

Horizon Plan Fifteen-Year Summary

Comprehensive Land Use and Development Plan

City of Baton Rouge
Parish of East Baton Rouge



Prepared By:
City of Baton Rouge/Parish of East Baton Rouge
Planning Commission

March 2008

Horizon Plan Summary

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**CITY OF BATON ROUGE
PARISH OF EAST BATON ROUGE**

Citizens planning the future

**PREPARED BY:
THE OFFICE OF THE PLANNING COMMISSION**

March 2008

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The Horizon Plan is the 20-year Comprehensive Land Use and Development Plan for the City of Baton Rouge and East Baton Rouge Parish. Horizon Plan is a guide for officials making decisions about land use and development, and for citizens interested in growth and development of the city and parish over the next 20 years. Key decisions must be made now to assure future liveability, economic vitality and sustainability as Baton Rouge enters the 21st century. This is a comprehensive plan that identifies issues that influence future growth, decides what needs to be done about them, and proposes specific actions that will help the City-Parish target its resources in the most efficient way.

"Citizens Planning the Future" is the theme for Horizon Plan. The Plan is the culmination of two years of work by the City-Parish Planning Commission, a Steering Committee of 32 community leaders, 7 Resource Committees, and a team of planning staff and consultants, all working with the active support and involvement of former Mayor-President Tom Ed McHugh and the Metropolitan Council. Ideas and recommendations for the Plan were solicited from citizens, neighborhood groups and organizations by the Metropolitan Council, Planning Commission, and Steering Committee in two separate rounds of Neighborhood Planning Meetings conducted throughout the city and parish in 1989 and 1990.

Development of the Comprehensive Plan

On April 16, 1988, citizens of the City of Baton Rouge and East Baton Rouge Parish voted to approve an amendment to the City-Parish's Plan of Government to mandate comprehensive planning. The passage of this referendum by the voters directed the Planning Commission, Mayor-President, and Metropolitan Council to prepare and adopt a Comprehensive Master Land Use and Development Plan for Baton Rouge in accordance with Resolution 26952, adopted by the Metropolitan Council on December 9, 1987.

A team of planning consultants and City-Parish staff assisted the Planning Commission in preparing the Plan. Throughout the planning process, citizens shared in developing goals, objectives, and policies that will guide decision making by parish leaders.

The Horizon Plan Executive Summary Update

The City Parish reached a ten year milestone in 2002 with the implementation of the Horizon Plan. An important part of the Horizon Plan is the annual review of progress made by each of the Lead Agencies in implementing the specific Action Items. Adopted by the Metropolitan Council as the comprehensive plan for the Parish in January of 1992, countless hours of work and discussion by citizens, public officials, and professional planners have brought the Horizon Plan to its current implementation phase.

Highlights of the Horizon Plan Fifteen-Year Update include a summary of the 2002-2007 Growth Center Planning Process, the Capital Improvements Program, and a listing of Lead Agency Action Items and Accomplishments. The Fifteen-Year Update is the second of four five-year updates to be completed as the plan works through implementation.

Because the community continues to grow, it is important that a blueprint for future development change with shifts in population and development. The five-year update process enables the Horizon Plan to remain dynamic and meet contemporary community needs. On a broader scale, community values and conditions might change to the extent such that an evaluation of the goals, objectives, and policies in the plan needs to be completed on a regular basis. Most importantly, the update process evaluates the effectiveness of the plan during each five interval. The Lead Agencies play a vital role in both the implementation and the update of the Horizon Plan.

Introduction

The fifteen year anniversary of the Horizon Plan is a time to celebrate achievements, but it is also a time to recommit to implementation of the plan. The goals of the Horizon Plan cannot be achieved by any one individual or agency. As was the case in Horizon's creation ten years ago, it takes the full participation and commitment of the citizens, as well as the Lead Agencies, to bring about the plan's improvements for East Baton Rouge Parish.

Horizon Plan Overview

The Citizens of Baton Rouge have voiced their desire for a Plan which emphasizes development of safe and efficient transportation facilities, flood damage prevention and storm water management, neighborhood integrity and enhancement, maintenance of open spaces, environmental quality and conservation, efficient and cost-effective provision of public facilities and services, and orderly growth and economic development.

In March of 1990, a series of four alternative growth scenarios for the city and parish were presented for public discussion. These scenarios illustrated varied patterns and intensities of development in the year 2010, and the anticipated effects on land use, transportation, infrastructure, environment, population distribution, and quality of life. Based on evaluation of the advantages and disadvantages of the alternate scenarios, the Preferred Growth Scenario was affirmed by the Coordinating Committee and Steering Committee.

The preferred scenario combines positive attributes of the proposed alternatives, and features an emphasis on infill development and redevelopment in core areas with a focus on regional and community growth centers which include a mix of employment, commercial activities and retail. Baton Rouge's Downtown area is the major center for government, finance, cultural, entertainment and community activities. Other growth centers include regional and community centers of employment and commerce, linked by improved major thoroughfares and freeways. The Growth Centers map includes the twenty-nine (29) Regional and Community Growth Centers located throughout the parish.

In urbanized areas of the parish, the 2010 Land Use Plan proposes infill development of available vacant land outside of the floodplain, and renovation or redevelopment of underutilized or deteriorated areas in a sustainable manner. Employment and commercial development should be directed to identified growth centers of regional and community scales, with a focus on Downtown Baton Rouge as the major regional growth center. Commercial development corridors such as Airline Highway and Florida Boulevard are recognized, as well as the Industrial Districts and industrial corridors such as along Choctaw Drive.

In rural areas of the parish, clustering of development around satellite growth centers such as Baker, Zachary and the Central Area will help to sustain agriculture on large areas of contiguous prime farm land and enable efficient and less costly provision of public services. Stricter rural zoning was widely supported by citizens. Sensitive environmental areas such as wetlands and critical habitats are identified in the Plan for conservation, and aquifer recharge zones with high potential for ground water aquifer pollution and prime agricultural lands are highlighted as a guide for land use planning.

The Planning Commission completed its Growth Center analysis and planning process for the City-Parish. A series of presentations were given at community centers in the Parish. The Growth Center planning process has provided the framework for the Neighborhood Planning Process to take place in the City-Parish during the next phase of the Horizon Plan implementation.

Horizon Plan identifies future roadway improvements for the Interstate and State Highway System and the City-Parish's Major Street System. On November 17, 2001 voters approved the renewal of a one-half cent sales and use tax to fund street improvements and new projects. Flood control projects

and major storm drainage improvements are included, and the 2010 Land Use Plan avoids further encroachment of development in floodplain areas. Horizon Plan establishes and reaffirms that the Planned Service Area for City-Parish sewer service is service area identified in the 1987 Sewer Improvement Program Master Plan.

Potential park sites are identified in the Plan for consideration in the East Baton Rouge Recreation and Park Commission's (BREC) acquisition program to satisfy existing and future recreation needs. A major focus of the Plan is the creation of a parishwide Greenlinks system along major drainage rights-of-way for use by cyclists, joggers and pedestrians. Greenlinks were widely supported by citizens in the neighborhood meetings as a benefit to recreation and transportation, making natural greenspaces more accessible for enjoyment by residents, by creating a system of trails and bikeways along creeks, lakes and bayous, linking activities such as parks, schools and neighborhoods.

Affordable housing issues are primarily addressed through the City-Parish Office of Community Development. After adoption of the Horizon Plan, changed federal regulation called for the development of a Consolidated Plan and Strategy in conjunction with federal programs available to address affordable housing. The Plan includes an analysis of housing that includes homeless, public and assisted housing, special needs and affordable housing barriers. It includes a five-year strategic plan and an annual action plan.

The Horizon Plan recommends policies and actions to improve and maintain adequate public services including new and expanded facilities for police and fire protection, emergency medical services, and libraries. Public buildings to house the additional services needed by increased population are identified. The Plan is based on providing and maintaining an adequate level of public services and facilities. Because of reduced state and federal funding, improvement and maintenance of service levels will be costly and require the City-Parish to bear a larger financial responsibility for roadways, drainage and human services improvements, compared to recent years. Fiscal analysis of the Plan shows that the projected capital costs and operating cost impacts are manageable and feasible, provided that employment and residential growth meet forecast levels. Additional revenue sources such as development impact fees should be instituted as an equitable method of expanding the City-Parish budget to meet the requirements of new development.

The next section of this summary describes the vision of what citizens want Baton Rouge to be and to become. The Goals section of this summary is the heart of Horizon Plan. Following the goals, the policies and implementation actions for each of the plan elements are presented. The three concluding chapters address implementation aspect of the Horizon Plan: A Capital Finance and Capital Improvements Program, which looks at project priority and funding sources; A Plan Amendment Process, which examines ways of amending and updating the plan which includes recommendations for revisions and enactment of ordinances to meet the plan's objectives.

Horizon Plan includes many issues and proposals that are important to citizens of Baton Rouge. The organization and format of this summary is designed to provide an easily readable and comprehensive overview of the complete plan.

Introduction

This is Only a Summary...

This document is a concise, abbreviated summary of the goals, objectives, policies, and actions that are contained in the complete Horizon Plan. Users of the Plan who want a more complete overview of its recommendations should read the Final Plan and other documents. Horizon Plan actually includes the following twelve reports:

Horizon Plan Summary - A summary of the Comprehensive Land Use and Development Plan.

Horizon Plan - The complete Final Plan contains the full set of goals, objectives, policies, and implementation actions. It includes details on each of the seven plan elements and the three special reports. The Final Plan should be used as the document of record.

Seven (7) Plan Elements - Individual technical reports address existing conditions, issues, goals, objectives, policies, and implementation actions for each of the following Plan Elements:

1. Land Use;
2. Transportation;
3. Wastewater, Solid Waste, and Drainage;
4. Conservation and Environmental Resources;
5. Recreation and Open Space;
6. Housing; and
7. Public Services, Public Buildings, and Health and Human Services.

Three (3) Special Reports - Separate reports describe implementation aspects of Horizon Plan:

Capital Finance and Capital Improvements Program - Funding sources, financing methods, and estimated costs for implementing capital projects are included.

Plan Amendment Process - Outlines methods for updating and amending Horizon Plan.

