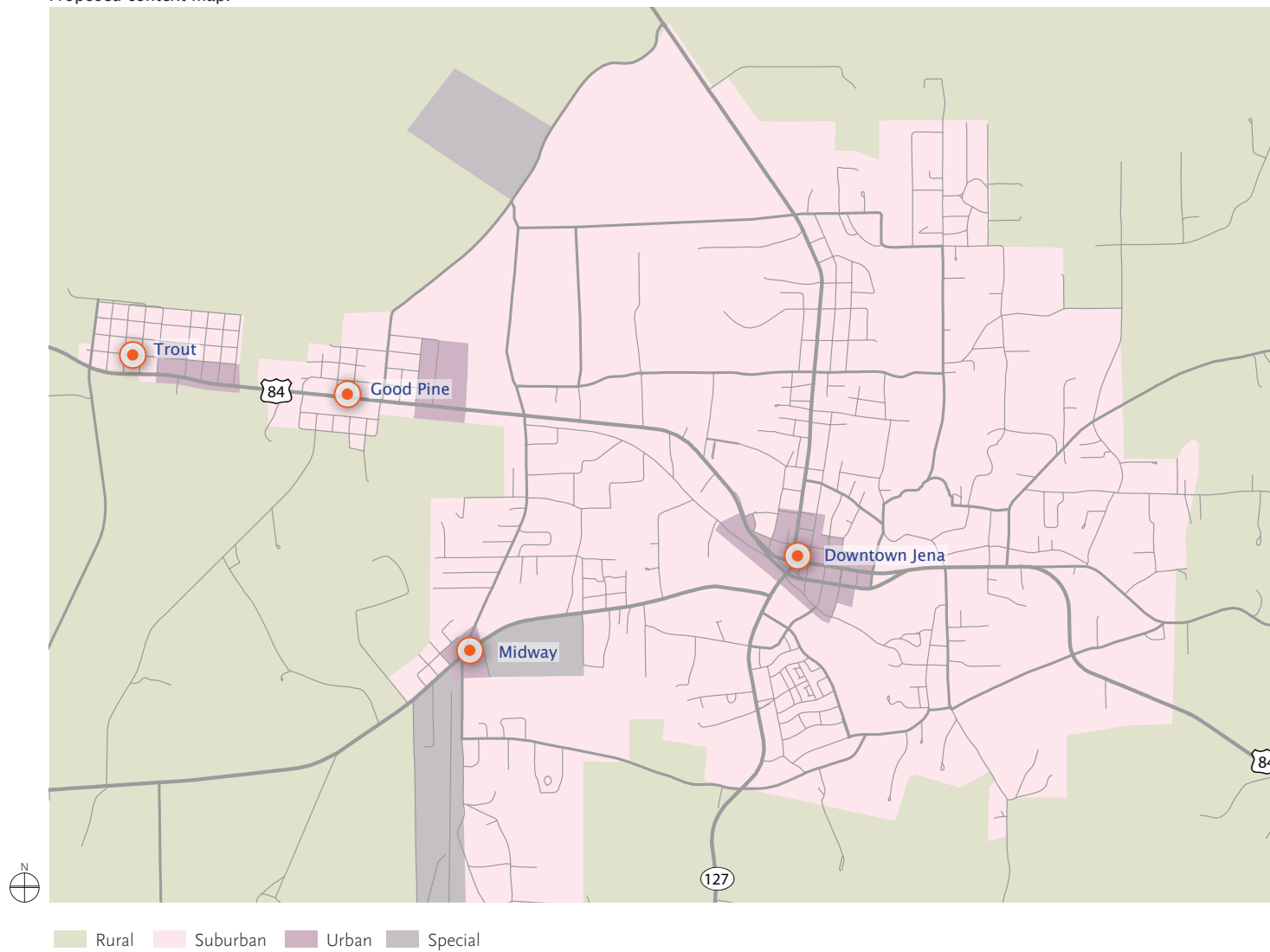
The urban context includes a mix of row-houses, apartments and other attached multifamily housing types, along with single-family detached housing, often on smaller lots. Neighborhoods in the urban context are often in a more traditional gridded street pattern, are well connected, and within walking or biking distance of business establishments. In Jena's case, the urban context is located in a series of four centers—downtown Jena, Good Pine, Midway and Trout.



Special Context

A special context should be mapped to include uses that do not fit neatly into the land use continuum. A special context may appear anywhere within the contextual continuum and may include such uses as large-scale civic facilities, institutional campuses and heavy industrial areas. In Jena, the area surrounding the airport, and the location of the Immigration Customs Enforcement facility would be considered special context areas.

Proposed context map.



Strategic Growth Areas

Jena will continue to grow in the future, and in order to support the smart growth concepts of this plan, the location of that growth is important. A series of locations for future residential, mixed use and industrial growth are described below.

Residential

There are several types of new housing anticipated in Jena:

Multifamily Residential

The downtown area is the most appropriate location for new multifamily housing, including rowhouses, townhouses and other attached housing types.

Assisted Living

Two areas are appropriate for future assisted living facilities – near the hospital on the western edge of Jena, and in the downtown area. If a mixed housing type project were planned south of Hemphill Creek, there might also be an appropriate location within that development.

Single-Family or Mixed Residential

Jena will clearly continue to support future single-

family residential growth. Key areas include the hilltop south of downtown, and areas to the northwest (west of LA 127). The remaining land to the southeast (south of Baker Road) is also appropriate for infill residential development. The downtown area will continue to accommodate individual lot single-family infill development. It is important that residential growth not intrude on future planned industrial areas, as described below.

One key concept for any new residential growth is that the street network extend logically from the existing system through the site, so that future growth areas will have appropriate access. The Trout focus area provides an excellent example of this concept.

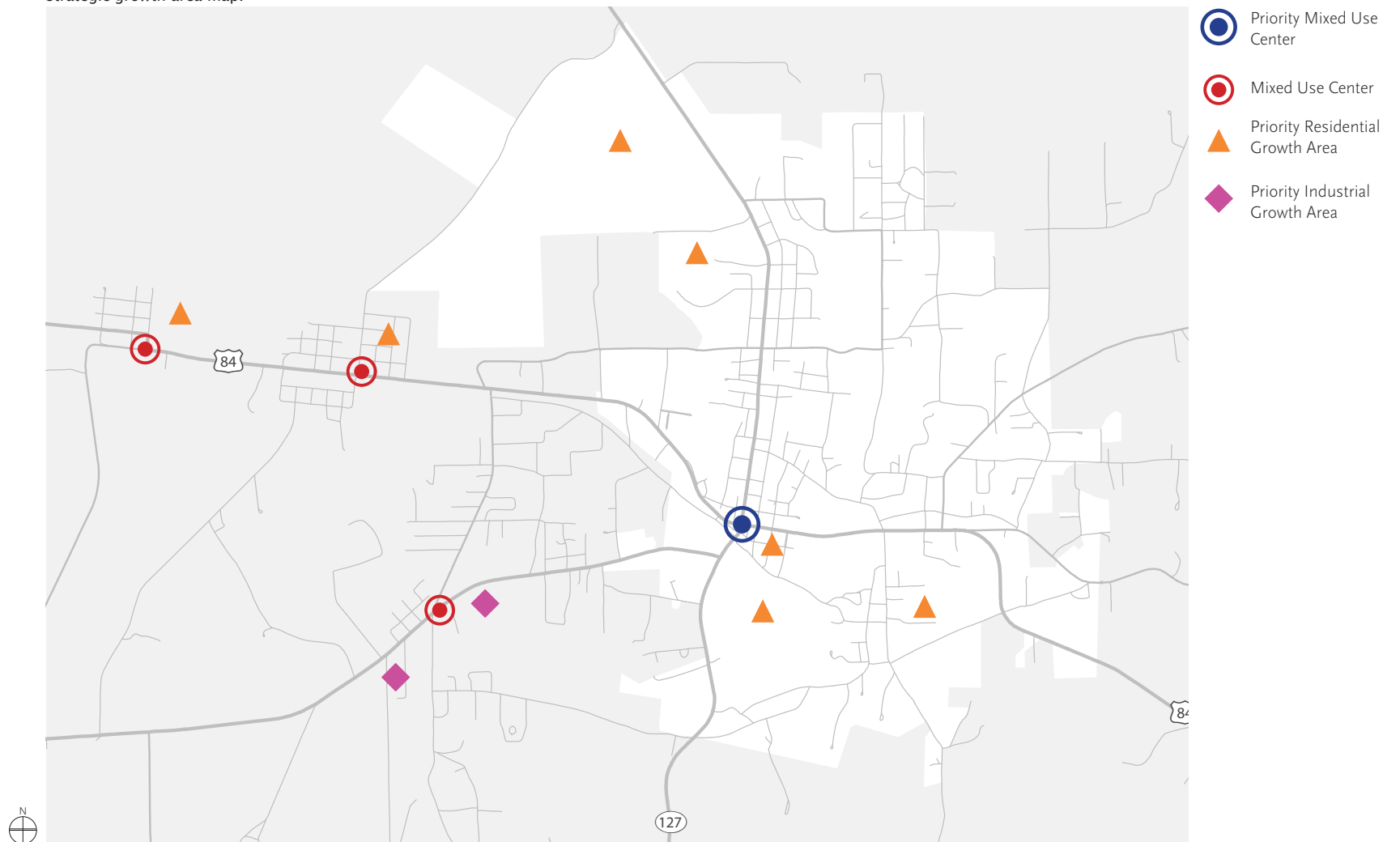
Mixed Use

Future mixed use development should be concentrated in the downtown area. There are also appropriate sites in Midway, Good Pine and Trout, along Highway 84 and LA 8. Development outside downtown is more likely to be single-user commercial activity; however, where possible, mixed uses should be encouraged.

Industrial

New industrial growth should be focused on the area to the southwest of Jena. The existing airport must be protected from encroachment of residential development. Areas west of the airport are perfect locations for any relocation of industrial activity required by the widening of Highway 84.

Strategic growth area map.



Transportation and Mobility

Priorities

The following transportation priorities have been developed and are discussed further on the following pages.

Expand 84 in a Context Sensitive Manner

Highway 84 is slated for expansion from two to four lanes in the near term. Residents expressed a desire to keep traffic on Oak Street in the downtown, despite the impacts associated with traffic and truck travel. The residents want to invest in the downtown area and make it more of a destination for dining, shopping and entertainment.

Improve the Street Network

Connect the existing grid and require that all new development include a well-connected grid-based network. Small block sizes (300-350' spacing between intersections) and connections to adjacent collector streets are essential parts of developing a complete and functional roadway network.

Maintain Existing Roadway Character

Many of Jena's residential streets are slow-speed and low-volume; they are rural in character and typically do not include sidewalks. Although they

are generally safe today, the Town's future success in increasing walking and bicycling as modes of travel depends on safer streets that accommodate all modes of travel. Streets that are more rural in character might consider sidewalks or more informal walking paths that are separated from the roadway by a swale and/or trees.

Expand Transportation Choices

Many of Jena's residents enjoy walking and bicycling for recreational purposes and expressed an interest in having more sidewalks and pathways for both recreational and purposed trips. Residents also expressed an interest in a shuttle system that would connect important destinations within Jena, such as the downtown, the hospital and the schools. In the future, Jena may consider such shuttle service but at this time, Jena should consider paratransit service to provide transportation to segments of the population with fewer transportation choices.



Any potential expansion or realignment of Highway 84 must address the context of adjacent land.



Many of Jena's residential streets are slow-speed and low-volume; they are rural in character and typically do not include sidewalks.

Context Sensitive Road Design

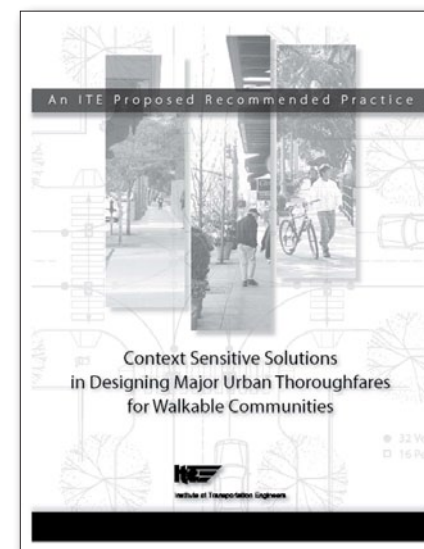
As previously mentioned, Highway 84 is part of a larger transportation corridor, the El Camino East/West Corridor, that runs across the entire southern United States. The portion of Highway 84 that runs through Jena is currently a two-lane facility, however, future DOTD plans call for the construction of a four-lane facility. Any potential expansion or realignment of Highway 84 must address the context of adjacent land. Improvements must fit within the existing context and preserve the economic and environmental resources of the roadway that exist today, while maintaining overall efficiency, safety and mobility. Context sensitive street design looks to local conditions to determine the best possible street design that optimizes mobility and safety for all modes of travel, while preserving or enhancing community character. It contrasts greatly with a “one size fits all” approach, which often has devastating effects on communities who have varying needs from varying sections of roads.

Understanding Context

It is important that context be understood in terms of transportation. Relevant questions include: What role does the street play in the transportation

network? How do vehicles and pedestrians use the road? What are the adjacent land uses? What is the desired speed of traffic? What are the important natural features to be protected?

Once context is understood, design can be applied to accommodate a variety of roadway conditions. The width of travel lanes can be adjusted based on the speed of traffic and the level of pedestrian activity; roadways with wide travel lanes tend to promote speeding and have potential effects on pedestrian levels of service. Sidewalk availability and width can vary between urban, suburban and rural settings; wider sidewalks on both sides of the street are appropriate in more urban settings. Street trees are an important component in terms of aesthetics, provision of shade and preservation of local character. On-street parking should be accommodated where needed and where supported by retail demand or pedestrian activity. Bicycle facilities should be designed based on bike travel demand. Streets should be designed and operated to enable safe access for all users. Pedestrians, bicyclists and motorists should be able to safely and comfortably move along and across a street.



Context sensitive design is a collaborative, interdisciplinary approach that involves developing roadways that fit within their physical setting and preserve scenic, aesthetic, historic and environmental resources, while maintaining safety and mobility.