Transition Rules - This report examines how projects which were in various stages of development during the drafting of Horizon Plan would be addressed and implemented into the Final Plan.

A Comprehensive Plan for a great city must express a collective vision of what its citizens and leaders want the city to be now and in the future. Horizon Plan represents the vision for the future of Baton Rouge that incorporates the community's values in terms of its quality of life, its character and scale, its urban form, its aesthetic appeal, and its integration of new development with the existing and future city fabric. To aid community leaders in making informed choices about the future, the Plan assesses the opportunities and challenges facing the community, and identifies the most important goals to be achieved so that resources can be used effectively, and then determines how to achieve the priorities through an aggressive implementation program that emphasizes practical results.

The Challenge

Baton Rouge possesses many exciting opportunities for future growth and development opportunities for a quality of life not found in many cities in the United States. Baton Rouge is a city in transition-where social and economic changes are causing the City-Parish to redefine its goals and priorities for growth and development.

Financing Public Services - Reduced federal and state funding for community development, health and human services, and transportation improvements have increased the City-Parish's burden of funding these programs. While funding has declined, the cost of providing public services has increased.

Much of Baton Rouge's existing infrastructure of streets, drainage channels and sanitary sewers is aging and deteriorating from inadequate maintenance due to increasing costs and by defeat of proposed bond issues in the 1970's and 1980's. However, a major sewer improvement program financed by sewer revenue bonds is under construction, and in 1994 the East Baton Rouge Sewerage Commission established a Sewer Impact Fee. In 2001 voters renewed a one-half cent road and street improvement tax, with 40% dedicated for street rehabilitation and 60% dedicated for new street construction.

Changes in Growth Policy - There is renewed interest on the part of the City-Parish administration and Metropolitan Council in planning for growth that will result in long-term benefits to all Baton Rouge residents. Limitations on the physical growth of East Baton Rouge Parish are recognized. Further development in certain areas would result in encroachment on floodplain areas. Drainage problems must be alleviated by storm water management planning and floodplain development regulations.

The Vision Statement

A vision of the future for the City of Baton Rouge and East Baton Rouge Parish is a matter of pride and concern to all its citizens and leaders. In embarking on the development of Horizon Plan the City-Parish Planning Commission, Mayor-President, and Metropolitan Council sought to express a vision of Baton Rouge as a city and parish that already possesses many of the attributes and qualities needed to provide a high standard of liveability, economic vitality, and environmental quality. More than these existing assets, the vision of Horizon Plan is one of realizing the potential of Baton Rouge to become a great city of the New South in the 21st century.

First and foremost, the citizens and leaders of Baton Rouge want a city that is liveable for its entire people. Horizon Plan is a bold statement that the citizens of Baton Rouge want not just a growing city, but a great city; that we are striving for not just a stable economy, but a vital and diverse economy and business climate that offers investment and employment opportunity to all its citizens. Citizens of Baton Rouge are planning a city of liveable neighborhoods and a quality educational system; a city that is mindful of its environmental quality, historic character and unique cultural heritage.

Vision

The desired quality of life is that of a growing, well managed community whose residents enjoy efficient and effective government services. The citizens demand improvements that will provide a safe and efficient transportation system and alleviate drainage and flooding problems.

The city's urban form is focused on an active, viable downtown and riverfront including civic and governmental attractions, commercial enterprises and public spaces. Other growth centers include commercial, educational, and service activities linked by an efficient transportation system. The environmental qualities inspire residents and visitors with the beauty and vitality of open spaces and natural areas.

This vision guided the development of Horizon Plan. These are ambitions for greatness; ambitions that, if adhered to, can be achieved. This is how great cities are built.

What Horizon Plan Means for Baton Rouge

The many thousands of hours committed by citizens to shaping Horizon Plan attest to their desire for attaining their vision for Baton Rouge. The leaders of the City-Parish have sought to involve the entire community in this planning effort, demonstrating their commitment to creating a great city. This commitment is also evidenced by the broad scope of Horizon Plan addressing many aspects of community life not traditionally included in planning in Baton Rouge. The effort and time contributed by citizens, committed to the betterment of Baton Rouge, require that great care be taken in making decisions about the future of the city and parish.

Horizon Plan is more than a comprehensive plan of goals, objectives, policies, and actions for guiding decision makers. Horizon Plan represents the collective vision of citizens for what they want Baton Rouge to be and to become. The Plan is the result of citizens contributing their ideas and efforts for the betterment of the community. Their ideas and contributions must be respected. However, circumstances will change and new issues will require modifications to the Plan. The vision of Horizon Plan lies in the commitment of its citizens to agree on Baton Rouge's purposes for the future, and to apply that consensus in guiding future actions.

200 Years of Planning

Preparing a comprehensive plan for East Baton Rouge Parish would have been much simpler 200 years ago. Originally settled in the early 18th century, Baton Rouge consisted of a military fort, a small village, and surrounding plantations populated by French soldiers and French and Acadian immigrants. The first planned development was Spanish Town, built in 1805 east of the old fort. Beauregard Town was grandly planned in 1806 with a central square, grand rue, and major plaza on the Riverfront. In 1811, the Parish of East Baton Rouge was established. The City of Baton Rouge was incorporated in 1817, and became the State Capital of Louisiana in 1846.

Development during the early 1900's was characterized by industrial growth north of the city. Growth was also influenced by the educational institutions in Baton Rouge. Southern University, founded in 1880, was re-established at the Scotlandville campus in 1914. Louisiana State University, established in 1877, was relocated south of the city in 1926. The Port of Baton Rouge opened in 1916. The new State Capital Building was completed in 1932.

During the 1940's, the land use pattern developed into a multimodal urban form as growth occurred around the industrial districts and Southern University campus to the north, LSU to the south, the Central Business District and Capitol Building, spreading eastward between drainage channels and along major transportation corridors. The first modern comprehensive plan for Baton Rouge was prepared in 1947. The Plan of Government was adopted in 1949.

Growth during the period between the 1950's through the 1970's continued to occur along transportation corridors and between drainage channels. Zoning was instituted in 1958 which reinforced the existing pattern of land use. An urban transportation planning process for the Baton Rouge area was established in 1967, and the comprehensive plan for the City-Parish was updated in 1972. More recent growth patterns have included low density development and an increase in residential development in flood prone areas.

The City-Parish government was consolidated in 1984 by creation of the Metropolitan Council. In 1986, a Regional/Urban Design Assistance Team (R/UDAT) of the American Institute of Architects conducted a planning study for Baton Rouge that received widespread community support. Inspired by the R/UDAT, a broad-based community goals planning process was accomplished in GREATER PLAN EBR in 1988, which laid the foundation for development of a new comprehensive plan for Baton Rouge. This is the historical context for planning within which Horizon Plan was developed.

Land Use and Development

As Baton Rouge moves towards becoming a major city of the New South in the 21st century, how should the City-Parish identify the actions that are most critical and focus its resources to address the key issues in a manner that will realize the vision for the future? A clear statement of basic goals is needed so that limited resources will be used to the best advantage. Focusing efforts on basic goals will increase our effectiveness in minimizing adverse effects of growth and change, in seizing opportunities, and in anticipating and alleviating potential problems.

The growth theme for Horizon Plan is based on enhancing the special "sense of place" that Baton Rouge derives from the natural beauty of its landscape, the integrity of its neighborhoods and its downtown focused on the Riverfront and the State Capitol Complex; the amenities of its lakes and bayous, its universities, parks, and historic places; and the strength of its economy based on industry, government and education. Achieving the projected population and economic growth levels requires a growth management strategy that addresses the following needs:

- To improve and preserve the unique identity of existing stable neighborhoods, and create those things that give a neighborhood an identity in the deteriorating sections of the parish and in the new developing areas;
- To minimize the economic damage and personal hazard of floods and drainage problems by a master drainage plan and development regulations that will minimize future potential problems;
- To refurbish and improve the transportation system through repair of existing streets and construction of new and expanded thoroughfares;
- To provide a living environment that offers clean air and water and a sufficient amount of green space; and,
- To work toward a dynamic growing economy which revolves around an internationally based economy with emphasis on research and education, supports maintenance and expansion of existing industry and business, and creates and maintains a favorable environment for small and medium sized businesses.

To this end, Horizon Plan establishes a statement of goals that are essential for maintaining and improving Baton Rouge's quality of life-goals on which substantial progress must be made over the next five years. These goals are the heart of Horizon Plan.

Goals will change over time. During the preparation of future updates to Horizon Plan, the goals should be reviewed and modified to reflect changing issues and needs that face the city and parish.

The goals are organized along the major elements of the Plan and are numbered for reference, but the order is not rank of importance.

Growth forecasts developed for Horizon Plan indicate a moderate increase in the growth rate between 2000 and 2010. The 2010 forecast population for East Baton Rouge Parish is 458,000 persons, which is an 11 percent (11%) increase over the 2000 population of 413,000 persons.

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- **High Density Residential** includes areas where small multi-family housing, high rise housing structures, and very small, tightly spaced single family housing will be predominant.

- **Industrial** includes areas where manufacturing, chemicals, refining, warehousing, open storage, and similar industrial facilities will be the dominant uses.
- **Neighborhood Office** includes areas of small offices, professional offices, and personal services to serve the needs of surrounding residential areas.
- **General Office** includes areas where large or multi-storied professional, general administration or non-retail sales offices are located.
- **Neighborhood Commercial** includes areas of small retail stores, such as corner groceries, cafes, and drugstores to serve the needs of surrounding residential neighborhoods.
- **Light Commercial** includes a variety of commercial and miscellaneous services, activities generally serving a wide area and located primarily along existing major thoroughfares.
- **Heavy Commercial** includes a variety of commercial and miscellaneous service activities, such as hotels, shopping malls, and department stores which are relatively large in size, generate a large volume of traffic or impact large areas of land and existing development.
- **Commercial Warehousing** includes facilities characterized by extensive warehousing and frequent heavy trucking activity but not involved in manufacturing or production.
- **Transportation, Communication and Utilities** includes areas where railroad, trucking, aviation, ports, automobile parking, communication and utility facilities will be dominant.
- **Recreational** includes parks, recreational activities, amusements, group camps, cultural activities, and public assembly facilities.
- **Public and Semi-Public** includes areas where governmental, educational, religious, and charitable uses will be the primary land use activities.
- **Residential Estate Agriculture** includes areas of rural character, agricultural lands, significant natural areas and single family residential uses.
- **Planned Unit Development** includes areas where development under the Planned Unit Development (PUD) provisions of the Zoning Ordinance has been approved by the Planning and Zoning Commission. Development in these areas will follow a unified site design plan for a mix of compatible land uses, clustering of buildings, increased densities, and common open space.