The El Camino Corridor

To four-lane Highway 84 through downtown would require the demolition of a significant number of historic buildings, all but destroying the original fabric of the downtown. Therefore, to accommodate a four-lane facility, a new alignment would have to be constructed that bypassed downtown. However, a downtown bypass would significantly reduce the amount of vehicular traffic in the downtown, and therefore decrease the economic viability.

The consulting firm of Shaw Environmental was hired by the Louisiana Department of Transportation and Development (DOTD) to conduct a study to determine the feasibility of a four-lane facility from LA 772 through downtown to the Hair Creek bridge. Three possible alignments have been proposed by Shaw, however, none of the alternatives were deemed acceptable by Town officials as drafted.

Alternate 1: Widen along existing alignment (rejected due to significant impact on downtown).

Alternate 1A: Widen Highway 84 along existing alignment with a minor 4-lane bypass south of downtown (replaces Alternate 1). Existing alignment of Highway 84 through downtown removed from state route.

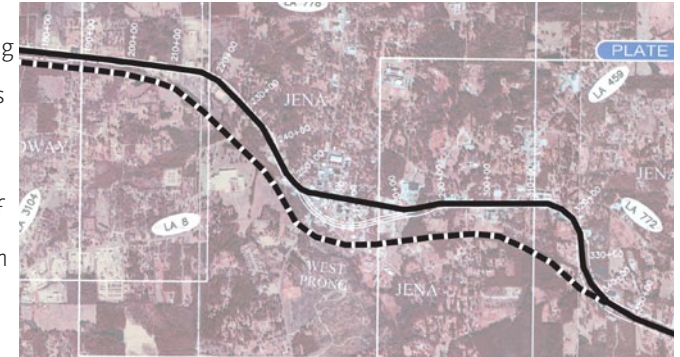
Alternate 2: Construct a couplet (two one-way pairs), 2-lanes westbound on existing alignment, new 2-lane eastbound facility located south of downtown. Existing alignment of Highway 84 through downtown remains a one-way state route.

Alternate 3: Construct a major 4-lane bypass south of downtown. Existing alignment of Highway 84 through downtown removed from state route.

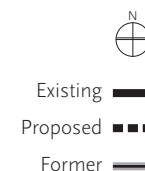
Alternate 1A: Minor bypass south of downtown.



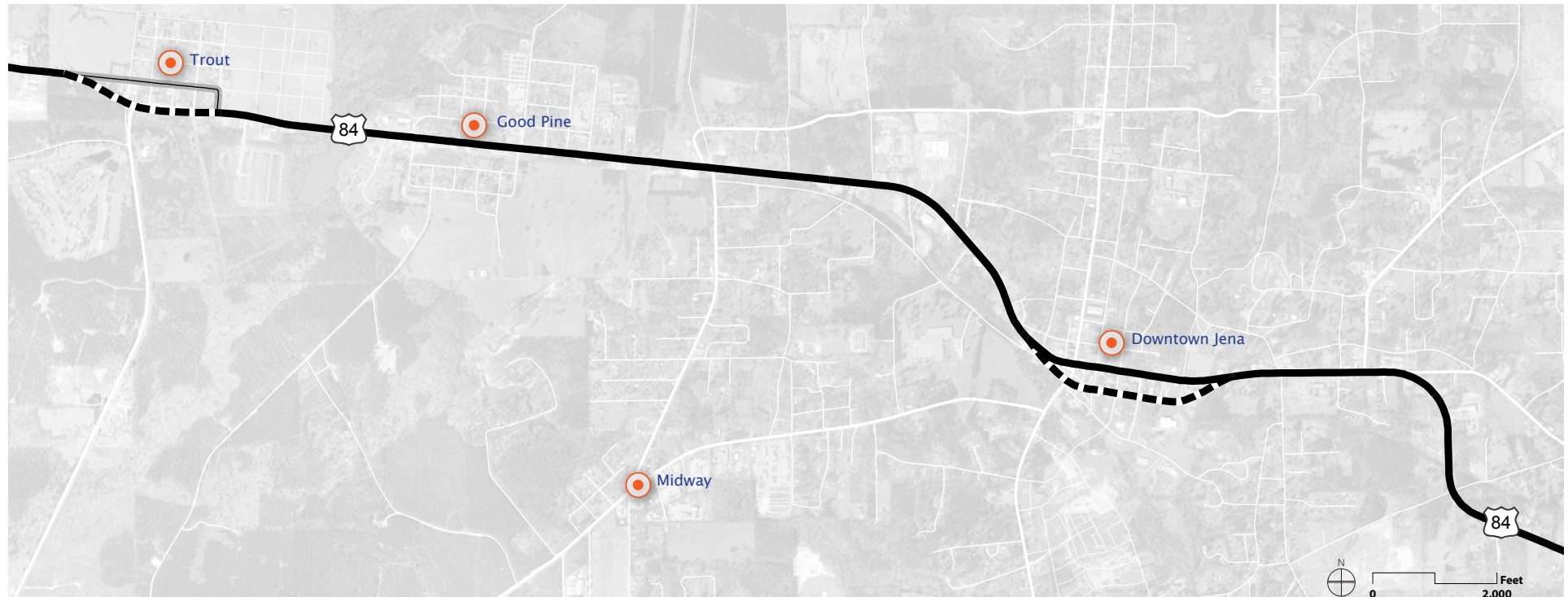
Alternate 2: One-way couplet.



Alternate 3: Major bypass south of downtown.



Alternate 4: Highway 84 preferred alignment.



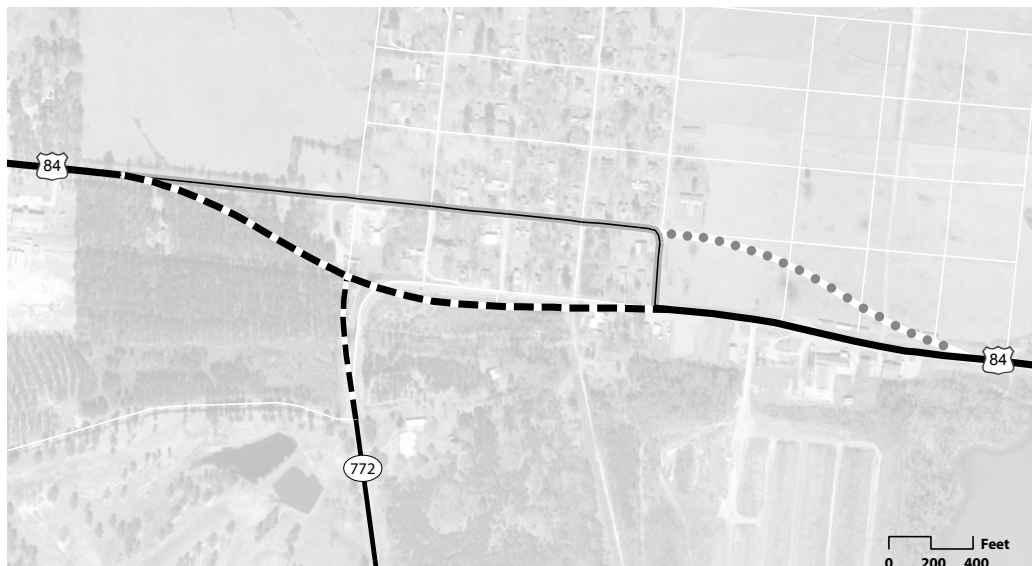
Highway 84 Realignment

The realignment of Highway 84 was a significant topic of discussion during the charrette. Residents clearly expressed their desire to keep Highway 84 on its current alignment through downtown, despite the impacts associated with heavy traffic. As a direct result of the charrette process, a fourth alter-

native was prepared by the Town and the consultant team and is shown above. Alternate 4 follows the existing alignment of Highway 84 but proposes two significant departures, which are described in detail on the following pages, one affecting Trout and the other impacting downtown Jena.

Existing —
Proposed - - -
Former —

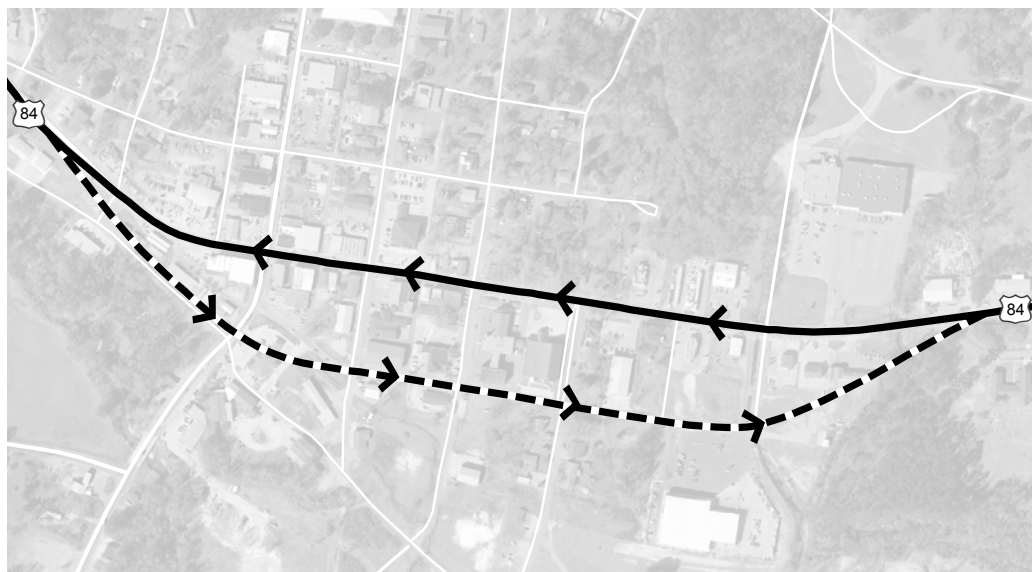
Alternate 4: Trout inset, Highway 84 preferred alignment.



The four-lane alignment bypasses Trout to the south, protecting the historic fabric of the established residential neighborhood and removes the existing dogleg. Reconfiguration places the intersection of LA 772 and Highway 84 further south than in the existing proposal. An illustrative rendering showing the Trout realignment in more detail is shown on page 76.

The preferred alternate for downtown Jena combines the minor bypass from Alternate 1A with the couplet concept from Alternate 2. This new Alternative 4 proposes an even shorter 2-lane bypass that runs one-way eastbound along the existing alignment of Pine Street, just one block south of Oak Street. The existing alignment of Highway 84 along Oak Street continues to function as a state highway, accommodating 2-lanes of one-way westbound traffic. This shorter couplet helps mitigate the economic impact of reduced traffic on existing downtown businesses. Minimizing the separation to one block helps to enhance opportunities for traffic circulation and connectivity between the two one-way streets. An illustrative rendering showing the downtown realignment in more detail is shown on pages 66 and 67.

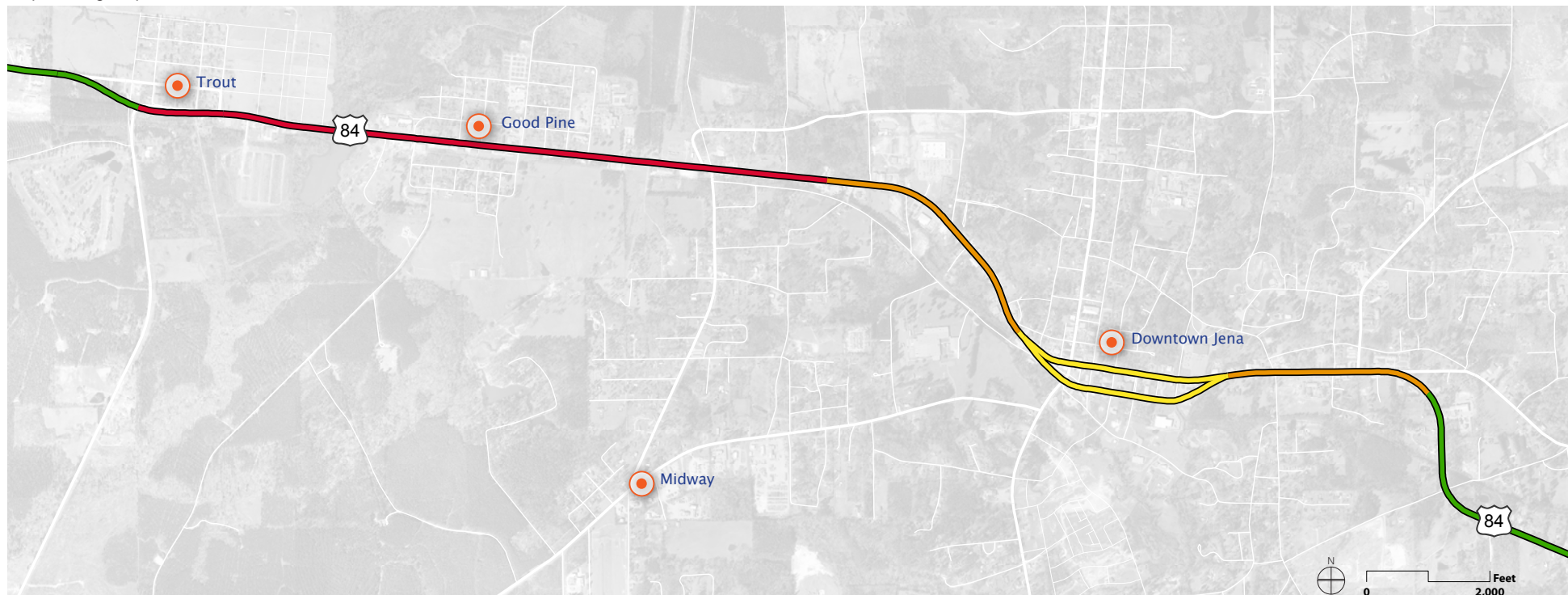
Alternate 4: Downtown Jena inset, Highway 84 preferred alignment.



Existing — Stage o ● ● ●
Proposed - - - Former —

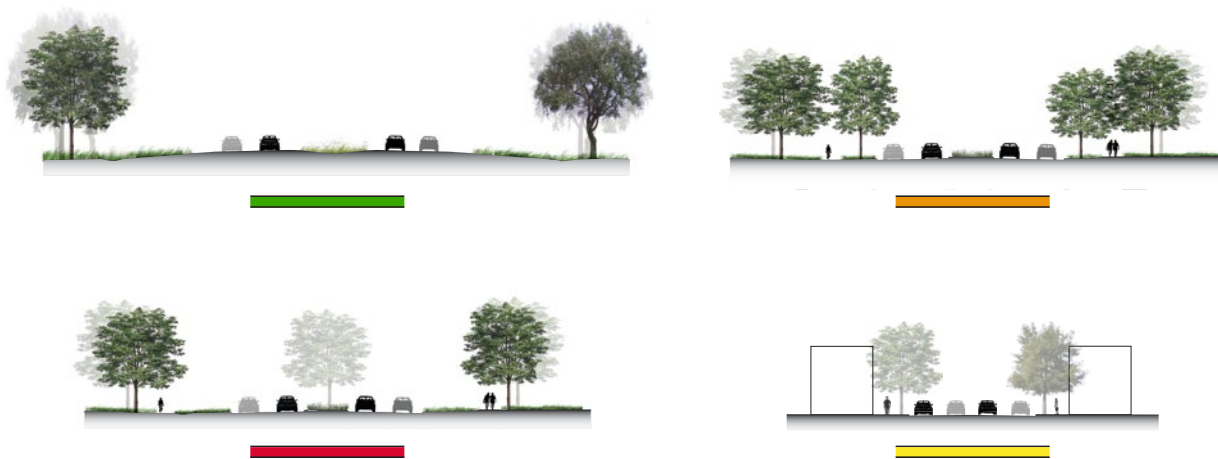


Proposed Highway 84 context sensitive cross-sections.

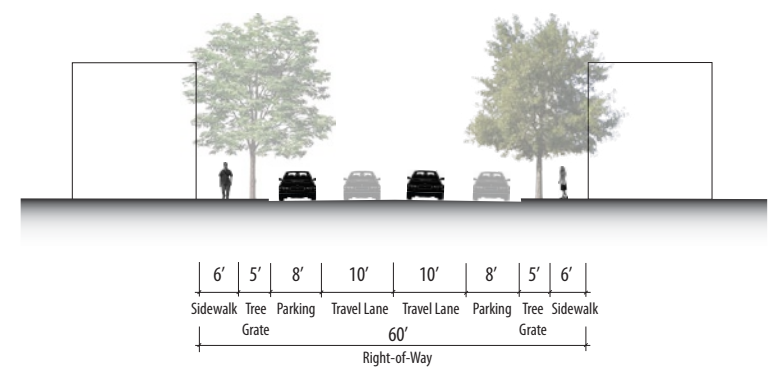
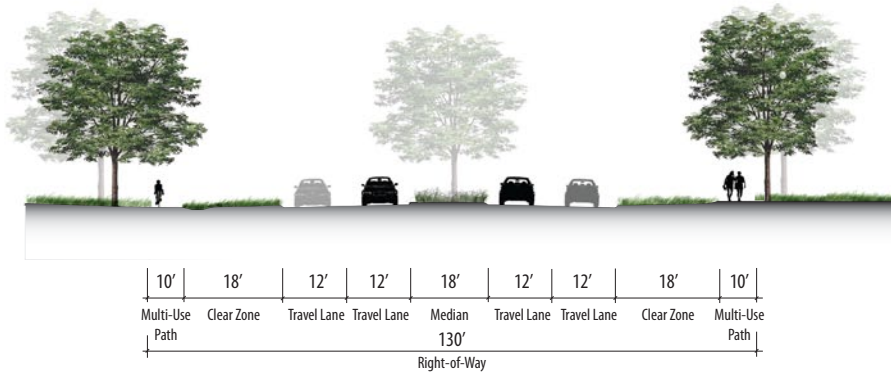
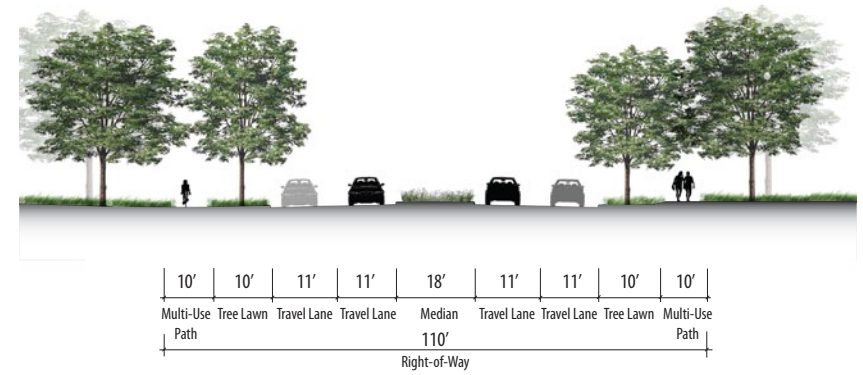
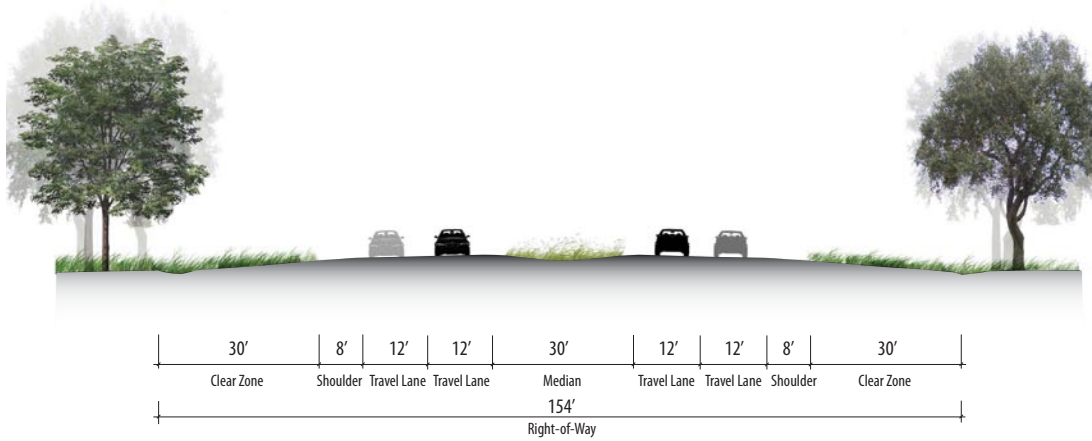


Character of Highway 84

The character of improvements along Highway 84 was also a major topic of conversation during the charrette. While there was a resounding consensus to keep Highway 84 running through downtown, there was a similar level of agreement on slowing traffic down as it enters and moves through downtown. The image above illustrates a series of preferred cross-sections along Highway 84 that change based on the character and form of adjacent land uses and the desired speed of traffic. Each cross-section is illustrated in more detail on the following page.



Context Sensitive Cross-Section for Highway 84



Street Connectivity

The Town of Jena should improve the roadway network by continuing the fine-grained block pattern that exists in portions of the downtown and in outlying communities such as Good Pine and Trout. These areas have small block sizes (300 to 400 foot block faces is optimal) and a high degree of connectivity, meaning the streets connect with one another as often as possible. This development pattern promotes walking, cycling and shorter vehicle trips.

Conventional suburban development, such as the residential areas located along Cowart Street and Carpenter Street, have a poor degree of connectivity. Cul-de-sacs and dead-ends should not be permitted in new developments, and as these areas redevelop, the Town should require improved street connections wherever possible. The Town should consider acquiring the necessary properties and rights-of-way over time to make those connections possible in the future. Some areas of Jena already have a traditional block pattern with streets that connect to one another, creating a more complete roadway network.

New roadways in Jena should help achieve a better network by creating small block sizes with frequent intersections. One effect of the preferred alignment of Highway 84, a short couplet, is reduced network performance due to the one-way travel on each of the two couplet legs. As a result, cross-streets should be two-way, frequent and clearly marked so that travelers can easily circulate in downtown areas.

In downtown, new streets should continue the historic pattern. In residential areas, the Town should work towards connecting to other local and collector streets.

Specific roadway connections that would improve network performance are:

- Between South 4th and South 5th that would connect either side of the couplet and maintain the block pattern in downtown.
- Between Highway 84 and Sycamore Street, formalize the connection that is now served by the driveway entrances in front of and behind the supermarket.
- Between Highway 84 south to Ace Hardware should be formalized. This street should inter-

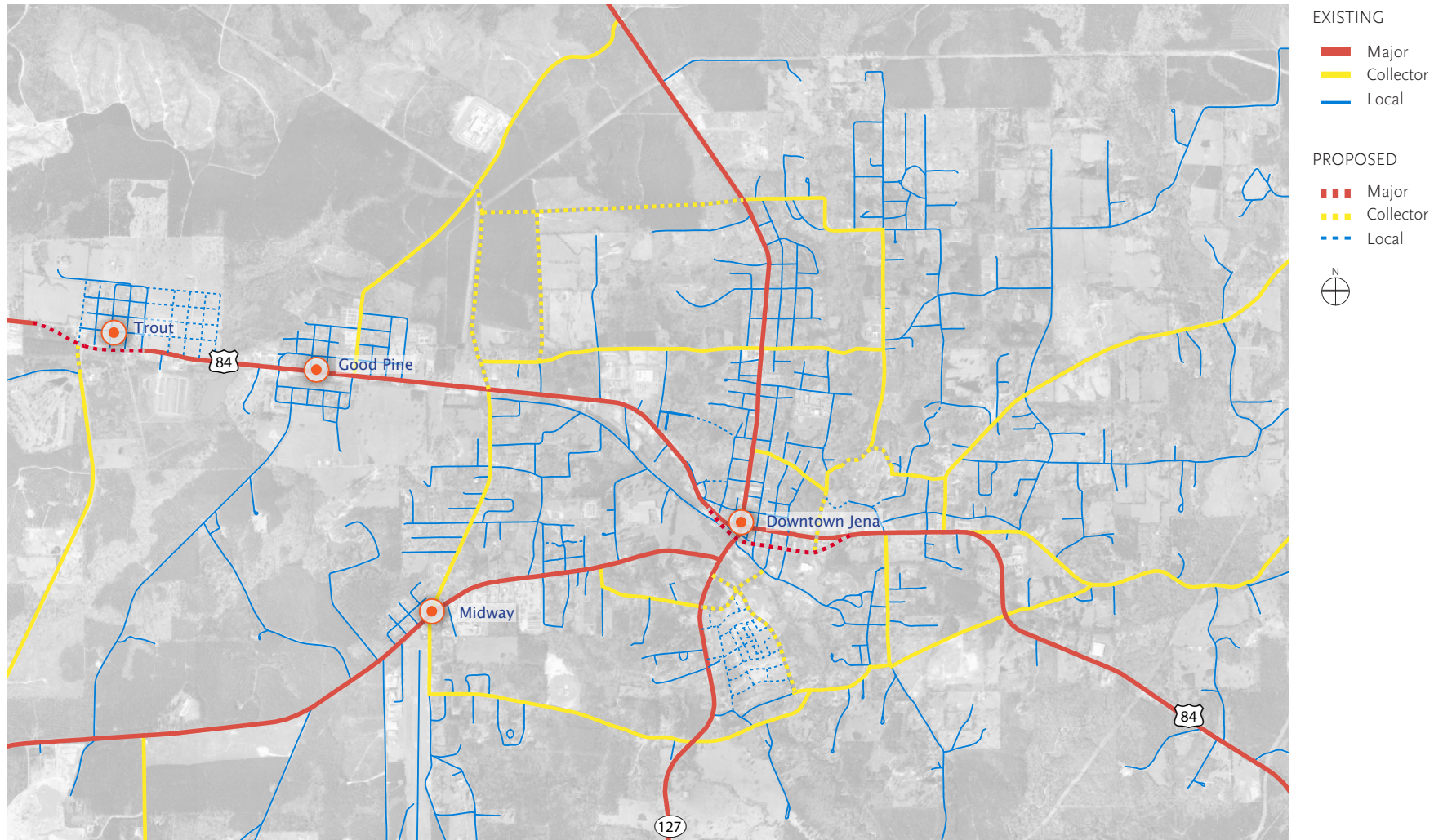
sect Highway 84 at the same point as the street described above (north-south to the west of the supermarket).

Pedestrian movement in and around the downtown is a priority. Wider sidewalks are planned along Highway 84, with the new alignment and all cross streets within the area bound by the couplet should have sidewalks on both sides of the street. Sidewalks should be five to six feet wide. Four feet is acceptable on streets with limited right-of-way.

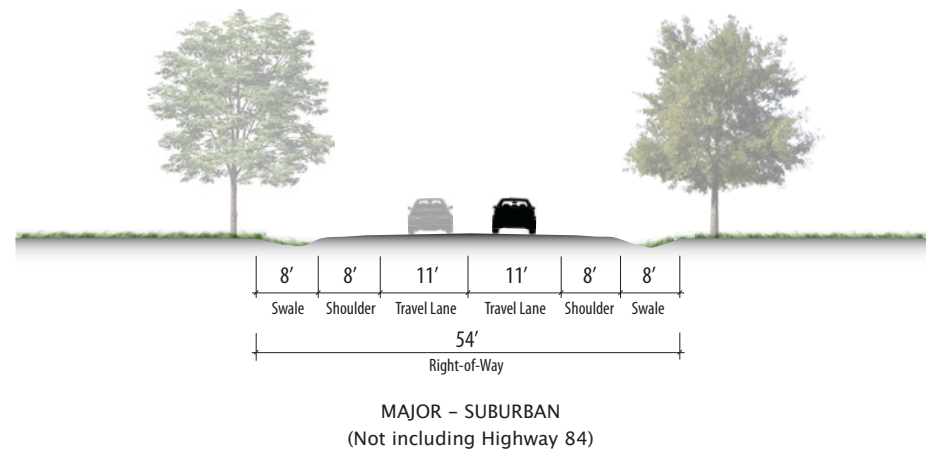
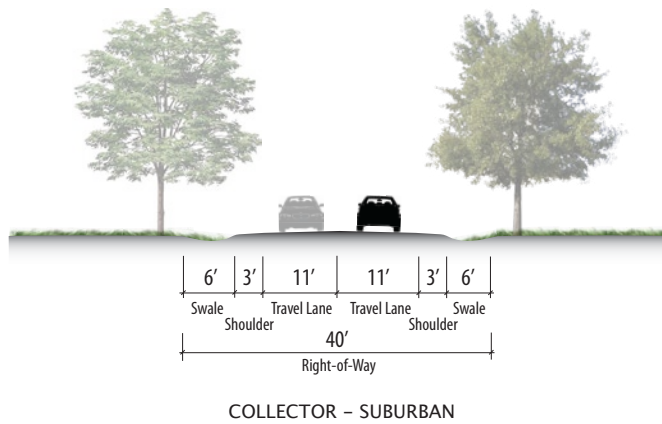
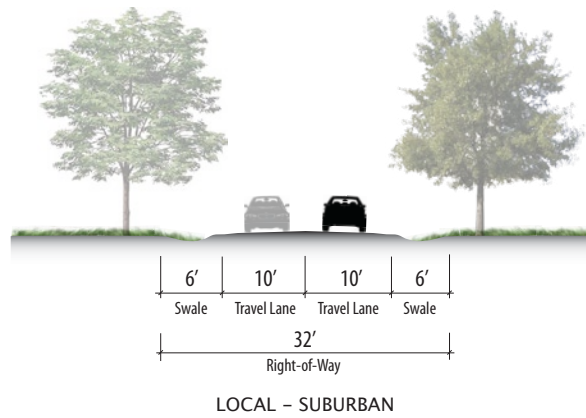
Several additional key future connections are part of the proposed street network. These connections should occur in conjunction with future development activity.