The Policies Map and 2010 Land Use Plan are equally important elements of Horizon Plan and should be used together. The Policies Map adds another dimension to the 2010 Land Use Plan.

Land Use and Urban Development

A prime objective of Horizon Plan is the development and maintenance of clean, healthy and safe neighborhoods with a positive community image for all parts of the parish. Neighborhood support land uses such as shopping, parks, schools, and churches should be provided. Protection and preservation of historically significant elements of the community enhances the unique sense of place for Baton Rouge.

Opportunities and incentives for reuse, renovation, or redevelopment of properties in the parish should be provided to promote infill, rehabilitation and revitalization in targeted areas such as Downtown, Florida Boulevard/Government Street, Plank Road, Scenic Highway, and other areas and corridors.

The new City-Parish floodplain management regulations adopted in 1990 have been implemented throughout the parish to facilitate planning for development both in and out of the floodplain. Development considerations include stormwater management and protection of aquifer recharge areas, prime agricultural land, and environmental conservation areas.

In 2001, the City-Parish Planning Commission undertook a pilot project to develop a GIS model for the identification, characterization, and mapping of wetland areas. The Planning Commission is currently working with the Louisiana State University's Wetlands Biochemistry Institute (WBI) to continue the Identification and Characterization Project and to study effective site design methods for

Land Use and Development

establishing sound environmental practices for development in and around wetlands. The Planning Commission Staff is also researching methods that promote best management practices for development in and around wetlands.

- Develop methods of protecting and preserving historically significant areas, neighborhoods, buildings and other landmarks.
- Establish and maintain a Planning Management Information System within the Office of the Planning Commission to compile and maintain an accessible, centralized source of information, data, records and reference materials relating to planning and development in the parish.
- Develop a Parishwide Geographic Information System (GIS) for automated mapping and interrelation database management of all property and public services information (land parcel and lot ownership, zoning, subdivision plats, floodplains, rights of way and servitudes, assessor's records, public infrastructure and utilities, permits, inspections, census data, and other pertinent data for use by all City Parish departments). Coordinate with state and other agencies such as Louisiana State University, the Louisiana Department of Transportation Development and the Capital Region Planning Commission in development, maintenance, and operation of this system.
- Capital Facilities Inventory. Prepare and maintain a Capital Facilities Inventory of all fixed (capital) assets owned or leased by the City Parish.
- Capital Projects Status. Monitor the status of previously approved capital projects to aid in updating the Capital Improvements Program (CIP) and preparing the annual Capital Budget. Prepare a year end report on the status of capital projects.
- Prepare urban design guidelines for development, renovations and revitalizations within designated urban design districts to ensure compatibility of new development and redevelopment with adjacent structures and land uses, and to enhance visual attractiveness of the districts and corridors. Guidelines for development and redevelopment in designated corridors and districts should provide a unified set of urban design guidelines and planning analyses indicating intended uses and appropriate changes in existing zoning. Urban design guidelines should protect and improve the integrity of stable and developing neighborhoods and promote development and improvement of public places and structured open spaces such as parks, plazas, community centers, schools, commercial areas, churches and other gathering places for interaction among people.
- Periodically evaluate the landscape regulations of the Unified Development Code (UDC) to determine their effectiveness in maintaining, enhancing, restoring and creating landscape environments that improve the visual quality of residential, commercial and industrial areas, and public places. Propose revisions to the landscape guidelines and regulations to ensure protection and enhancement of the aesthetic and visual quality of the Parish.
- Prepare and adopt a parishwide Streetscape Design Plan to develop performance guidelines, techniques, and procedures for implementing a coordinated streetscape improvement program for major corridors such as:
 - Florida/Government;
 - Airline Highway;
 - I 10/I 12/I 110;
 - Plank Road;
 - Scenic Highway;

- Highland Road;
 - Nicholson Drive; and
 - Others.
- Prepare a Gateways Plan to develop performance guidelines, techniques, and procedures for improving and enhancing the major entries or gateways into and within the city and parish. Provide incentives for provision of enhancements to these Gateways.
 - Identify significant view corridors, vistas and visual approaches to major features such as the State Capital and Mississippi River Bridges, and investigate the feasibility and need for height restrictions for future development in these areas.
 - Improve the image and environmental and aesthetic quality of targeted neighborhoods and subareas through the repair and improvement of public streets, sidewalks, sanitary sewers, storm drainage facilities, parks, street tree planting projects, and construction of Greenlinks systems for pedestrians, joggers, and cyclists. This process should be coordinated through the CIP process in establishing priority locations and projects for implementation in targeted neighborhoods.
 - Identify historically significant elements, structures and locations in the community, and incorporate methods for preservation of these elements, structures and locations within the Subarea and neighborhood planning process, and in the creation of corridor and overlay districts.
 - Guide growth and development to encourage in fill development in established urban areas and coordinate a 2010 Land Use Plan. Provide training and education to the Planning Commission, Metropolitan Council and the public on the benefits of In fill Development.
 - Amend the Unified Development Code (UDC) in accordance with the revisions and updates recommended by Horizon Plan. Specifically to address the following issues:
 - 1) Bring zoning into conformance with desired land uses to implement neighborhood and subarea plans;
 - 2) Make zoning more performance based to reflect the shift of the economy to service and high technology activities;
 - 3) Revise zoning districts to ensure appropriate and compatible development and establish site design and landscaping standards to improve the appearance of areas;
 - 4) Establish incentives and remove disincentives to promote housing development and rehabilitation; mixed use development; neighborhood shopping and services; rehabilitation and reuse of commercial/industrial buildings; development and redevelopment of retail, business and office activities within and adjacent to commercial areas; preservation of open spaces and dedication of parks; and buffering between different zoning districts;
 - 5) Strengthen and enforce the Rural Zoning Classification to redefine the Rural zoning classification to promote uses that are compatible with existing uses through improved site plan review and approval procedures and requirements. The UDC should include appropriate categorization of agricultural uses and a mechanism for encouraging preservation of prime agricultural land. Improve the landscaping and buffer requirements, and encourage cluster development;
 - 6) Amend the UDC to incorporate strict requirements for dedication of land or payment of fee in lieu of dedication for parks, schools, fire stations, and other public service facilities;
 - 7) Streamline development permitting processes to provide timely review and decision making; and
 - 8) Establish mechanisms to provide necessary incentives or waivers of certain code requirements to promote development and redevelopment of affordable housing in designated blighted areas of existing neighborhoods, excluding areas within the floodplain.

Land Use and Development

- Expand building and zoning code enforcement efforts parishwide and especially in areas targeted for redevelopment/revitalization and new development areas.
- Provide adequate staff and monitor performance to assure adequate administration and enforcement of existing codes and ordinances including zoning, subdivision and sign controls, as well as recommended new ordinances.
- Require the identification of fault lines or other geologic hazards as a part of the application or permitting process for new development.
- Provide information to the public and media concerning infrastructure improvements, facilities and programs.
- Develop procedures for the consideration of traffic, infrastructure and public service impacts for development, and establish fair and equitable fees and assessments based on these impacts.
- Explore the possibility of applying form based zoning in planning and development in the parish.
- Amend the adopted Major Street Plan to include the potential modifications, subject to further evaluation of the potential modifications based upon technical analysis of the forecast future year travel demands and roadway deficiencies developed as part of the Horizon Year Transportation Plan Update prepared by the Capital Region Planning Commission and Louisiana Department of Transportation and Development.
- Coordinate multimodal planning of transportation improvements among the City Parish, Airport Commission, Capitol Transportation Corporation, Port of Baton Rouge, Railroads, Capitol Region Planning Commission, and the Louisiana Department of Transportation Development. Transportation agencies should cooperate and coordinate their activities in collecting, maintaining and sharing transportation data. Agencies should allocate adequate staff and resources for transportation planning, reviewing development proposals, and administering transportation improvements programs.
- Continue a Transportation Planning Program for amending the Comprehensive Master Land Use and Development Plan to incorporate future changes in the Transportation Element. Updates of the Baton Rouge Area Comprehensive Transportation Study contained in the Horizon Year Transportation Plan should be incorporated in Plan Amendments to the Transportation Element of the Comprehensive Master Land Use and Development Plan. Efforts should be made to coordinate information with other agencies, such as the Capitol Region Planning Commission, and provide public officials with timely and accurate information, analyses and evaluations regarding transportation planning issues.
- Implement the Major Street Plan through the Transportation Improvement Program, Capital Improvements Program, and Subdivision Regulations, to develop a balanced roadway network that includes arterial streets and primary collector streets. In addition, as further development occurs, ensure the provision of adequate arterial, collector and local streets that serve to provide traffic access and circulation, are functionally integrated with the existing arterial and collector street system, and are designed and constructed in accordance with appropriate design standards and criteria including aesthetic design that will minimize undesirable impacts on and enhance the character of affected neighborhoods, where feasible.

- Evaluate planned roadway improvements to determine traffic impacts on capacity and traffic flow, and identify needed improvements to maintain an acceptable Level of Service C or D during peak periods.
- Continue to develop and implement a Roadway Maintenance Program and Pavement Management System to alleviate existing and future roadway infrastructure deterioration. This program should include maintenance of pavement, right of way, and associated drainage facilities.
- Improve coordination between City Parish agencies and utility companies for the construction and maintenance of utilities within street rights of way.
- Establish a Traffic Control Device Preventive Maintenance Program consisting of periodically inspecting and maintaining traffic signals, signs and pavement markings to improve effectiveness, safety, and savings in related costs.

Economic Development

Attraction of new businesses and retention and expansion of existing businesses should be encouraged through improved coordination and cooperation between the City-Parish and the business community. Promotion of tourism should occur through dissemination of information on Baton Rouge's attractions and special events on the local, state and national level.