- Extension of LA 3104 north to Pinehill Road would allow travel between LA 127 and LA 8 without going through downtown Jena.
- Extension of Cary west to Pinehill Road would create a loop around the community.
- Extension of Third Street south and west to connect with Church Street provides another way for residents to avoid the Highway 84/LA 127 intersection.

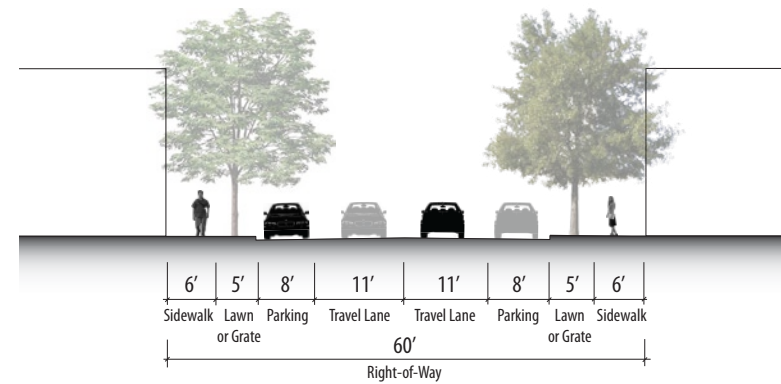
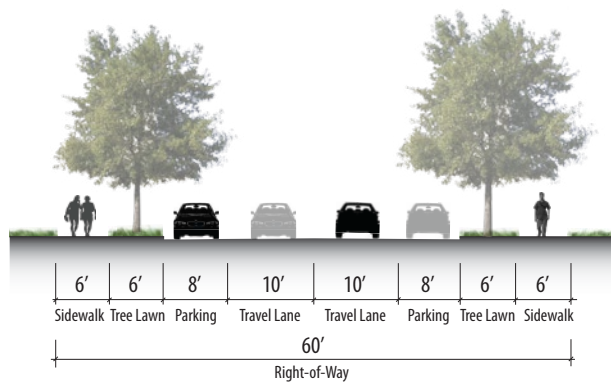
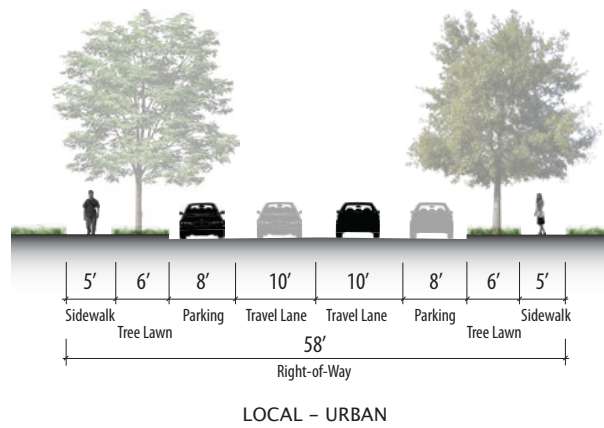
Proposed Street Network



Proposed Suburban Cross-Sections



Proposed Urban Cross-Sections



Bike and Trail Connectivity

Highway 84 and LA 8 have been identified as bicycle and pedestrian routes and should include separated multi-use pathways. These routes will serve as important spines of pedestrian and bicycle movement as Jena moves forward in the development of a pathway system along the local creek system.

Bikes

Many of Jena's residents expressed a desire to see their favorite bicycling routes in the area become safer and better connected to one another and to major destinations within the Town. Jena has the potential to become a regional cycling destination, with strong support for bicycling within the community, available real estate for a pathway system and a scenic landscape for recreational cycling.

The recommended bicycle network is incremental in design. The bike plan map shows what a mid-term regional bicycle network could be, which includes a variety of infrastructure types for bicycle accommodation. Initial on-road accommodations should be replaced over time by a more robust multi-use pathway system.

Pathways

Jena's many creeks and parks offer tremendous opportunity for a regionally significant bicycle network. Jena should strategically implement a pathway system to:

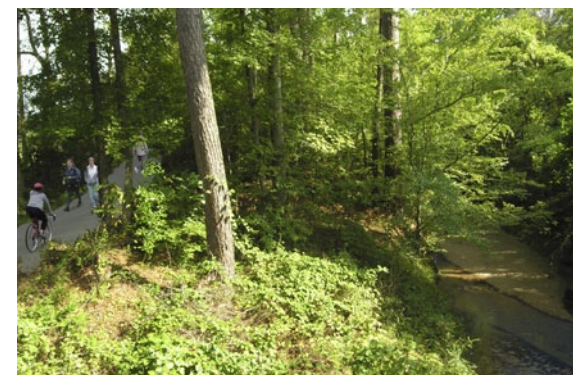
- Provide safe movement of bicycles and pedestrians between key destinations, such as the elementary school, middle school, high school, City Park and the downtown.
- Provide safe crossings for bicycles and pedestrians at major roadways, such as an underpass where Highway 84 intersects a creek.
- Implement trail systems along the Hemphill Creek and the West Prong as a priority so that the underpasses planned with the Highway 84 expansion can be coordinated appropriately. DOTD will want to see an existing trail system before they plan, design and pay for related improvements.

Bicycles may "share the streets" in residential neighborhoods where speeds limits and traffic volumes are low, but on collectors, arterials and highways, where travel speeds are high, bicycle lanes

and/or separated pathways are recommended. An interim plan may include signage along designated bicycle routes.

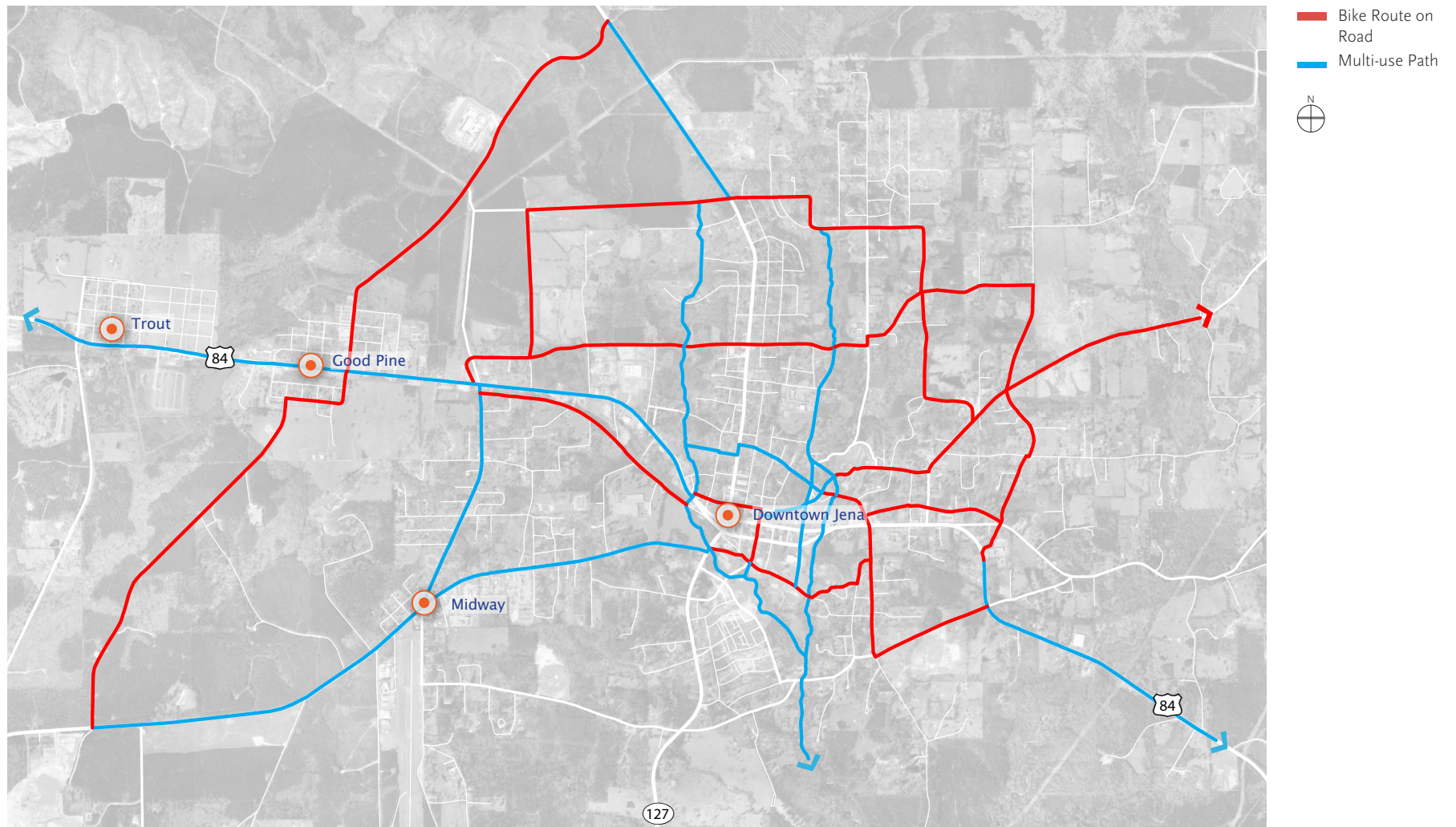


EXISTING CONDITIONS. Stream with limited or no pedestrian or bicycle access.



A multi-use path is added that enhances access to the Town's extensive network of streams and creeks.

Proposed Bike and Trail Network



Recreational & Open Space

Priorities

The following recreational and open space priorities have been developed.

Expand City Park

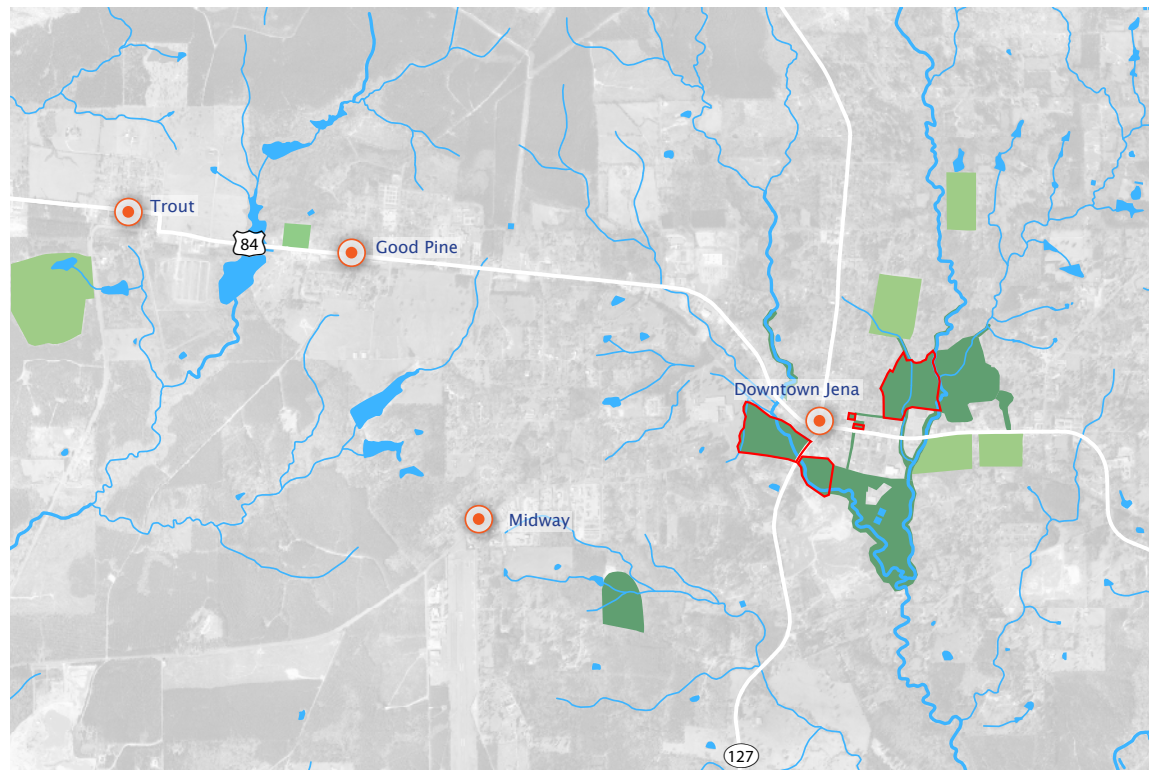
Jena should take every opportunity to acquire land that extends the existing park to the west and south towards the downtown. A proposed park ring road, eliminating vehicles in the center of the park, would improve safety and enhance enjoyment of the existing facility.

Link Existing Green Spaces

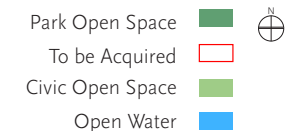
Jena's priority should be linking existing spaces. Extending the opportunity to walk from downtown to City Park, the High School, the Junior High School, the Elementary School, and south to Hemphill Creek.