Implementation Actions:

Provide technical assistance to business area associations interested in revitalizing commercial and employment areas, to establish coordinated programs addressing needs such as management assistance, area marketing, streetscape and facade improvements, parking, and business expansion and development. Encourage the formation of business associations and work with private developers, business owners/merchant associations, and residents to improve the appearance and functioning of commercial, industrial, and employment areas.

Develop a detailed long range economic development strategy for the City Parish and work plan for coordination of efforts among the City Parish, Chamber of Commerce, Downtown Development District, Louisiana Department of Economic Development, and other organizations. Provide leadership in coordinating economic development and solicit support from private and non profit sectors and public agencies.

- Implement improvements identified in the Riverfront Development Plan and Fourth Street Master Plan to tie together and enhance the attractions in the area, including the River Center, Shaw Center for the Arts, new Riverboat Landing, Old State Capitol, Louisiana Arts and Sciences Center Museum, U.S.S. Kidd and Nautical Historic Center, Catfish Town, and State Capitol Complex.
- Work with the Louisiana Department of Culture, Recreation and Tourism to ensure its materials and campaigns promote Baton Rouge's attractions and special events.
- Install an updated system of distinctive trailblazer signs to indicate desired routes to major attractions for tourists and visitors.
- Evaluate the performance of Enterprise Zones, Economic Development Districts, and Foreign Trade Zones in the parish to recommend changes that would improve their effectiveness.

Land Use and Development

- Develop better methods of communication between industries, professional associations, and educational institutions, so that the educational institutions can be more responsive to industry's job training needs and continuing education needs.
- Provide incentives for the creation of 'Mixed Use Districts' (MUDs), or areas which provide a mix of residential, commercial, and light industrial land uses.
- Include economic development planning and issues as components in the assessment of capital improvements and public services.
- Establish development and redevelopment incentives to encourage cultural, retail and service establishments to locate in the downtown area to serve employees, residents and tourists.
- Encourage retail and service establishments to locate in targeted growth centers to serve employees and residents through the establishment of development and redevelopment incentives.
- Governmental offices should be encouraged to locate in the downtown area through intergovernmental coordination and cooperation.
- Encourage new hotel development in the Downtown area through the use of development incentives to support the River Center and other Downtown revitalization activities.
- Establish urban design guidelines for the downtown Regional Growth Center, which should be implemented with new development or renovation.
- Implement the Baton Rouge 2000 Update, Riverfront Development Plan, and Fourth Street Master Plan.
- Explore the possibility of using Tax Increment Financing (TIF) districts to encourage infill development and redevelopment.
- Continue to implement the Restore Pride Program and revitalize disadvantaged neighborhoods.
- Assist the East Baton Rouge Housing Authority's HOPE VI revitalization efforts in Old South Baton Rouge.
- Develop a plan to consider context sensitive design policies for roadways.
- Consider methods of limiting areas of development to prevent further urban sprawl and encourage density in the urban core.

Planning Process

Citizens must have a plan they can believe in, and if changes are made there must be a standardized process easily understood by the community. Horizon Plan sets an ambitious yet reasonable course for the Parish's development in the future. Processes for amending and updating the plan have been developed so that the dynamics of growth can be accomplished.

Implementation Actions:

Bring the Unified Development Code and other regulatory documents into compliance with the Goals, Objectives and Action Items of the Horizon Plan and Smart Growth principals.

- Coordinate the Horizon Plan and Capital Improvements Program to ensure that expenditures are consistent with the Goals, Objectives and Action Items of the Horizon Plan.
- Establish and implement procedures for conducting annual reviews and adopting amendments to the Comprehensive Land Use and Development Plan in accordance with Section 10.04 of The Plan of Government, including the following:
 - Monitor planning and development in the parish to identify changes in existing conditions that may affect the issues, goals, objectives, policies, and implementation strategies contained in the adopted Horizon Plan.
 - Evaluate and appraise Horizon Plan in relation to existing conditions including analysis of new alternatives, conducting special studies of new issues and needs, and development of recommendations for amendments of the adopted Plan.
- Proposed Plan Amendments drafted by the Planning Commission under the direction of the Office of the Mayor-President should be submitted to the Metropolitan Council with the Office of the Mayor-President's recommendations. The Planning Commission should conduct one or more public hearings prior to recommending Plan Amendments to the Office of the Mayor-President and Metropolitan Council. The Metropolitan Council should conduct two public hearings on the recommended Plan Amendments, and may adopt them as a whole or in parts. Amendments not adopted may be modified by the Planning Commission and submitted by the Office of the Mayor-President to the Metropolitan Council, which should conduct one public hearing on the modifications and consider their adoption. Any further amendments recommended by the Planning Commission should be submitted in the same manner.
- Proposed Plan Amendments recommended by citizens or City Parish departments should be reviewed by the Planning Commission and accompanied by the Planning Commission's recommendation, and require a two thirds vote of the Metropolitan Council for adoption. (Special Report on Plan Amendment Process).
- Establish procedures for preparing major updates and revisions to the Comprehensive Land Use and Development Plan at five year intervals, in accordance with Section 10.04 of The Plan of Government. Major updates and revisions would include but not be limited to existing conditions; forecasts; issues and analysis; goals, objectives and policies; and implementation actions for all plan elements.
- Prepare Annual Report of Planning Commission to the Mayor President and Metropolitan Council summarizing the activities and accomplishments of the Planning Commission during the year ending December 31, and describing analysis of the status of planning and development in the parish, the implementation of Horizon Plan, and major issues and needs that should be addressed by the City Parish in the next year.
- Develop Annual Work Program for the Planning Commission to identify objectives and describe new and continuing work activities to be accomplished in the next year. The Annual Work Program would include but not be limited to program and project descriptions, time schedules, staffing plan, funding requirements and sources, and necessary coordination with other City Parish departments and outside agencies and organizations.

Land Use and Development

- Establish and implement a Public Information Program to improve public awareness and understanding of planning and development programs, regulations and procedures through the publication and distribution of brochures and pamphlets describing the City Parish's land use and development code requirements and procedures, public service announcements, news releases, and presentations to community organizations, civic associations, and interest groups. Improve communications with citizens, land owners and developers regarding parishwide and specific planning and development programs and requirements.
- Publish and distribute a brochure updated on an annual basis, to provide a readily available source of information on the growth, development characteristics and planning programs of the city and parish.
- Evaluate performance of existing procedures for Public Notification and the ongoing Public Information Program to inform property owners who may be affected by proposed zoning changes and subdivision applications. Improved notification procedures, including targeted mailings, publication of official notices, and posted on site notices in accordance with code requirements, should be identified and evaluated to improve effectiveness of the notification procedures and the Public Information Program.
- Annual CIP/Capital Budget Establish and implement procedures for annual development of a five year Capital Improvements Program (CIP) which addresses planning and financing for all capital projects needs for all aspects of City Parish government. This CIP would include, but not be limited to, project descriptions, cost estimates, funding sources, time schedules, and departmental responsibilities. The first year of the CIP should provide the basis for annual development of the City Parish Capital Budget. The CIP would be developed by the Planning Commission with input from all departments under the direction of the Mayor President, who recommends the CIP to the Metropolitan Council for adoption, following at least one public hearing. All departments will take an active role in encouraging citizen involvement and information coordination.
- Periodically evaluate and recommend needed refinements and modifications to the evaluation criteria and procedures used to determine the ranking and priorities for proposed capital projects.
- Appoint a Citizen Advisory Committee to aid the Planning Commission in annually preparing the CIP. Members of the committee should be appointed by the Mayor President with recommendations by the Planning Commission.
- Establish Procedures for designation of urban design districts or corridors including participation by affected property owners within the identified areas. Identify special areas (districts and corridors) where unique urban design guidelines would be developed and implemented including but not limited to the following:
 - 1) Downtown;
 - 2) Airline Highway;
 - 3) Florida Boulevard/Government Street;
 - 4) The Riverfront;
 - 5) Spanish and Beauregard Towns;
 - 6) Perkins Road (between College Drive and Acadian Thruway; and
 - 7) Others.
- Develop and implement a Parishwide Urban Design Program which addresses landscaping, signage, building setbacks, height limitations, architectural character, and other urban design elements.

- Provide oversight of neighborhood coordination activities in order to provide outreach planning services and assistance to neighborhoods and community organizations, civic associations, business groups, and other citizen groups interested in improving their neighborhood areas. Activities to initiate this program would include but not be limited to the following:
 - 1) Compile information on programs, techniques, and resources available for neighborhood revitalization, and improvement;
 - 2) Provide a centralized clearinghouse for programs and activities that impact neighborhoods;
 - 3) Improve communications with neighborhood and civic associations; and
 - 4) Create Neighborhood Planner Position; and
 - 5) Encourage the creation of neighborhood organizations and activation of innovative neighborhood improvement programs.
- Support efforts by the Greater Baton Rouge Federation of Civic Associations and other citizen organizations to promote neighborhood preservation and improvement. Establish a registry of neighborhood organizations and notification system for periodic communications with the organizations by the City Parish.
- Coordinate public expenditures, including the Capital Improvements Program and Community Development Block Grant program, to achieve timely and visible improvements that address existing needs in targeted neighborhoods, including but not limited to those neighborhoods identified as Revitalization and Redevelopment Target Areas in the Housing Element of Horizon Plan.
- Encourage public participation by neighborhood organizations and citizens to expand input to the City Parish's funding programs including the Capital Improvements Program and Community Development Block Grant Program.
- Establish a Neighborhood and Subarea Planning Process to identify specific needs and opportunities and develop detailed improvement plans for neighborhoods and commercial areas, including input and participation by neighborhood groups, property owners, businesses, and residents.
- Work with neighborhood groups to implement neighborhood plans through zoning modifications, public improvements, and incentives for development, redevelopment, and private improvements that are consistent with neighborhood and subarea goals and plans.
- Prepare subarea plans for redevelopment of targeted key commercial employment and special use areas, addressing needs and improvements relating to zoning, traffic access and circulation, parking, transit, outdoor signage, landscaping, and integration with adjacent residential areas, to improve the appearance and productivity of business, special use and employment areas. These areas include the identified growth centers of the preferred growth scenario of Horizon Plan and include but are not limited to the following:
 - 1) Downtown;
 - 2) Melrose East;
 - 3) Airline/I 12;
 - 4) I 10 at Essen, Bluebonnet, and Siegen;
 - 5) Special use areas, such as the airport, LSU, Southern University, the Pennington Biomedical Research Center, and the Center for Advanced Microstructures and Devices; and
 - 6) Others.

Land Use and Development

- Conduct citizen meetings in targeted areas to discuss building and zoning code regulations, and redevelopment and revitalization programs and efforts, and to obtain feedback from the neighborhoods.
- Create subarea plans for linear commercial areas, including the Florida Boulevard/Government Street Corridor, Plank Road, and Scenic Highway, as part of the Neighborhood and Subarea Planning program. Plans should encourage improvements and redevelopment, restructuring and re-landscaping of older strip commercial areas and shopping centers.
- Prepare urban design guidelines to improve the appearance of linear commercial areas and to make them more attractive to pedestrians.
- Improve methods for ongoing communication and coordination between the City Parish and business community to encourage businesses located in the parish to remain and expand. Promote economic development efforts for business retention and expansion in keeping with the policies of the Comprehensive Plan.
- Review all subdivision plats and proposed developments for conformance with Subdivision Regulations, Major Street Plan, and Driveway Standards to provide adequate internal traffic circulation and access, to minimize interference of traffic on the adjacent roadway network, and to ensure the provision of collector and local streets integrated with the arterial street system.
- Implement an Intelligent Transportation Systems Program to maximize existing capacity and operational efficiency and reduce congestion on the roadway system.
- Develop and enforce policies and requirements which ensure the dedication of rights-of-way.
- Maintain standards and procedures for the conduct of traffic impact studies for proposed developments to assess traffic impacts and determine transportation improvement needs.
- Implement the Comprehensive Short-Range Pedestrian and Bikeway Plan for East Baton Rouge Parish, incorporating the Greenlinks Plan, and update as necessary.

Horizon Plan provides a framework for the development of an efficient transportation system through the year 2010, compatible with land use patterns and development in the city and parish.

In conjunction with the Louisiana Department of Transportation and Development (DOTD) and the Capital Region Planning Commission (CRPC) the City-Parish Planning Commission and the Department of Public Works continue to evaluate roadway widenings and extensions in addition to those on the current Major Street Plan.

Thoroughfare System Development

The adopted Major Street Plan is the City-Parish's long range plan for thoroughfare development. Horizon Plan identifies modifications to the Major Street Plan relating to roadway continuity, extension of arterial streets, and compatibility with other Horizon Plan Elements. These modifications to the Major Street Plan, are considered and incorporated in the Horizon Year Transportation Plan Update conducted by DOTD and CRPC.

Implementation Actions:

- Amend the adopted Major Street Plan to include the potential modifications shown in figure 3, subject to further evaluation of the potential modifications based upon technical analysis of the forecast future year travel demands and roadway deficiencies developed as part of the Horizon Year Transportation Plan Update prepared by the Capital Region Planning Commission and Louisiana Department of Transportation and Development.
- Develop and implement a Traffic Impact Fee Assessment Program based upon the costs of mitigating adverse impacts on roadways serving proposed development
- Continue to develop and implement a Roadway Maintenance Program and Pavement Management System to alleviate existing and future roadway infrastructure deterioration. This program should include maintenance of pavement, right of way, and associated drainage facilities.
- Evaluate planned roadway improvements to determine traffic impacts on capacity and traffic flow, and identify needed improvements to maintain an acceptable Level of Service C or D during peak periods.
- Improve coordination between City Parish agencies and utility companies for the construction and maintenance of utilities within street rights of way.
- Review all subdivision plats and proposed developments for conformance with Subdivision Regulations, Major Street Plan, and Driveway Standards to provide adequate internal traffic circulation and access, to minimize interference of traffic on the adjacent roadway network, and to ensure the provision of collector and local streets integrated with the arterial street system.
- Implement a signage program which provides overhead and advance street name signs at all signalized intersections.
- Implement an Intelligent Transportation Systems Program to maximize existing capacity and operational efficiency and reduce congestion on the roadway system.
- Implement, maintain, and update the Computerized Traffic Signal System recommended for the Baton Rouge area to provide efficient progression of traffic on arterials.

Transportation

- All transportation agencies in the Baton Rouge area should use compatible traffic and land use data that are consistent with Horizon Plan as well as computerized travel demand models (TRANPLAN) developed for transportation planning efforts. Transportation agencies should coordinate their planning activities to ensure consistency and avoid conflicts in planning state and local transportation improvements.
- Develop and enforce policies and requirements which ensure the dedication of rights-of-way.
- Maintain standards and procedures for the conduct of traffic impact studies for proposed developments to assess traffic impacts and determine transportation improvement needs.
- Maintain a Truck Route Plan which provides for adequate goods and services movement without adversely impacting traffic flows and residential neighborhoods.
- Conduct periodic review of off street loading requirements to determine potential improvements and modifications, and identify design criteria for use in designing new loading facilities.
- Assist in the implementation of traffic improvement needs through and around the campuses of Louisiana State University and Southern University, in cooperation with the administration officials for the two respective universities, CRPC, and DOTD.
- Develop and enforce policies and requirements which ensure developer participation in the construction of needed street improvements as development occurs.

Comprehensive Transportation Planning

Transportation planning in the parish needs adequate funding and effective implementation. Enforcement of existing regulations and standards such as the Subdivision Regulations, Zoning Ordinance, and Roadway Design Standards is needed to alleviate and avoid deficiencies in the transportation system.

Implementation Actions:

Bring the Unified Development Code and other regulatory documents into compliance with the Horizon Plan and Smart Growth principals.

- Coordinate the Horizon Plan and Capital Improvements Program to ensure that expenditures are consistent with the Goals, Objectives and Action Items of the Horizon Plan.
- Amend the adopted Major Street Plan to include potential modifications which include, but are not limited to those recommended by DPW and the Greenlight Plan, subject to further evaluation of the potential modifications based upon technical analysis of the forecast future year travel demands and roadway deficiencies.
- Coordinate multimodal planning of transportation improvements among the City-Parish, Airport Commission, Capitol Area Transit Systems (CATS), Greater Baton Rouge Port Commission, railroads, Capitol Region Planning Commission (CRPC), and the Louisiana Department of Transportation Development (DOTD). Transportation agencies should cooperate and coordinate their activities in collecting, maintaining and sharing transportation data. Agencies should allocate adequate staff and resources for transportation planning, reviewing development proposals, and administering transportation improvements programs.

- Maintain coordination and consistency among the Capital Improvements Program (CIP), the regional Transportation Improvements Program (TIP), and the Unified Planning Work Program (UPWP) for the Baton Rouge Area Transportation Study.
- Establish and emphasize priorities for transportation improvement projects proposed through the Capital Improvements Program (CIP), consistent with Horizon Plan and based upon analysis of existing traffic capacity deficiencies and provision of a reasonable distribution of annual expenditures over the 20-year period. Maintain constant coordination and contact with the DOTD Transportation Improvement Program (TIP) for East Baton Rouge Parish to establish and maintain consistency in the priorities of both the City-Parish and State Transportation improvements.
- Develop and implement a Traffic Impact Fee Assessment Program based upon the costs of mitigating adverse impacts on roadways serving proposed development.
- Continue a Transportation Planning Program for amending the Comprehensive Master Land Use and Development Plan to incorporate future changes in the Transportation Element. Updates of the Baton Rouge Area Comprehensive Transportation Study contained in the Horizon Year Transportation Plan should be incorporated in Plan Amendments to the Transportation Element of the Comprehensive Master Land Use and Development Plan. Efforts should be made to coordinate information with other agencies, such as Capital Region Planning Commission, and provide public officials with timely and accurate information, analyses and evaluations regarding transportation planning issues.
- Travel demand forecasts should be developed based upon land use and demographic projections that are compatible with Horizon Plan.
- Maintain administrative review procedures for evaluation of proposed Major Street Plan modifications and other transportation planning activities. Review planned transportation improvements to evaluate potential impacts on land use and environment. Environmental review of planned transportation improvement projects should include identification of appropriate and necessary mitigation measures to be implemented as part of the projects, including mitigation for loss of parkland where roadways must be extended through existing BREC parks.
- Review planned transportation improvements to consider potential impacts on air quality and noise. Establish evaluation criteria and employ appropriate analytical techniques to assess impacts associated with transportation improvements.
- Develop and implement a comprehensive strategic transportation plan to improve all modes of transportation at local and regional levels.
- Continue to implement methods of calming traffic flow through established neighborhoods and residential areas, and continue to require Traffic Calming techniques in new neighborhoods and residential areas.
- Develop a plan for a traffic loop for the interstate system in East Baton Rouge and adjacent parishes, including toll facilities, to alleviate traffic congestion.
- Coordinate multi-modal supply chain management activities at a regional level such as dedicated truck routes for the Port of Greater Baton Rouge and the Baton Rouge Airport.

Transportation

- Implement the Major Street Plan through the Transportation Improvement Program, Capital Improvements Program, and Subdivision Regulations, to develop a balanced roadway network that includes arterial streets and primary collector streets. In addition, as further development occurs, ensure the provision of adequate arterial, collector and local streets that serve to provide traffic access and circulation, are functionally integrated with the existing arterial and collector street system, and are designed and constructed in accordance with appropriate design standards and criteria including aesthetic design that will minimize undesirable impacts on and enhance the character of affected neighborhoods, where feasible.
- Evaluate planned roadway improvements to determine traffic impacts on capacity and traffic flow, and identify needed improvements to maintain an acceptable Level-of-Service C or D during peak periods.
- Continue to develop and adopt street design criteria for construction of roadway improvements in accordance with acceptable design standards and practices to attain maximum traffic levels-of-service and public safety.
- Continue to develop and implement a Roadway Maintenance Program and Pavement Management System to alleviate existing and future roadway infrastructure deterioration. This program should include maintenance of pavement, right-of-way, and associated drainage facilities.
- Improve coordination between City-Parish agencies and utility companies for the construction and maintenance of utilities within street rights-of-way.
- Review all subdivision plats and proposed developments for conformance with Subdivision Regulations, Major Street Plan, and Driveway Standards to provide adequate internal traffic circulation and access, to minimize interference of traffic on the adjacent roadway network, and to ensure the provision of collector and local streets integrated with the arterial street system.
- Implement a signage program which provides overhead and advance street name signs at all signalized intersections.
- All transportation agencies in the Baton Rouge area should use compatible traffic and land use data that are consistent with Horizon Plan as well as computerized travel demand models developed for transportation planning efforts. Transportation agencies should coordinate their planning activities to ensure consistency and avoid conflicts in planning state and local transportation improvements.
- Develop and enforce policies and requirements which ensure the dedication of rights-of-way.
- Maintain standards and procedures for the conduct of traffic impact studies for proposed developments to assess traffic impacts and determine transportation improvement needs.
- Maintain a Truck Route Plan which provides for adequate goods and services movement without adversely impacting traffic flows and residential neighborhoods. Identify appropriate truck routes to provide for local and through truck traffic. Consider the use and enforcement of through truck traffic prohibitions on local residential streets. Designate truck routes for transport of hazardous materials and incorporate appropriate design standards for proposed future routes.
- Conduct periodic review of off-street loading requirements to determine potential improvements and modifications, and identify design criteria for use in designing new loading facilities.