Maintain Control of the Floodplain

Jena should continue to regulate the floodplain areas, ensuring no future construction affects the floodway or floodplain. If possible, a trail system should be created to take advantage of the scenic beauty of Jena's creeks.



Proposed park and open space network.



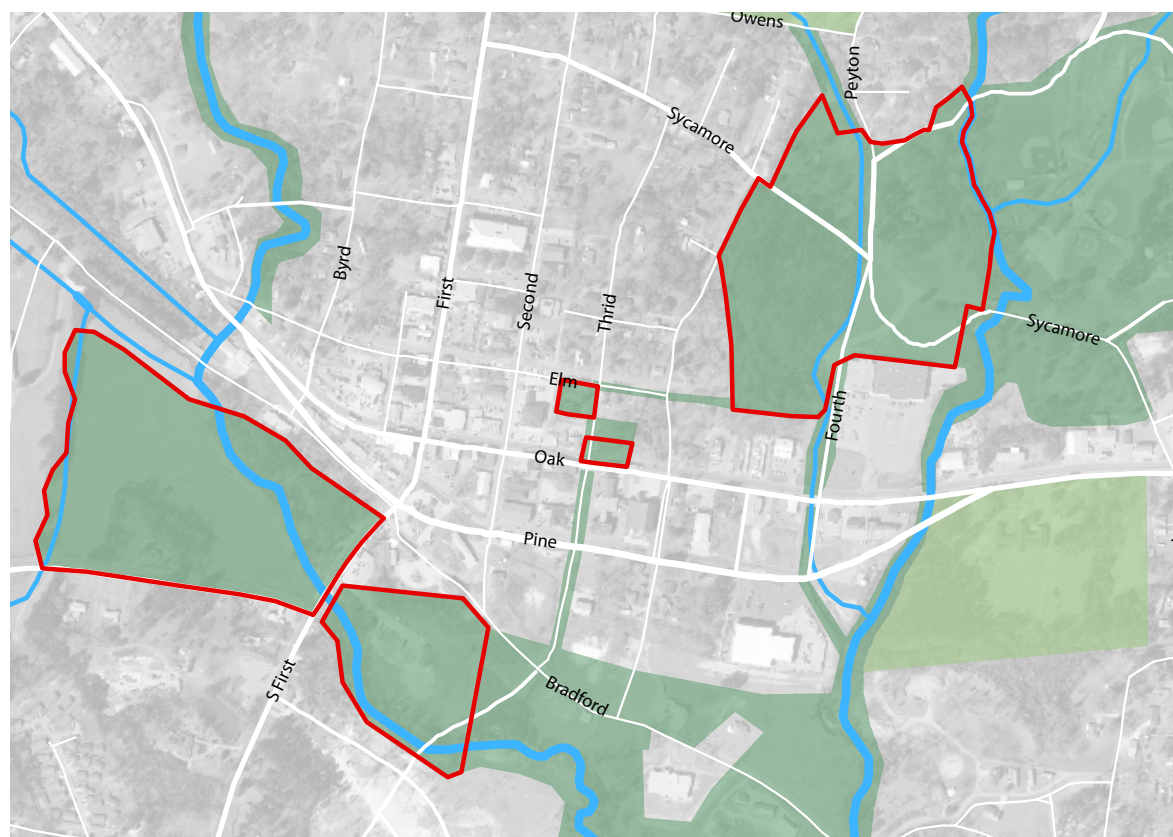
Keep Gateway Elements Green

The entrance to the downtown area includes green spaces at both ends, and those green gateways should be maintained.

Open Space to be Acquired

Jena residents expressed a desire for increased quantity and quality of open space and as well as more recreational facilities. The Town's acquisition of key parcels will greatly enhance the park system and allow the establishment of an amenity which can be enjoyed by residents for years to come.

City Park should be expanded to the west and south as property and funds become available. Extending City Park towards downtown, through the Town Square, which then extends along the proposed Third Street Promenade to the floodplain along the West Prong of Hemphill Creek, provides a substantial new connection to downtown. Linking the floodplain areas along the West Prong of Hemphill Creek ensures a green future for this southern edge of downtown. Additional land needs to be acquired around the Town Square in order to expand that area. When expanding Town Square consider relocating the LaSalle Parish Museum from Good Pine. The relocated museum could serve as a tourist attraction or visitor center.

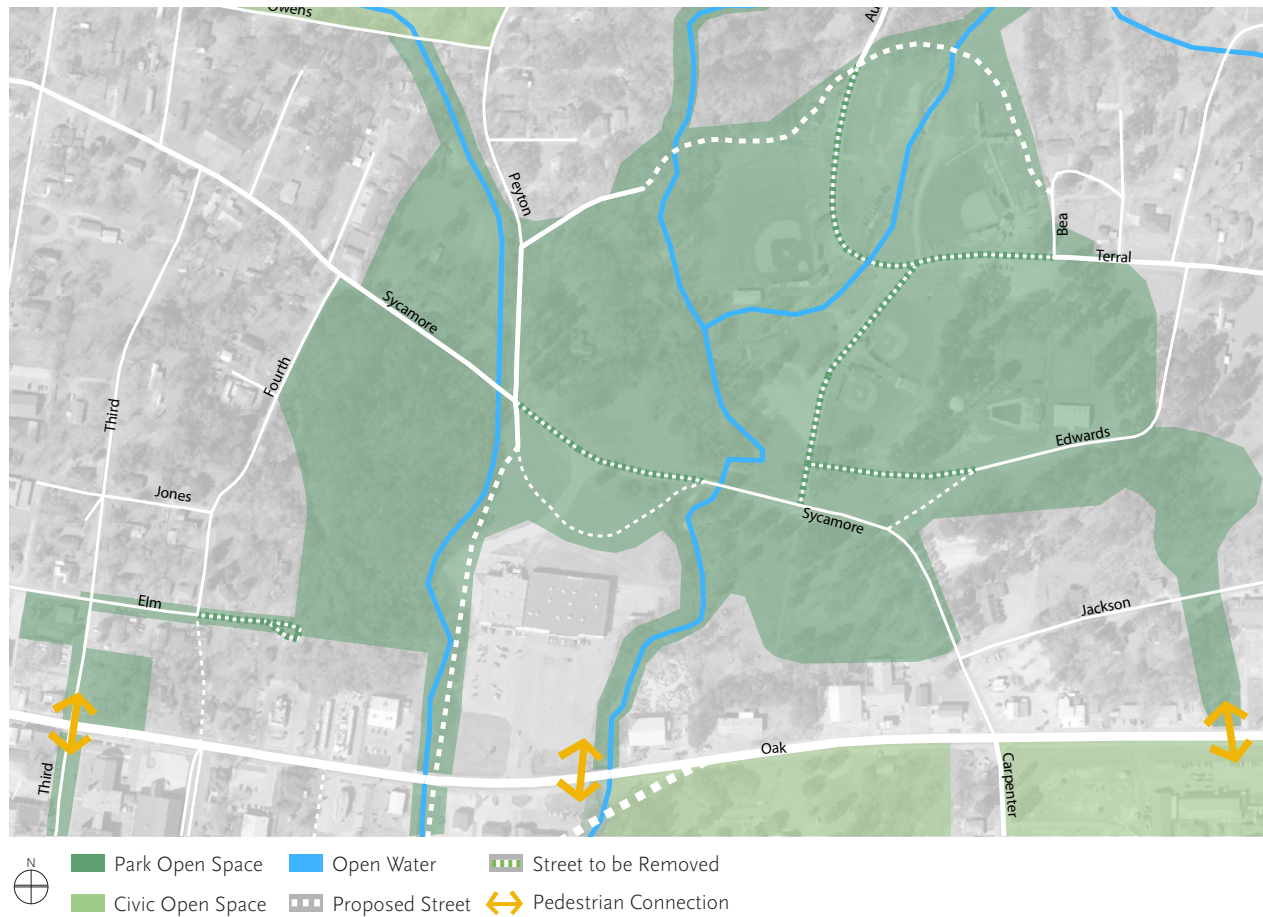


Map of open space to be acquired by the Town.

Park Open Space  
 To be Acquired 
 Civic Open Space 
 Open Water 

The vistas over existing green areas are scenic and should be preserved. Existing civic spaces such as schools and churches also provide excellent open space and green relief in the downtown area.

Proposed improvements to City Park.



City Park

The creation of a new ring road around City Park will consolidate the existing park land, eliminate internal safety issues created by the conflict of pedestrians and cars within the park, and provide new opportunities for parking. Pods of parking can be provided (15 to 20 spaces), spaced out along the ring road where tree cover allows. Additional access to City Park on the west side of Mac's Supermarket (the former Wal-mart site) will help connect the park to downtown.

During the reconstruction of Highway 84, the opportunity to provide a trail connection under the Highway extending north-south along Hemphill Creek is critically important to connect the north and south side of town. There are few places with adequate grade change to allow such a connection to occur underneath the road without significant engineering, so it is important for the Town to capitalize on this linkage during planning and design of the new road and its bridges. Early improvements in this area will ensure that DOTD takes this trail connection seriously.

Precedent park images.



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5. Focus Areas

Introduction

The Town Plan for Jena includes both a policy component to guide incremental change over time and a design component to guide physical improvements to specific portions of the community such as Trout and downtown Jena.

The focus areas were used to test the ideas that came out of the charrette process, and to show one way in which an area could potentially redevelop.

It is important to note that the individual buildings shown on each illustration are less important than consistent implementation of the key principles of each focus area and the growth policies and action items of the plan. The goals of the plan are embedded in each focus area illustration and are a critical element for future review of proposed development. The focus areas were selected based on their strategic location within the community and the level to which an area could physically illustrate the goals and policies of Jena's Vision, applied to "real world" situations.

DOWNTOWN



Downtown was looked at in detail because of its economic and cultural significance to Jena and the region as a whole.

3RD STREET



The 3rd Street Promenade was an idea conceived during the charrette and is seen as a catalytic project that could "spark" activity downtown.

HEMPHILL CREEK



The land just south of downtown (Hemphill Creek Neighborhood) provides an opportunity to show how a large mixed residential development could be built in Jena.

TROUT

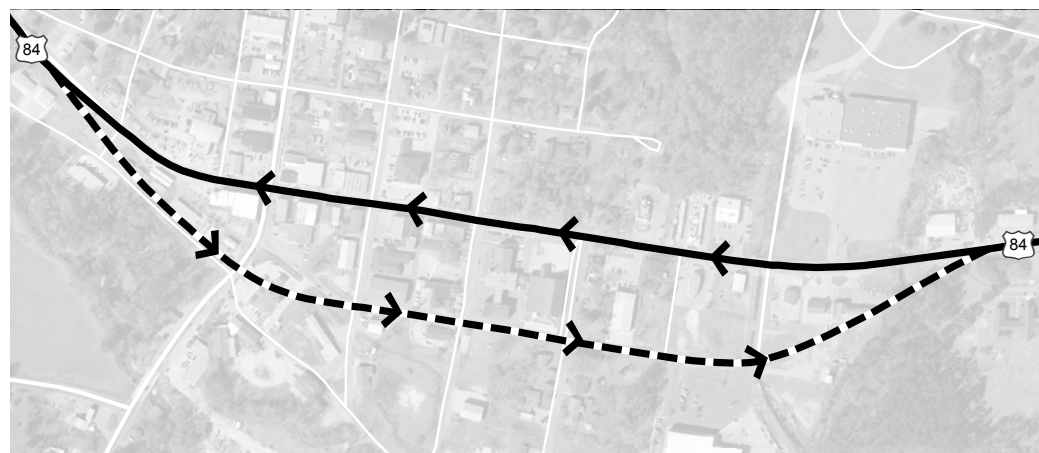
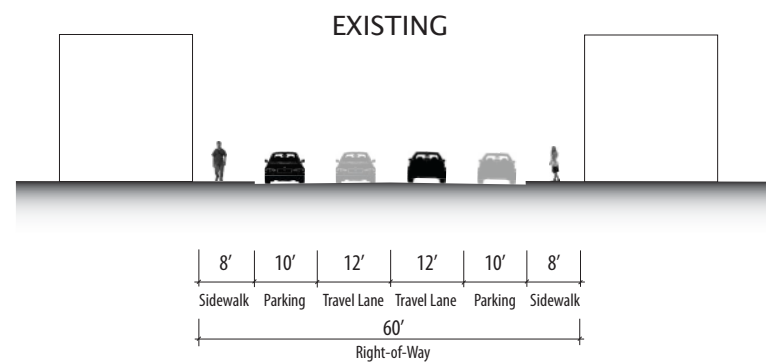


Trout was used to show how the historic block pattern and residential neighborhood could be reestablished.

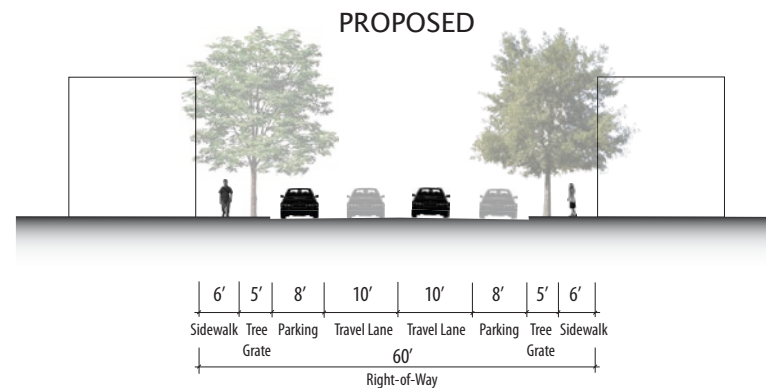
Downtown Jena



The current alignment of Highway 84 includes two conventional travel lanes that move traffic in either direction. The existing cross-section includes two 10-foot parallel parking lanes and two 12-foot travel lanes.

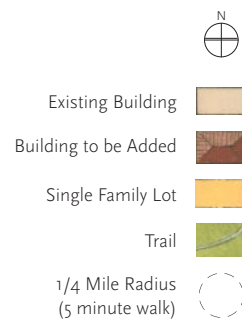


The proposed realignment for Highway 84 includes four one-way travel lanes, two in each direction. Two travel lanes move traffic westbound on Oak Street and two travel lanes move traffic eastbound on Pine Street. The proposed cross-section (for both Oak Street and Pine Street) includes two 8-foot parallel parking lanes and two 10-foot one-way travel lanes.



Downtown Illustrative Vision

- (A)** Extension of West Elm closed at Highway 84.
- (B)** New Alignment of Highway 84. Existing buildings replaced. West Bradford intersection realigned with Highway 84. Truck street closed. Byrd Street extended to Highway 84.
- (C)** Opportunity for gateway entrance into downtown. New connection added to accommodate trucks turning.
- (D)** Highway 84 functions as two one-way streets. Two travel lanes move traffic westbound on Oak Street.
- (E)** Highway 84 functions as two one-way streets. Two travel lanes move eastbound traffic along existing alignment of West Bradford and Pine.
- (F)** Pine Street extended to LA 127 through bank site. Bank relocated to north side of Pine. New development along Pine has similar character to Oak (building placement, streetscape), but accommodates office and residential, not retail.
- (G)** New infill accommodates retail uses, matches existing character of Oak Street.
- (H)** New one-sided park street preserves open character and serves townhouse lots.
- (I)** New connection to residential neighborhood across Hemphill Creek.





- J** Opportunity for single-family housing facing creek, compatible with residential neighborhood across Hemphill Creek.
- K** Third Street Promenade space available for festivals, events. Draws visitors back into the core of downtown from Pine. West side accommodates retail.
- L** Town Square expanded to Oak, enhanced by LaSalle Parish Museum, relocated from Good Pine. Potential reuse as a visitor or welcome center.
- M** Extension of 4th Street, enhances downtown grid, connects Oak with Elm.
- N** New trail connection extends to City Park.
- O** New road (5th Street) connects to City Park past grocery store.
- P** New trail runs south to falls along creek.
- Q** New alignment of Highway 84 extends across vacant land. Two separate bridges block less light to trail below than a single wide bridge.



- Existing Building
- Building to be Added
- Single Family Lot
- Trail
- 1/4 Mile Radius (5 minute walk)

Oak Street: Before & After



EXISTING CONDITIONS. Looking west along Oak Street (Highway 84) towards the Jena Pharmacy.



Overhead utilities moved to rear of buildings. Sidewalk width extended and pedestrian-scaled lighting installed. Striped pedestrian crossing added at intersection of Highway 84 and LA 127.



Street trees planted at regular intervals so as not to interfere with overhead canopies. Width of on-street parking lane reduced to accommodate wider sidewalk. Blank walls replaced with storefront windows that enhance the pedestrian experience.



New infill buildings reinforce the existing character of downtown. Oak Street reconfigured as a one-way street moving west bound traffic through downtown.

Proposed Truck Movements

Truck mobility in downtown is an important component of the realignment of Highway 84. Truck-turning movements between Highway 84 and LA 127 require considerable attention with respect to roadway planning and design. The new Highway 84 and LA 127 intersections associated with the realignment of Highway 84 must be designed to accommodate truck turning movements in some but not all directions. Advance signage should inform truck drivers of restrictions and desired turning movements.

Truck turns have been considered in accordance with their frequency, as reported in the DOTD Stage o Feasibility Study. While truck through-travel may increase as a result of regional improvements to Highway 84, the local truck travel patterns, and turning movements, are not expected to change in any significant way.

All intersections designed to accommodate trucks, particularly right-turns, should have the minimum turning radii for the highway's design vehicle. Smaller turning radii make pedestrian crossing distances shorter and therefore safer. They also require vehicles to reduce travel speeds, which is critical at downtown intersections. Another feature

that should be considered at these intersections is a recessed stop bar. A stop bar is a painted marking that designates the stop location for vehicular traffic. It is most commonly accompanied by a stop sign and the word "STOP" painted on the ground. Placing a stop bar further from the intersection on cross routes allows trucks and other vehicles to make safer left turns by effectively increasing the radius of the intersection. This is a technique that may help with some truck circulation at key intersections, at minimal cost or impact on the pedestrian environment.



Truck-turning movements between Highway 84 and LA 127 require considerable attention with respect to roadway planning and design.



Truck mobility in downtown is an important component of the realignment of Highway 84

Eastbound Travel

Trucks traveling eastbound through Jena will take the southern side of the couplet (Pine Street).

Turns both north and south on to LA 127 will be accommodated at the intersection of Pine Street (the new half of the Highway 84 couplet) and First Street.

Westbound Travel

Trucks traveling westbound through Jena will take the northern side of the couplet. Turns southbound onto LA 127 will be accommodated using a recessed stop bar for northbound traffic. A recessed stop bar provides trucks with an appropriate turning radius at the intersection. As is the case today, trucks will be prohibited from turning north on to LA 127 from westbound Highway 84 due to the existing historic structures that make the intersection too narrow.

Northbound truck traffic on LA 127 from westbound Highway 84 will need to follow a designated truck route through town to make a safe turning movement. A turn-around has been planned just west of First Street. Trucks traveling west will proceed past

First Street in the left lane and use this turn-around to approach First Street from the west. At the intersection of LA 127 (First Street) and eastbound Highway 84 (Pine Street), trucks may make a left turn to travel northbound on LA 127. It should be noted that the turn-around serves not only trucks but all traffic; it improves network performance by allowing traffic to circulation through downtown in both directions, given the new one-way couplet system.



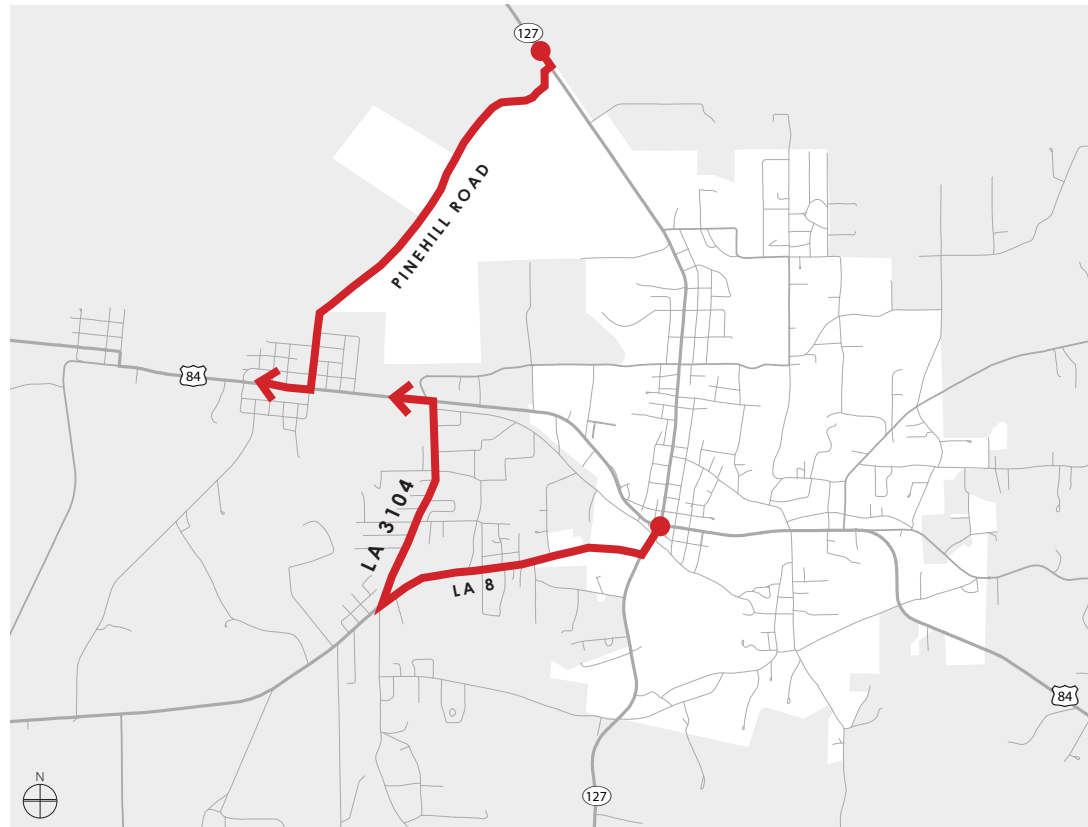
WESTBOUND TRUCK MOVEMENTS. Truck turning movements at the Highway 84/ LA 127 intersection could be accommodated through the inclusion of a turn-around lane connecting Oak Street and Pine Street.

Northbound Travel

Trucks traveling north on LA 127 will be accommodated at each intersection of the Highway 84 couplet. The new Pine Street couplet will be designed to accommodate right-turning trucks from LA 127. The Oak Street couplet will be designed to accommodate left-turning trucks from LA 127. Turning radii should be the absolute minimum required for the highways design vehicle so that pedestrian crossing distances and operating speeds are reduced.

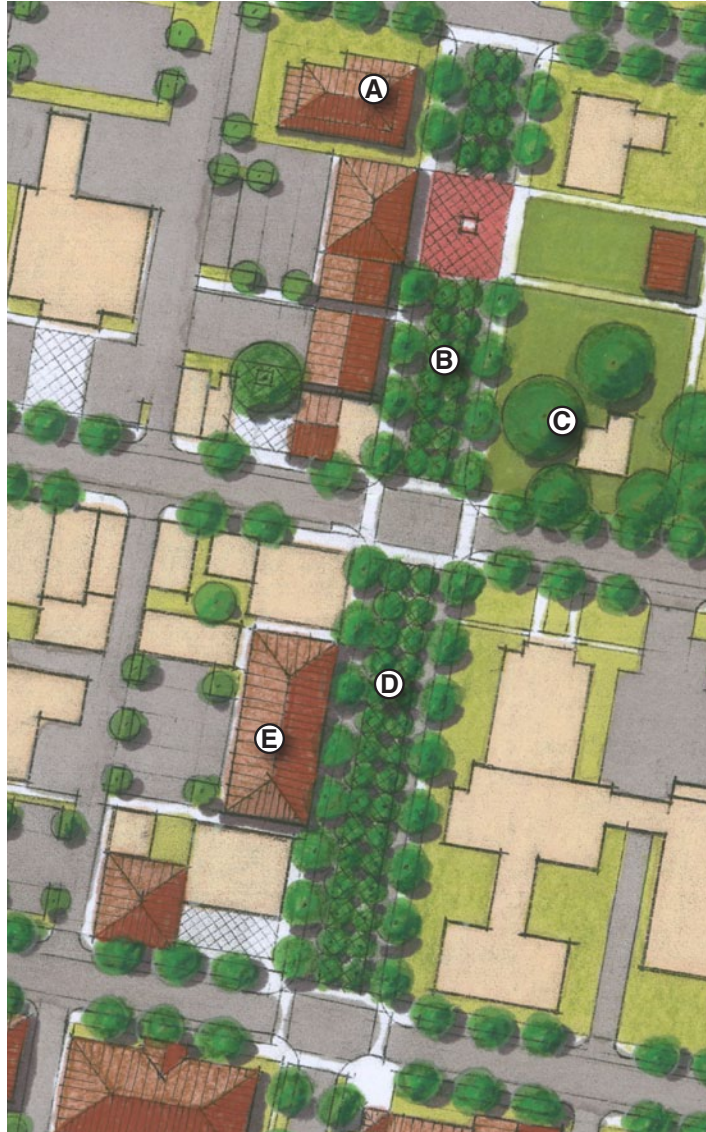
Southbound Travel

Trucks traveling south on LA 127 will be encouraged, if not required, to use Pinehill Road in order to turn onto westbound Highway 84. An alternate to this route is for trucks to travel past Highway 84, proceed westbound on LA 8 (Airport Road) and use LA 3104 (McDonald Road) to reach Highway 84. The latter route is less direct but can be used by the few trucks that miss the Pinehill Road truck route. Trucks traveling from southbound LA 127 to eastbound Highway 84 will be accommodated at the intersection of these routes (First Street and Pine Street).



SOUTHBOUND TRUCK MOVEMENTS. Trucks traveling south on LA 127 will be encouraged, if not required, to use Pinehill Road or LA 8 in order to turn westbound on Highway 84.

Third Street Promenade



The Third Street Promenade was developed as a mechanism to entice visitors back into the core of downtown from Pine Street, serving as a focal point to catch the attention of drivers as they pass through downtown. Since Highway 84 will continue to operate as a state route, Third Street can be temporarily closed and used for special events such as parades, markets or arts and crafts events.

- Ⓐ Existing business relocated to make room for the Parish Museum that could be moved from Good Pine.
- Ⓑ Pedestrian improvements made to enhance 3rd Street, sidewalks improved, pedestrian-scale lighting installed, trees planted, angled parking added to the center of the street.
- Ⓒ Additional land must be acquired in order to expand the Town's existing green to Oak Street.
- Ⓓ Pedestrian improvements continued along entire length of 3rd Street. 3rd Street serves as an important pedestrian link between City Park, the High School, the Junior High School and the proposed Hemphill Creek neighborhood.
- Ⓔ As pedestrian activity increases due to the construction of the promenade, new retail buildings line the street edge.

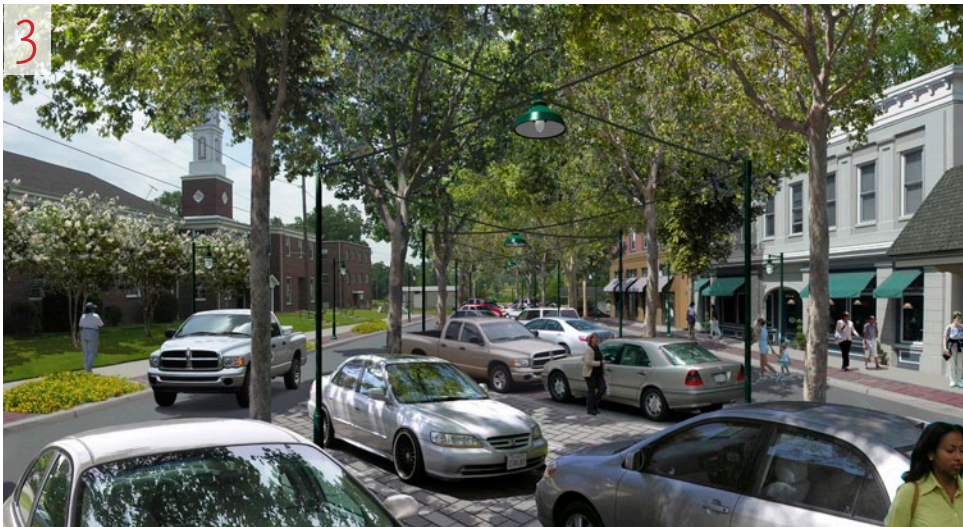
Third Street: Before & After



EXISTING CONDITIONS. Looking south down Third Street. The First Baptist Church is on the left.