- Assist in the implementation of traffic improvement needs through and around the campuses of Louisiana State University and Southern University, in cooperation with the administration officials for the two respective universities, DPW, CRPC, and DOTD.
- Develop and enforce policies and requirements which ensure developer participation in the construction of needed street improvements as development occurs.
- Implement a comprehensive review and revision of the Major Street Plan, considering the Green Light Plan, location of growth centers, Horizon Plan land use designations, public transit and alternative modes of transportation.
- Develop and implement a routing plan for oversized vehicles and loads, including the use of rotating mast arms for utilities and traffic lights.
- Review off-street parking requirements and design standards in the Unified Development Code to identify and recommend modifications for maintaining effective and appropriate requirements and standards, including but not limited to pervious paving requirements.
- Conduct special studies and review existing regulations in the Unified Development Code as needed on specific parking issues such as shared parking, handicapped parking, maternity parking, residential parking permits, water pollution controls and other needs.
- Maintain administrative procedures for effective review and approval of planned off-street parking improvements proposed by developers, including centralized responsibilities.
 - Develop a Parking Management Strategy for Downtown Baton Rouge that will include the following:
 - Utilization of park-and-ride facilities, ride-sharing, and public transit; a parking facility database;
 - Consideration of developing a Parking Authority;
 - Extending trolley service hours;
 - Public/private parking agreements to use private garages during business hours; and
 - Consistent signs for all parking areas.
- Develop a plan to consider context sensitive design policies for roadways

Roadway Maintenance and Traffic Safety

A principle determinant of the roadway networks traffic carrying ability is the design and condition of its facilities. A major street rehabilitation program was begun in 1990, funded by a one-half cent sales tax increase. In 1997, voters elected to renew the tax through 2002. Upon renewal, voters also elected to include transportation improvements in addition to the street/road rehabilitation program. The tax was renewed in 2001 for an additional five and a half years.

Implementation Actions:

Establish a Traffic Control Device Preventive Maintenance Program consisting of periodically inspecting and maintaining traffic signals, signs and pavement markings to improve effectiveness, safety, and savings in related costs.

- Implement an Intelligent Transportation Systems Program to maximize existing capacity and operational efficiency and reduce congestion on the roadway system.

Transportation

- Implement, maintain, and update the Computerized Traffic Signal System recommended for the Baton Rouge area to provide efficient progression of traffic on arterials.
- Establish a Traffic Safety Program that regularly identifies and implements geometric/operational improvements to reduce frequency and severity of accidents at existing and potentially hazardous locations.
- Continue to review and recommend modifications to street lighting policies and standards with regard to traffic safety.
- As part of the Traffic Safety Program, include procedures for identifying and prioritizing railroad grade crossing improvement needs, such as provision of adequate at grade warning devices, grade separations, and potential railroad relocations.
- Include implementation of railroad grade crossing improvement projects in the 5 year Capital Improvements Program (CIP).
- Appoint a coordinator within City Parish to establish a higher degree of participation and interaction with railroad companies in timely addressing improvement and maintenance needs, such as provision of adequate at grade warning devices, grade separations, and opportunities for re establishing rail passenger service to and from Baton Rouge.

Public Transportation

Citizens have expressed the desire to expand Baton Rouge's transit service to improve the quality and quantity of service provided. However, a significant constraint to expanding or even maintaining service is the available level of financial resources to fund transit service. Thus, the objectives of providing expanded transit service and maintaining or reducing operating deficits are in direct conflict.

Implementation Actions:

Develop evaluation criteria and priorities for expanding or improving transit service in areas which have a high concentration of transit dependent citizens such as low to medium income, low auto ownership and a high proportion of elderly population.

- Identify and consider existing and planned transit corridors in land use planning, and consider availability of transit service in review of development proposals for high density land uses. This includes possible links between Downtown, Old South Baton Rouge, MidCity, LSU and Southern University.
- Develop a study that will investigate the possibility of Bus Rapid Transit or Light Rail Services for the greater metropolitan area, focusing on high volume commerce areas such as the airport, universities, downtown, and designated Growth Centers.
- Prepare a Transit Development Program (TDP) every five years to identify transit needs, evaluate alternative improvements, and estimate capital costs, operating revenues, and operating assistance requirements which can be funded through grants from the Urban Mass Transportation Administration (UMTA).
- Develop and implement an effective Transit Marketing Program that promotes the use of transit and its benefits, attracts riders of choice to the transit system, and informs the public of routes, schedules, and other transit operations and services.

- Explore alternative dedicated funding sources and mechanisms to provide adequate transit services for the Baton Rouge area.
- Consider requirements and incentives for new development to include the provision of facilities at major activity centers that make public transportation convenient and safe to use, such as bus pullouts, transit passenger shelters, amenities, continuous sidewalks, and adequate outdoor lighting and bicycle amenities.
- Develop and implement a Transit Improvement Program for facility improvements such as replacing or improving the bus operating facility, bus replacement/fleet expansion, and the provision and improvement of bus shelters standards and bus route signs.
- Consider public transportation routes in the City Parish's Subdivision, Zoning and Site review process, Major Street Plan amendment process, and development of transportation improvement proposals for the Capital Improvements Program (CIP) and Transportation Improvements Program (TIP).
- Coordinate efforts with public and private transportation service providers to link public transit routes.
- Develop a plan for funding satellite transfer stations for public transit.
- Promote the use of transit using methods such as free parking for car pools and van pools, subsidized or reduced bus fare for City Parish, etc.
- Promote Capital Areas Transit System coordination with major employers to create park and ride shuttles.
- Encourage Jitney services between popular destinations.
- Develop a program to provide public and private from the airport to key areas of the city, such as downtown, hotels, convention centers, universities, and bus stations.

Balanced Transportation System

In addition to the roadway and transit systems, the transportation system for the parish includes railroads, Baton Rouge Metropolitan Airport, Port of Greater Baton Rouge, ridesharing, bicycles, and pedestrians. Development and maintenance of a balanced transportation system should be encouraged and supported.

Implementation Actions:

Increase public/private cooperation in the provision of transportation services and facilities including identifying shared public/private transportation goals; involving the private sector in the transportation planning process; pursuing joint development of major transportation projects through right of way dedication, cost sharing, and other techniques; and identifying possible intermodal transportation systems to serve key areas with circulator and connector routes.

Include implementation of bikeway improvements and Greenlinks System projects in the 5 year Capital Improvements Program (CIP) and other roadway and drainage improvements.

Transportation

- Implement the Comprehensive Short Range Pedestrian and Bikeway Plan for East Baton Rouge Parish through development planning, including incorporation of the proposed Greenlinks System. Review and Revise the plan as necessary.
- Include right of way provisions for bikeways as identified in the Comprehensive Short Range Pedestrian and Bikeway Plan in developing the major street system and in designing street improvements.
- Adopt and implement the design standards included in the American Association of State Highway and Transportation Officials (AASHTO) Guide for the Development of new bicycle facilities to ensure safe bikeways and encourage bicycle transportation.
- Incorporate bicycle transportation standards and design criteria into the City Parish's policy and planning documents, including related codes and ordinances, Subdivision and Regulations, and Transportation Plans to ensure the integration of adequate bicycle facilities in the overall transportation system.
- Include bicycle transportation as an alternative means of mitigation in environmental impact studies.
- Establish a Bicycle Safety Program that educates cyclists and motorists on bicycle laws and safety, in cooperation with local cycling organizations and the Safety Council of the Louisiana Capital Area.
- Incorporate maintenance of bikeways in the recommended Roadway Maintenance and Pavement Management Program to improve bicycle safety.
- Encourage rail passenger service to and from Baton Rouge.
- Implement the Baton Rouge Metropolitan Airport Master Plan to provide airport facilities needed to meet future air transport demands.
- Establish and administer appropriate land use controls in the area surrounding the airport, with special emphasis on noise impacts, on nearby schools, neighborhoods, the Baton Rouge Zoo, and other noise sensitive uses and on compatible land uses and height hazards.
- Improvements to airport ground transportation facilities and services should be included in planning and implementation for thoroughfare development and public transportation programs.
- Airport expansion alternatives identified in the Airport Master Plan should be closely evaluated in relation to their impacts on the adjacent roadway system, especially Plank Road, and on the Baton Rouge Zoo, Municipal Golf Course, schools, and neighborhoods in the vicinity of the airport.
- Implement a Marketing Program to encourage increased utilization of Baton Rouge Metropolitan Airport.
- Provide necessary interaction to facilitate air carrier consideration of reducing air passenger fares for travel to and from Baton Rouge Metropolitan Airport to be more competitive with fares at New Orleans International Airport.
- All non-compatible land uses within the noise contour should be acquired by the Greater Baton Rouge Airport District. In addition, where acquisition programs have already been initiated in

neighborhoods within the noise contours, acquisition of these subdivisions or individual parcels should continue so as to minimize neighborhood disruption. The boundaries within which continued land acquisition is recommended are depicted on maps in the Office of the Planning Commission which are incorporated by reference as part of Horizon Plan.

- Implement airport purchase assurance, noise mitigation and sound insulation programs where necessary.
- Review and revise the UDC to provide requirements for bicycle parking facilities in public and private development and improvements.
- Implement the Greenlink Plan through development planning, taking into consideration the development of regional links and coordination. Review and update the plan as needed.
- Develop and implement requirements and standards for the provision of sidewalks and crosswalks that provide for safe and convenient use, including appropriate facilities for the physically handicapped as part of street construction.
- Identify sidewalk and crosswalk deficiencies in existing urban and suburban areas, particularly those areas surrounding schools, churches, public buildings, parks/recreational facilities and assisted living/nursing facilities, and develop plans for the addition or reconstruction of sidewalks, including coordination and financial participation of affected property owners.
- Incorporate inter modal transportation improvements to serve the Port of Greater Baton Rouge.
- Support dredging projects that maintain or deepen the depth of the ship channel and waterways to serve the Port of Greater Baton Rouge.
- Implement Riverfront Development Plan including proposed facilities and amenities for riverboat passenger access, levee improvements, and adequate parking.
- Coordinate with other agencies to secure adequate funding for port maintenance and improvements.

Transportation and the Environment

The transportation system should address not only the transportation needs of the Parish, but also conservation and environmental issues, such as air and water quality.

Implementation Actions:

Promote the use of alternative fuels and advanced technologies in public and private vehicle fleets, including but not limited to:

- 1) Using EPA Act (Energy Policy Act 1992, 2005) approved alternative fuels;
- 2) Idle reduction technologies, such as onboard units for trucks and buses;
- 3) Truck stop electrification;
- 4) Using hybrids or fuel efficient vehicles in public/private fleets;
- 5) Allowing approved hybrid or fuel efficient vehicles to use any future HOV lanes on highways regardless of number of occupants;
- 6) Allowing approved hybrid or fuel efficient vehicles free parking at meters; and
- 7) Designating preferred parking spaces for approved hybrid or fuel efficient vehicles only.

Wastewater, Solid Waste, and Drainage

Review and revise the UDC to address the following issues:

- 1) Stormwater Best Management Practices;
 - 2) Reducing impervious surfaces;
 - 3) Increasing density in existing developed areas; and
 - 4) Setting maximum density for flood prone areas
- Provide Stormwater Best Management Practices workshops for stakeholders, including but not limited to City Parish staff, private developers, landscape architects, planners, etc.
 - Implement and manage Stormwater Best Management Practices in future City Parish developments.

Adequate wastewater, solid waste, and drainage systems are necessary to promote orderly and efficient growth and development. Maintenance of existing facilities and construction of improvements are necessary to support continued growth and development.

The City-Parish operates and maintains three large wastewater treatment plants (North, Central, and South), 134 package treatment facilities, and over 360 sewage pump stations. There are also numerous privately-owned and operated sewerage systems and septic tanks in areas not included in the City-Parish's sewer service area. The U.S. Environmental Protection Agency (EPA) has issued a Consent Decree that established requirements for the City-Parish to undertake significant sewerage facilities improvements. A major sewer system improvement program funded by sewer user fees and federal grants was begun in 1987, including upgrading and enlargement of treatment plants and construction of pressurized trunk lines and pump stations to eliminate most of the smaller treatment plants.

Over 400,000 tons of solid waste is generated each year in the parish. Collection of solid waste and recyclable materials in the parish is privatized by a City-Parish contract with a private collection service company. A parishwide recycling program was established in 1991. User fees provide funding for solid waste collection and disposal.

Flood damages are caused by the natural potential for flooding due to excessive rainfall and many low lying areas, the manmade alteration of natural drainage patterns, and the location of development in flood prone areas. Approximately 42 percent (42%) of the parish is within the 100-year floodplain and has a one percent (1%) or greater chance of flooding in any given year. Flood damages, drainage problems and erosion control are major concerns to many citizens. The U.S. Army Corps of Engineers has studied flooding problems in the parish and has proposed flood control projects to improve major drainage channels along Jones Creek, Beaver Bayou, Blackwater Bayou, Ward Creek, and Bayou Fountain, as well as a flood diversion channel from the Comite River to the Mississippi River north of Baton Rouge. Also, a flood control reservoir has been proposed in the Amite River Basin upstream from East Baton Rouge Parish. Plans for a number of local drainage improvement projects have been prepared by the Department of Public Works, but have not been constructed due to funding constraints.

Wastewater System

Effective operation and maintenance of the wastewater system is needed. Improper operation and maintenance of treatment facilities can result in intrusive odors in residential areas or discharge of partially treated sewage in ditches. The City-Parish wastewater system should be expanded to serve other areas including property outside the existing public wastewater service areas.

Implementation Actions:

Develop, implement and maintain a Comprehensive Wastewater Master Plan to guide investment in wastewater infrastructure. The Plan should include, but not be limited to, regional collection systems and treatment facilities, major pump stations in areas adjacent to the trunk system, extension of existing collection systems, designated funding sources, improvements for infill development, and other projects not specified by the EPA Consent Decree.

- Undertake a scheduled sewer rehabilitation program to provide renovations to the existing wastewater system by repair or replacement as needed to include investigating and improving construction standards for future wastewater facilities.
- The Department of Public Works should investigate and propose methods to provide for securing adequate funding to accomplish the mission and means of operating and improving the wastewater objectives of the Horizon Plan.
- Dispose of waste water in a manner that complies with the water discharge permit issued through the Environmental Protection Agency and Louisiana Department of Environmental Quality.
- Educate the public on the importance of water conservation and the importance of individual impacts on the water systems of the area.

Solid Waste System

The State of Louisiana has established a goal of recycling landfill solid waste by 25 percent (25%). Recycling and material recovery programs provide a partial means of achieving this goal. Another method of reducing the amount of solid waste disposal is to reduce the amount of solid waste generated.

There is deep seated public concern about litter as an eyesore and health issue in the parish including littering as well as illegal dumping of trash and bulky wastes in unauthorized locations. Violators of the litter control ordinance are subject to fines of up to \$500 and six months in jail, and enforcement of this ordinance should improve conditions. Experience in other states has shown that the most effective deterrent to littering is public education and awareness.

Implementation Actions:

The Solid Waste Advisory Committee should continue to review, evaluate, and provide recommendations on policies, practices, and procedures pertaining to local solid waste disposal, waste reduction, reuse, and recycling.

- Continue comprehensive litter control and beautification program for the parish utilizing the media and civic organizations to achieve public awareness.
- Develop and implement a program for the regular inspection of landfills to assure proper maintenance and the health and safety of the public and environment.
- Provide standardized, automated waste collection for residences.
- Continue to manage the Parish wide recycling program in order to maximize diversion from the landfills.
- Establish procedures within City Parish government to stimulate and promote the use of recycled materials and products whenever feasible and encourage similar programs by business and industry.

Wastewater, Solid Waste, and Drainage

- Focus future efforts of the recycling program on the largest, most cost effective elements of the waste stream including the redirection of residential and commercial herbaceous and woody waste from landfill disposal to recycling use.
- Develop and implement a program for recovering methane from landfills.
- Provide standardized, automated collection of recyclables for residences.
- Educate the public on the importance of recycling and methods of improved recycling, composting and conservation methods.
- Encourage commercial facilities to use recyclable and recycled packing materials.

Drainage and Flood Damage Prevention

Local drainage and erosion problems are caused in part by inadequate maintenance of existing drainage facilities. Drainage channels must be properly maintained to function as designed. The Department of Public Works budget has had limited funding in recent years due to the parishwide budget constraints.

Flooding problems in East Baton Rouge Parish are impacted by floodwaters flowing from parishes to the north, and by capacity of floodplains in parishes to the east and south to accept and convey floodwaters. Regional coordination is necessary for effective multi-parish floodplain management including consideration of impact of major developments on adjoining parishes and operation and maintenance of interparish flood control projects.

Too often floodplain management policies and programs are based on the assumption that flood damages result from nature's actions, whereas in fact the damages are mostly caused by human actions, especially by unwise land management and short sighted flood-control efforts. A floodplain management strategy that avoids placing structures where they will be inundated by floods is the only effective method in the long run. The new floodplain management ordinances adopted by the City-Parish in 1990 establish such a strategy for East Baton Rouge Parish by restricting the placement of new structures, or substantial renovation or repair of existing structures, below the 100-year flood level. The impact of these ordinances is to direct new development or redevelopment to areas outside of or elevated above the floodplain.

Implementation Actions:

Department of Public Works shall develop, publish, and maintain a Master Plan for Drainage for East Baton Rouge Parish. Major elements of the Master Plan for Drainage should address the following:

- 1) Delineation of individual watersheds;
 - 2) Existing flows, projected ultimate flow;
 - 3) Planned type of ultimate channel improvements and size;
 - 4) Future drainage structures;
 - 5) Ultimate right of way requirements;
 - 6) Details of both existing and future hydraulic grade lines; and
 - 7) Frequency and procedures for updating and revisions.
- Implement the standards to be developed and published in the Manual of Drainage Criteria' for use in the design of both public and private drainage facilities in the Parish. In the official record of permit approval or rejection relevant information and data should be cited, which specifies and confirms for permit applicants and the public, the correct procedures and methodology for computing run off and hydraulic details for channels and drainage structures. Permissible design criteria established for

detention, dams, levees, and inlets shall be confirmed in the permitting process. The permit record shall include relevant supplemental data from the specified drainage criteria referring to: existing flood ordinances and regulations, rainfall frequency curves, standard City Parish drainage plans and details, and erosion control.