Sidewalk on both sides of the street improved. Angled parking with pervious pavement added to the center of the street. Lighting installed that hangs from overhead wires.



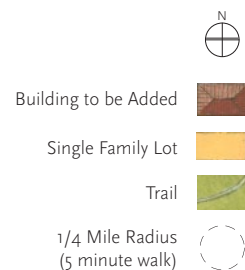
Street trees planted in the center of the street in between parking stalls. New retail buildings pulled up to the street fill in the gaps along the street edge.



On certain days the street can be closed to vehicular traffic and used for special events such as a farmers market or arts and crafts fair.

Hemphill Creek Neighborhood

- (A) New connection, linking Church Street to downtown.
- (B) Large single-family lots mimic the character of those along LA 127 just north of downtown.
- (C) Opportunity for higher density residential, community center and assisted living facility, centered around a community gathering space.
- (D) Smaller single-family lots, cottage court, fronting a pedestrian walkway. Opportunity for quality affordable housing in close proximity to downtown.
- (E) New 3rd Street connection, linking downtown to residential neighborhood.
- (F) Opportunity for higher density residential, assisted living facility and commercial services that support surrounding residential neighborhood. A prominent civic building located here could be seen from downtown.
- (G) Connected open space provides for natural drainage and community recreation space.
- (H) One-sided park street maintains views across Hemphill Creek to downtown and beyond.
- (I) Existing open space maintained on both sides of Hemphill Creek. Added trail system connects pedestrians to downtown.





Cottage courts fronting on shared open space.



Large single-family lots mimic the character of those along LA 127 just north of downtown.

Civic building



Townhouses and an assisted living facility centered around a community gathering space.

Trout



- (A)** New southern alignment for Highway 84. Intersects with LA 772.
- (B)** Bridge removed and intersection realigned.
- (C)** New road extends street grid and connects Highway 84 with Dr. Guy Drive.
- (D)** Opportunity for reconfiguration of existing block to accommodate additional housing organized around public open space.
- (E)** Tree-lined, median divided highway running through Trout.
- (F)** Reconfiguration of Post Office site with parking to the rear. New driveway realigned with Church Street.

- (G)** Opportunity for neighborhood green or square fronting Justiss Methodist Church.
- (H)** Opportunity for higher density housing fronting Justiss Methodist Church.
- (I)** Opportunity for new commercial development fronting on Highway 84 with parking to the rear.
- (J)** Historic block pattern and residential neighborhood reestablished.
- (K)** Existing buildings maintained, parking moved to the rear.





6. Making it Happen

Priority Implementation Steps



Jena's Vision has been specifically outlined in the preceding chapters of this plan. Implementing the plan's vision will require an effective partnership between the public and private sectors and the members of the community. This section provides a road map for the Town to follow that prioritizes those relationships based on a series of action items over the short-term (1 to 2 years), mid-term (3 to 5 years), and long-term (6+ years). Action items address specific issues, such as public and private investments, strategic partnerships, planning strategies, and funding sources that are necessary to bring this plan to life. Based on the issues identified by the general public and on the concepts

of the plan, action items have been organized into the following key initiatives:

- 1 **Activating Downtown**
- 2 **Extending City Park**
- 3 **Expanding Housing Choices**
- 4 **Enhancing Employment Opportunities**
- 5 **Widening Highway 84**
- 6 **Making Jena More Competitive**
- 7 **Reconnecting Jena**

It is important to note the action items may be accelerated or delayed based on the availability of funding from outside sources and the ability of the Town to leverage surplus funds. It is also important to mention that regular updates to the plan will be necessary in order to keep Jena's Vision current, up-to-date and headed in the right direction.

	Initiative	Short-term (1 to 2 years)	Mid-term (3 to 5 years)	Long-term (6+ years)	Responsibility	Funding Source
1.	ACTIVATING DOWNTOWN					
1.1	TOWN HALL PILOT PROJECT	Plan and construct a pilot streetscape project outside Town Hall.			Town	General Fund, State and local grants, donations.
1.2	STRAND THEATER	Develop a reuse and rehabilitation plan for the Strand Theater.	Rehabilitate the Strand Theater.		Town	General Fund, Federal Entertainment Tax credit, State and Federal grants, appropriations, donations.
1.3	OVERHEAD UTILITIES	Move to rear of buildings or alleys.			Town/Entergy	Entergy, private landowners.
1.4	MAIN STREET PROGRAM		Work with the Department of Culture, Recreation & Tourism to establish Jena as a member of the Main Street program.		Town/Merchant's Association	No funding required.
1.5	DOWNTOWN STREETScape		Prepare conceptual streetscape plan for entire downtown.	Initiate phased planting of street trees and construction of sidewalks as funding becomes available and expansion of Highway 84 begins.	Town/Garden Club/Merchant's Association	General Fund, Parish Road Fund.
1.6	3RD ST. PROMENADE	Prepare a detailed streetscape plan for 3rd Street Promenade.	Construct the 3rd Street Promenade.		Town	General Fund, Parish Road Fund, EPA Smart Growth Fund.
1.7	STORMWATER MANAGEMENT PLAN		Prepare a downtown stormwater management plan.	Phase in stormwater improvements with the expansion of Highway 84.	Town/DOTD/DEQ	Federal and State grants, DEQ.
1.8	TOWN SQUARE	Initiate relocation discussion with lawn mower repair business to acquire land for relocation of the LaSalle Parish Museum. Acquire land just south of existing Town green for expansion of Town Square.	Prepare a detailed master plan for expanding Town Square.	Expand Town Square, including the relocation of the LaSalle Parish Museum.	Town	LEDD, General Fund, Federal and State grants, donations.
1.9	CITY PARK CONNECTION	Obtain land for a pedestrian connection to City Park and prepare detailed plan for the pedestrian connection.	Construct pedestrian connection.		Town	Federal and State grants, General Fund.
1.10	GATEWAYS	Initiate relocation discussion with scrap metal dealer on the eastern edge of downtown to acquire land for possible location of gateway entry feature into downtown and expansion of walking path.	Prepare plan for gateways into downtown.	Construct gateways.	Town	LEDD, General Fund.
1.11	4TH ST. EXTENSION (OAK TO ELM)		Acquire land for 4th Street extension.	Prepare detailed plan and construct 4th Street extension	Town/Parish	Parish Road Fund.

	Initiative	Short-term (1 to 2 years)	Mid-term (3 to 5 years)	Long-term (6+ years)	Responsibility	Funding Source
2.	EXTENDING CITY PARK					
2.1	STREAM BANK STABILIZATION	Stabilize stream banks within the park, eliminate parking impacts under trees.			Town	General Fund.
2.2	PARK COMMUNITY CENTER		Investigate opportunities for a community center either within or adjacent to the park.	Establish community center within or adjacent to the park.	Town	Federal and State grants, General Fund.
2.3	WALKING TRACK		Look for opportunities to expand the existing walking track.	Expand the existing walking track.	Town	Federal and State grants, General Fund.
2.4	RING ROAD		Acquire additional land needed to expand City Park.	Prepare a detailed plan and construct proposed ring road.	Town/Parish	Federal and State grants, Parish Road Fund.
2.5	SUPERMARKET CONNECTION		Acquire right-of-way from Mac's Supermarket for the construction of a new road providing access to City Park.	Prepare a detailed plan and construct proposed road.	Town/Parish	Federal and State grants, Parish Road Fund.
3.	EXPANDING HOUSING CHOICES					
3.1	COMMUNITY DEVELOPMENT CORPORATION	Investigate the possibility of establishing a non-profit Community Development Corporation (CDC).	Apply for funding for US Department of Housing and Urban Development (HUD) and Community Development Block Grant (CDBG) funds for residential infill projects.		Town	US Housing and Urban Development (HUD)
3.2	HEMPHILL CREEK NEIGHBORHOOD	Partner with the owners of the vacant land just south of downtown (Hemphill Creek Neighborhood) to create a strategy to use the land for new housing.	Continue to work with the owners of the Hemphill Creek Neighborhood	Partner with the owners of the Hemphill Creek Neighborhood to develop land for new housing opportunities	Town	No funding required.
3.3	ASSISTED LIVING/ RETIREES	Work with the Council on Aging to promote downtown as a suitable location for a new assisted living facility and additional housing options for retirees.	Continue to work with the Council on Aging on additional housing options for retirees.	Continue to work with the Council on Aging on additional housing options for retirees.	Town/Council on Aging	HUD, Office of Community and Development (OCD).
3.4	SENIOR HOUSING	Work with the US Department of Housing and Urban Development (HUD) to construct low income housing for seniors and persons with disabilities.	Continue to work with the HUD to expand low income housing opportunities for seniors and persons with disabilities.	Continue to work with the HUD to expand low income housing opportunities for seniors and persons with disabilities.	HUD	HUD, OCD, donations.
3.5	CHOCTAW INDIANS	Work with the Jena Band of Choctaw Indians to identify affordable housing opportunities for tribal members and other Jena residents.	Work with the Jena Band of Choctaw Indians to develop affordable housing opportunities.		Jena Band	Tribal funds.

Initiative		Short-term (1 to 2 years)	Mid-term (3 to 5 years)	Long-term (6+ years)	Responsibility	Funding Source
4. ENHANCING EMPLOYMENT OPPORTUNITIES						
4.1	QUALITY SIT-DOWN RESTAURANT	Recruit quality sit-down restaurant to capture additional local dollars. If necessary to attract a quality restaurant, investigate the general public's tolerance for allowing restaurants to sell low-alcohol content drinks with meals.			Town	No funding required.
4.2	RELOCATION OF EXISTING BUSINESSES	Work with the Merchant's Association to get existing businesses in Town to relocate to downtown.			Town/Merchant's Association	No funding required.
4.3	EXPANSION OF EXISTING BUSINESSES	Work with LaSalle Economic Development District (LEDD), Louisiana Economic Development (LED) to find funding for the expansion of major local employers.	Continue to work with LEDD, LED to fund the expansion of major local employers.	Continue to work with LEDD, LED to fund the expansion of major local employers.	Town/LEDD/LED	Industrial Revenue Bonds.
4.4	DEVELOPMENT READY COMMUNITY	Work with Louisiana Economic Development (LED) to get Jena certified as a Development Ready Community.			Town/LED	General Fund, LED.
4.5	NEW INDUSTRIAL PARK	Work with LaSalle Economic Development District (LEDD) to purchase land for a new industrial park adjacent to the airport.	Continue to work with LEDD and local employers to fund the installation of infrastructure.	Continue to work with LEDD and local employers to find industrial park tenants.	Town/LEDD	
4.6	ALTERNATIVE ENERGY	Work with the US Department of Energy and the Clean Power Energy Research Consortium to investigate the viability of alternative energy industries (such as Biomass energy) in Jena.			Town/US Dept of Energy/Clean Power Energy Research Consortium	DNR State Energy Office - alternative energy program.
4.7	HEALTH AND WELLNESS	Work with the LaSalle Parish General Hospital to look for continued expansion of the medical industry in the Jena area (Health and Wellness).	Continue to work with the hospital to expand the medical industry.	Continue to work with the hospital to expand the medical industry.	Town/Hospital	
4.8	STRATEGIC GROWTH MAP	Work with Louisiana Economic Development (LED) to fine-tune the Strategic Growth Map as a way to identify viable sites for the expansion of existing businesses and the location for new employment opportunities.	Continue to track strategic growth sites.	Continue to track strategic growth sites.	Town/LED	No funding required.

	Initiative	Short-term (1 to 2 years)	Mid-term (3 to 5 years)	Long-term (6+ years)	Responsibility	Funding Source
4.9	MARKET GAPS	Investigate opportunities for the following downtown businesses: • Quality sit-down restaurant • Ice cream store • Clothing & apparel store • Health club/Gym • Book store • Farmers market • Day care • Bed & breakfast • Antique store • Co-working facility • Medical supply store • Medical support services • Arts and crafts store	Continue work to fill the downtown market gaps.	Continue work to fill the downtown market gaps.	Town/Merchant's Association	No funding required.
4.10	JOB TRAINING	Research regional and local resources for workforce training initiatives.			Town	Workforce Training Commission.

5. WIDENING HIGHWAY 84

5.1	PLANNING AND ENVIRONMENTAL STUDY	Work with the El Camino East/West Corridor Commission and DOTD to secure funding.			Town/DOTD/El Camino Commission	US Dept. of Transportation, DOTD, El Camino Commission, State Surplus Funds.
		Work with DOTD to add the Town-preferred alignment (Alternate 4) and cross-sections to the study (hire a transportation consultant if necessary).			Town/DOTD	General Fund (if consultant required).
		Work with DOTD to select a consultant to prepare study.			Town/DOTD	No funding required.
5.2	FUNDING		Work with DOTD and the El Camino East/West Corridor Commission to find funding for design and construction.		Town/DOTD/El Camino Commission	US Dept. of Transportation, DOTD, El Camino Commission, State Surplus Funds.
5.3	DESIGN AND CONSTRUCTION			Work with DOTD to design and construct the expansion of Highway 84.	Town/DOTD	US Dept. of Transportation, DOTD, El Camino Commission, State Surplus Funds.
5.4	STORMWATER POND			Work with DOTD to design and construct a new stormwater pond at the east end of downtown as a multifunctional amenity for recreation and retention.	Town/DOTD/DEQ	US Dept. of Transportation, DOTD, DEQ, El Camino Commission, State Surplus Funds.

	Initiative	Short-term (1 to 2 years)	Mid-term (3 to 5 years)	Long-term (6+ years)	Responsibility	Funding Source
6.	MAKING JENA MORE COMPETITIVE					
6.1	TOWN WEBSITE	Develop a government web portal dedicated to the Town of Jena.	Keep website up to date.	Keep website up to date.	Town	General Fund.
6.2	IMPLEMENTATION COMMITTEE	Establish an Implementation Committee to continue the effective work of the Jena Town Plan support group.	Continue tracking implementation efforts.	Continue tracking implementation efforts.	Town	No funding required.
6.3	TOURISM PLAN	Develop and print a Tourist brochure/ map, and make it available in businesses throughout Jena.	Work with the Merchant's Association to develop a tourism plan that builds on the culture and heritage of the area as well as promoting the community's convenient access to hunting, fishing, camping, biking, hiking and boating.	Implement the tourism plan.	Town/Merchant's Association	Advertising, donations, Lieutenant Governors Office, Department of Culture, Recreation & Tourism.
6.4	BRANDING	Work with the Merchant's Association to develop a branding or marketing theme to promote the Town from an economic development and tourism perspective.	Implement the economic development theme.		Town/Merchant's Association	Donations.
6.5	PLANNER POSITION	Find funding and hire a part-time planner/grant writer to coordinate implementation of the Town Plan.	Continue to fund planning and grant writing.	Continue to fund planning and grant writing.	Town	Grant administration funds, General Fund, Louisiana Recovery Authority (LRA)
6.6	GIS	Coordinate with the LaSalle Parish Assessor to develop a parcel-based mapping system (GIS).	Enhance GIS by adding additional layers to parcel base.	Keep GIS up to date.	Assessor/Town	State grants, Governor's Office of Homeland Security & Emergency Preparedness.
6.7	LAND USE TOOLKIT	Work with the Center of Planning Excellence (CPEX) to seek funding and adopt the Louisiana Land Use Toolkit.			Town/CPEX	LED, EPA.
6.8	FAIR BARN		Work with LaSalle Parish and the Merchant's Association to rebrand and repurpose the Fair Barn as a space to host community events and youth activities.	Continue to program the Fair Barn for community events and youth activities.	Parish/ Town/ Merchant's Association	
6.9	DAY CARE	Work with major employers, local religious institutions and day care providers to ensure availability of additional quality day care.	Monitor continuing availability of day care.	Monitor continuing availability of day care.	Town/Major Employers/Religious Institutions	Private funding.

	Initiative	Short-term (1 to 2 years)	Mid-term (3 to 5 years)	Long-term (6+ years)	Responsibility	Funding Source
7.	RECONNECTING JENA					
7.1	BIKE PATHS	Work with LaSalle Parish to designate bike routes as restriping of existing roadways occurs.	Continue to stripe and sign bike routes.	Continue to stripe and sign bike routes.	Town/Parish	Parish road fund, DOTD
7.2	COLLECTOR STREETS	Work with LaSalle Parish to designate collector streets consistent with the Town Plan. Ensure that new streets are constructed consistent with the cross-sections in the Plan.	Monitor street cross-sections as they are designed.	Monitor street cross-sections as they are designed.	Town/Parish	Parish road fund.
7.3	STREET NETWORK	As new development occurs ensure implementation of the Proposed Street Network Map through developer construction of new local and collector roads.	Monitor new street construction.	Monitor new street construction.	Town/Parish	Parish road fund.
7.4	TRAIL SYSTEM		Work with LaSalle Parish to begin construction of trail system at the east and west ends of downtown near locations for future trail crossing under Highway 84.	Extend the trail system as funds allow.	Town/Parish	Parish road fund.
7.5	OPEN SPACE NETWORK			Acquire floodplain land in and around the intersection of LA 127 & LA 8 for future expansion of the Town's open space network.	Town	Donations.

Growth Policies

At the heart of implementing this plan are a series of growth policies. The growth policies constitute the goals and aspirations of the plan over the long term. These growth policies provide general guidance for decision makers and help direct the Town toward achieving Jena's Vision. They are also intended to guide decisions regarding the review and approval of development proposals. The following growth policies have been identified as part of this planning effort:



Activating Downtown

- Encourage infill mixed use and residential development downtown.
- Widen sidewalks and plant more street trees downtown, make downtown more walkable.
- Encourage and retain retail activity along Oak Street and 3rd street, office and residential uses should be encouraged along Pine Street.
- Connect City Park to the core of downtown.

Expanding Housing Choices

- Promote the Hemphill Creek site as the Town's preferred location for new mixed residential development.

- Provide more housing options.
- Encourage development on vacant lots in close proximity to downtown.
- Promote upper-story residential uses in downtown.

Enhancing Employment Opportunities

- Encourage existing businesses to expand or relocate downtown.

Widening Highway 84

- Keep Highway 84 going through downtown on Oak Street, slow traffic down.

Making Jena More Competitive

- Promote the reuse of old, vacant buildings originally constructed of quality materials.
- Protect industrial areas and airport from encroachment of residential development.
- Encourage growth in strategic areas such as downtown, Trout, Midway and Good Pine.

Reconnecting Jena

- Require all new development to include a well-connected grid-based network, create walkable neighborhoods.
- Connect creeks and City Park with a system of trails.
- Provide bike paths and better sidewalks throughout Jena.

Letting the World Know the Real Jena

Jena needs to market its assets, its plans, and every change as it happens. This should include the following:

- Regular press releases distributed regionally on funding captured and progress made on the Jena's Vision;
- Press releases or packets on each aspect of the Plan as it gets completed or implemented;
- New Media presence: Jena should proactively engage in viral marketing through new media. This should include an interactive site for Jena residents to comment on changes in Jena; Facebook and YouTube pages; and direct outreach via Google and other targeted means keyed to searches on retirement living, business location, recreation and vacation destinations. There should also be an ongoing maintenance program to improve the site ranking of the Town's website. Currently, the Town's website does not rank highly on the Google search engine, primarily because it is new. The Town should work to ensure that the government website is at the top of the list in web searches for Jena, Louisiana; and
- Video and photographic documentation showing Jena now and as changes occur that can be turned into, short messages from the Mayor, and interviews with local businesses and residents about the Town. These should be posted on the web and on YouTube.



7. Visioning Session

Table Drawings

On Saturday morning of July 25, 2009, approximately 60 people gathered at the Jena Town Hall to roll up their sleeves and play “planners” for the day. Following a brief introductory presentation, participants divided into six groups, and gathered around tables with a facilitator. The groups worked on large maps of the area that included Trout, Midway and Good Pine, drawing diagrams and sketches to convey the character of the area today and describe what they would like to see in the future. To conclude the session, each group selected a spokesperson, who presented their table’s ideas to the larger group. To get the conversation started participants were asked the following questions:

- What makes Jena the place it is today?
- What do people like to do for fun, recreation, and entertainment?
- Are there special locations? Places where people like to gather?
- What is Jena missing? What would you like to see here in the future?
- Does Jena need additional housing or shopping options?
- Does Jena need additional employment opportunities?
- Does Jena need additional recreational facilities?
- What does Jena need to do to keep and attract younger people?
- What is missing from downtown?
- Are their buildings in downtown that should be saved or copied?
- What should happen to the expansion of Highway 84?
- Are there natural areas that should be preserved?
- Are there things that should disappear? Are there things that should never be allowed to be replicated?

The results from each table are shown on the following pages.



Table 4

DOWNTOWN

- Maintain downtown shops
- Unique (not a mall)
- Specialty shops
- Clothing store, book store, bakery
- Farmers market
- Office and stationary store
- Men's clothing
- Antiques
- Shoe store

BIKING AND WALKING

- Need better sidewalks, more bike paths
- New bike/walking trail – start at prison, up Pinehill, down LA 127, across Cary, down Austin, connect to new trail, along LA 8, and back up LA 3104

YOUNG PEOPLE

- Nothing for young people to do
- Bowling alley
- Reuse old Ginny's restaurant for something teenage related or for assisted living

HIGH SCHOOL/PARK

- Preserve this core area of the community
- Maintain and enhance connection between high school, park and elementary school
- Don't move elementary school from current location

HIGHWAY 84

- Don't lose traffic on Oak
- Keep two-way traffic downtown with westbound couplet running north of downtown along Elm and eastbound couplet running south of downtown along Pine

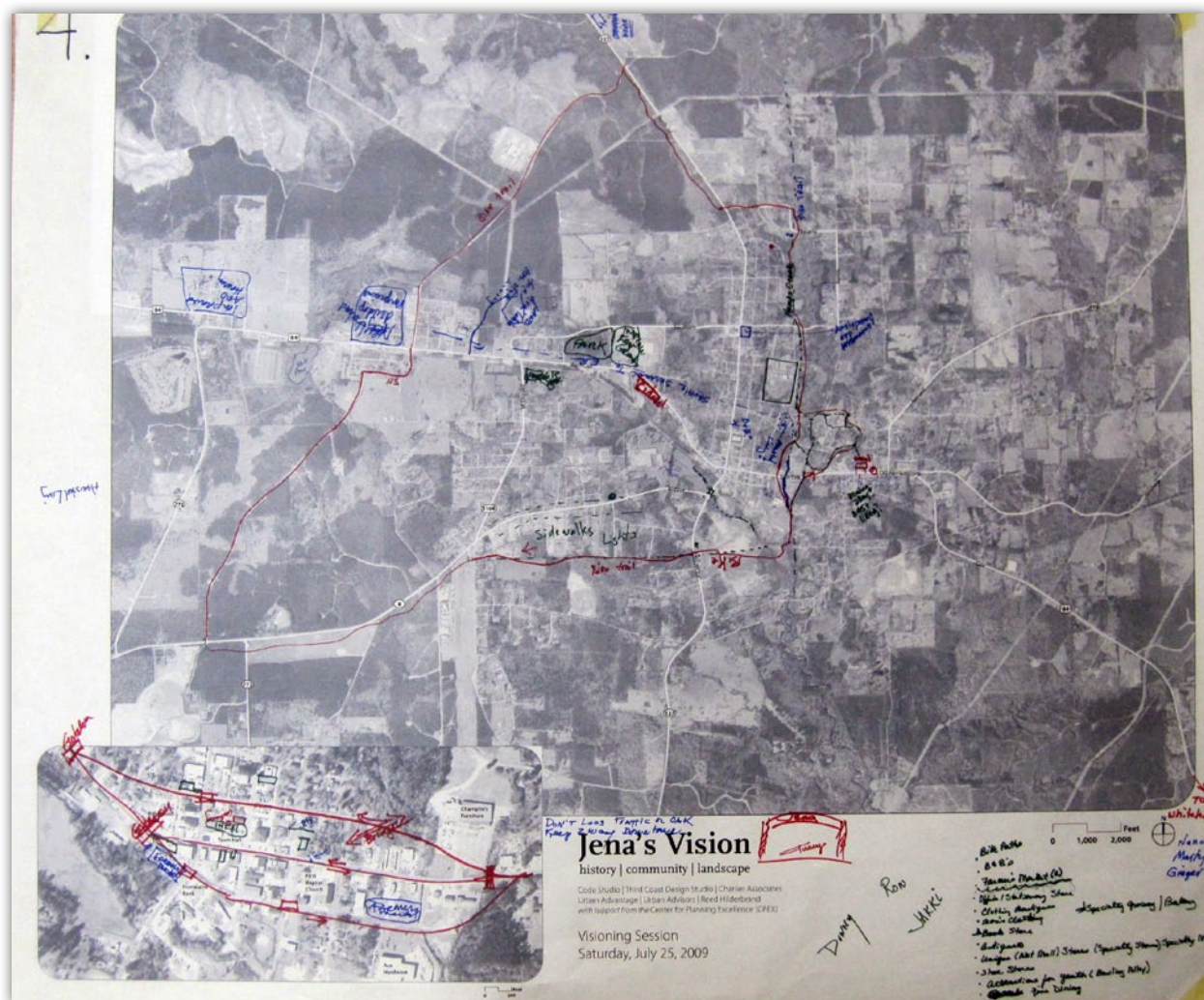


Table 5

HIGHWAY 84

- Short bypass with one-way couplet just south of downtown - Pine Street.
- Parking a problem in downtown
- Put parking in between the two couplets – structured, easy access

SYCAMORE

- Important street – connects Highway 84 and LA 127.
- Entrance to the park on both ends
- Access to the high school
- Connects to walking path, swimming pool
- Need an indoor swimming pool, swimming program for children, swimming lessons

HEALTH

- Bike paths
- Walking paths
- Adequate sidewalks
- Community Center
- Multi-use center
- Gorgeous, pretty
- Meetings, weddings
- Place to drink wine and champagne
- Right now you have to rent the country club if you want to drink (private club)
- Family reunions

RESTAURANTS

- Need restaurant that you can have a glass of wine with your meal
- Social drinking
- Losing revenue and activity – people go out of town to eat at nicer restaurants that serve alcohol



Table 6

ACTIVITIES FOR KIDS

- Keep kids off the streets but still in town
- Utilize the creek behind the old video store
- Kids hang out area – soda pop stand

ACTIVITY CENTER

- Old fair barn
- Rodeo arena great asset
- Need places for people stay and a place for their horses to stay

TRAIL SYSTEM

- Extend trail down behind sewer treatment plant to falls along Hemp Creek
- Walk and ride
- Skateboard accessible
- Wheels and foot traffic

ELEMENTARY SCHOOL

- May have to move school
- Existing site not big enough
- Choctaws looking to build a regional baseball facility
- Possible incorporation with new elementary school
- Need day care

ASSISTED LIVING

- Second behind day care in need
- Growing elderly population that needs accommodating
- Good location behind hospital



8. Acknowledgments

Special thanks to the following additional groups and individuals who have been especially helpful in the preparation of Jena's Vision:

Sammy Franklin, Jena Times

Jack Willis, Local Historian

Joe Paul Stevens, LaSalle Parish Homeland Security

James Wright, Little River Development

Terry McDonald, Jena Alumni Association

Ricky Moon, Louisiana Department of Transportation

Polly Duncan, Council on Aging

William Page, LaSalle General Hospital

Elizabeth "Boo" Thomas, Center for Planning Excellence

Christine Norris, Jena Band of Choctaw Indians

KJNA-FM

Townsmen Inn

GeauxTech

LaSalle Parish Police Jury

LaSalle Parish Economic Development District

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Jena's Vision

history | community | landscape

A growth plan for the Town of Jena, Louisiana

prepared by

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