- Develop hydrologic and hydraulic modeling capability and techniques that may be utilized to predict the impacts of development and determine needed improvements within each drainage basin. This program should commence with a detailed inventory of all existing conditions within each watershed after having adopted a program or format for analysis.
- Establish a program to promote public awareness of flood prevention information and drainage design data. At least three separate categories for such information and data should be available:
 - 1) Information directed to the general public relating to flood hazard areas and individual impact on drainage conditions, as well as codes, ordinances, and procedures governing new construction;
 - 2) Technical data for engineers and other design professionals who specify drainage facilities in the Parish and general contractors; and
 - 3) Retrofitting or otherwise flood proofing structures subject to minimal flooding.
- Utilize FEMA guidelines, develop a long range plan and implementation program utilizing appropriate funding sources to acquire and/or relocate flood prone structures within the designated floodplain where appropriate.
- Provide adequate staff within the Department of Public Works, for coordination of East Baton Rouge Parish drainage improvement projects with other area, state, and federal proposals. Investigate funding sources which may be available for grants or participation from state or federal agencies.
- Develop requirements and incentives to secure donation of required rights of way and servitudes for drainage improvements. Incorporate details in the Unified Development Code.
- Develop and maintain a parishwide drainage maintenance program to maintain major drainage channels up to a minimum standard of care by removing obstructing debris and structures. The Department of Public Works should assist with preparation of a plan for drainage maintenance that will provide scope, priorities, sequencing, scheduling, and budgets and adequate funding sources for performing necessary maintenance of parish drainage facilities.
- Support specific drainage improvement projects sponsored or initiated by others which serve to improve drainage and reduce the threat of flood damages in East Baton Rouge Parish.
- Implement a program to secure adequate funding for, and proceed with drainage projects designated in the current Capital Improvements Program adopted by the Planning Commission through the Horizon Plan, taking into account projects being considered by the Corps of Engineers for federal participation and others identified in the Master Plan for Drainage.
- Promote intergovernmental coordination, when state or federal projects impact local, area and regional stormwater management, encourage state and federal compliance with local regulations.
- The Planning Commission should coordinate with the Baton Rouge Recreation and Park Commission and the Department of Public Works to promote the multiple use of drainage servitudes, rights of way and flood prone areas for easement, acquisition, preservation and use as community recreational amenities such as greenways, bicycle/pedestrian routes and open space park facilities.

Wastewater, Solid Waste, and Drainage

- Develop a parishwide program to place and maintain all benchmarks on a single datum.
- Review and revise the UDC to address the following issues: stormwater Best Management Practices, reducing impervious surfaces, increasing density in existing developed areas, setting maximum density for flood prone areas
- Provide Stormwater Best Management Practices workshops for stakeholders, including but not limited to City Parish staff, private developers, landscape architects, planners, etc.
- Develop tools for public education on drainage and water quality issues such as: rain gardens and other individual stormwater Best Management Practices; rain water cisterns for non human consumption; and prevention of drainage impairment, including storm drains.
- Implement Program for City Parish personnel education on water quality and drainage. Develop departmental policy that will make the City Parish a model for water quality and drainage issues.
- Implement and manage Stormwater Best Management Practices in future City Parish developments.

Infrastructure Planning

In order for the Horizon Plan to be effective, it is important to coordinate funding sources and the development of ordinances and regulations.

Conservation and Environmental Resources

Implementation Actions:

As East Baton Rouge Parish continues to grow and urbanize, environmental impacts of land use and development on the air, land and water are becoming increasingly pronounced. Responsible land use practices must be followed to maintain environmental qualities and to enhance and restore the beauty and vitality of open spaces and natural resources that inspire residents and visitors alike, and contribute to the liveability and economic well-being of the community.

A great number of policies, regulations and administrative procedures from all levels of government address numerous environmental areas such as air and water quality, land and water resources, and other natural resources of the parish. Major environmental concerns including air and water quality, wetlands, and hazardous waste management are regulated by the State of Louisiana and the federal government. City-Parish regulations address wastewater and solid waste disposal, litter, billboards and portable signs, vegetation on public rights-of-way, and PCB hazardous wastes. The Environmental Division of the Department of Public Works is the local monitoring and enforcement agency for City-Parish compliance with local, state and federal environmental regulations.

Air Quality

Air quality, especially ozone, is an environmental issue that came to the forefront in the 1980's. Baton Rouge is one of about 100 metropolitan areas in the United States that exceeds ozone air quality standards. Solutions to this problem have been difficult to determine. An Ozone Task Force has identified four primary tasks which are underway in Baton Rouge to address the ozone air quality issue: (1) upgrading the five parish air-quality monitoring network; (2) identifying and quantifying emission sources of hydrocarbons and nitrogen oxides affecting the Baton Rouge Area; (3) specifying hydrocarbons that are especially reactive in ozone accumulation; and, (4) obtaining data on upper atmosphere conditions affecting local ozone concentrations.

Implementation Actions:

- Evaluate the performance of existing programs and alternatives for promoting ride sharing, van pooling, and use of public transportation to identify and recommend improvements.
- Implement Intelligent Transportation System (ITS) measures to improve traffic flow.
- Investigate use of alternative fuels for City Parish vehicles, CTC buses, and school buses.
- Support strict compliance and effective enforcement for federal and state air pollution controls, including vehicular emission controls, and monitoring/reporting programs including LDEQ's air quality monitoring and enforcement programs.
- Develop and implement a policy to require an "Air Quality Impact Analysis" for certain types and sizes of proposed land developments
- Continue support of the DEQ/Industry Ozone Task Force, the NO/VOC technical committee and the Vehicle Inspection/Maintenance Task Force in their efforts to monitor and develop an aggressive ozone reduction program.
- Heighten public awareness of existing air quality issues and programs through public information efforts targeted to the appropriate audiences with the cooperation of Department of Environmental Quality, the DEQ/Industry Ozone Task Force, the NO/VOC technical committee, the Vehicle

Conservation and Environment Resources

Inspection/Maintenance Task Force, Baton Rouge Clean Air Coalition, and Baton Rouge Area Commuter Services.

Water Quality

The quality of surface water in the parish is generally good, although there are numerous surface water streams and lakes that warrant concern due to their water quality. Of greatest concern are three water bodies in the Baton Rouge area that are known to be affected by toxic pollutants. These are Devil's Swamp Lake, Capitol Lake, and Baton Rouge Bayou.

Ground water quality in the Baton Rouge area is excellent. The Baton Rouge aquifer, the source of public water supply for Baton Rouge, is also the source of fresh ground water for much of southeastern Louisiana. Saltwater encroachment is a source of contamination to freshwater aquifers in the southern part of the parish. Great potential for ground water contamination of aquifers from surface sources occurs in the aquifer recharge area in the northern portion of the parish. Currently there are no municipal or industrial waste facilities located in this recharge zone.

Implementation Actions:

The City Parish should continue to support and participate in state and federal clean water programs, representing the parish's concerns and assuring affordable and equitably funded wastewater facilities to meet existing and future requirements.

- Support continued monitoring and enforcement of LPDES requirements for wastewater treatment in the Parish.
- Prepare and adopt an Erosion Control Ordinance to reduce adverse impacts of urban development and redevelopment on surface water quality.
- Support and comply with permitting and inspection of individual wastewater disposal systems with the Louisiana Department of Health and Hospital.
- Expand and support the wastewater reduction program for domestic, commercial and industrial users to reduce wastewater flows and treatment costs, and to conserve groundwater.
- Support and encourage incentives for water conservation.
- Implement a Ground Water Protection Strategy for East Baton Rouge Parish consistent with the Louisiana Ground Water Protection Strategy.
- While enforcing proper siting, construction, maintenance and operation of all wells and waste disposal facilities, support efforts to clean up and eliminate injection wells and hazardous waste disposal facilities that pose a threat to ground water protection

Hazardous Waste

Hazardous wastes and materials are regulated by the federal, state, and local government. Federal and state regulations impose "cradle-to-grave" restrictions for hazardous materials. Wastes shipped from the generation site for treatment or disposal elsewhere must be accompanied by a waste manifest that tracks its transfer from cradle-to-grave.

Hazardous wastes are also generated by domestic households, including such common household items as insecticides, paint and paint thinner, fertilizers, motor oil, antifreeze, and brake fluid. These household wastes are exempt from state hazardous waste regulations, although their proper disposal is an environmental concern.

Implementation Actions:

Support establishment of in plant practices that reduce, avoid or eliminate generation of hazardous waste. Establish EBR Parish Hazardous Materials Transport and Routing Plan, in coordination with the Department of Public Safety, Department of Environmental Quality, and Office of Emergency Preparedness. Maintain and promote a Household Hazardous Waste Collection Program and Used Motor Oil Recycling Program.

Provide incentives for private sector cooperation in reducing the creation of hazardous wastes, the clean up of Brownfields sites, and the return of land to productive uses while establishing appropriate measures for long term environmental protection.

Environmental Quality and Aesthetics

Natural habitats, recharge zones and open spaces should be preserved and protected. Techniques to protect environmentally sensitive areas from development include: (1) Flexible site development standards; (2) Public or private nonprofit acquisition; (3) Clustering of development; and (4) Density bosses.

Implementation Actions:

- Provide incentives for sand and gravel site property owners to reclaim and environmentally enhance their sites with grading and vegetation renewal. Provide Brownfields Program for cleanup.
- Implement, and review on a regular basis, the Landscape regulations within the Unified Development Code for success in providing for the preservation and planting of trees and other plants in public and private spaces, and cooperate with utility companies to assure compliance with the law and the prevention of unnecessary damage due to utility company activities.
- Develop urban design guidelines to promote underground electric and telephone lines for new development and strengthen related Subdivision requirements where appropriate.
- Administer and enforce the existing Sign Control Ordinance.
- Renew a Street Tree Planting and Replacement Program.
- Prepare a Streetscape Design Plan for implementing a coordinated streetscape improvement program.
- Maintain coordination with the Louisiana Department of Wildlife and Fisheries to ensure that locations of rare or endangered plant and wildlife habitats within the parish are considered in land use planning and development reviews.
- Neighborhood and Subarea Planning Programs should include identification and consideration of preservation and management of prime agricultural land and significant natural areas, including wetlands.

Conservation and Environment Resources

- Establish interparish coordination for multi parish environmental programs and issues, under the auspices of the Capital Region Planning Commission.

Recreation and Open Space

Recreation and open space are a vital element of the overall development of Baton Rouge. Efficient operation and maintenance of quality parks and recreation facilities is desired by citizens. The East Baton Rouge Recreation and Park Commission (BREC) is the primary provider of recreation services. In 2003 the BREC park system comprised a total of approximately 5,688 acres in 186 parks ranging in size from half acre plots to almost 400 acres, and offering a wide range of facilities including ballfields, pavilions, and picnic facilities. Some parks offer special equipment for the handicapped. The system not only includes open space parks, fields, and courts, but also special use facilities such as swimming pools, golf courses, a Horse Activity Center, Velodrome, and Baton Rouge Zoo.

Louisiana State Parks in the parish include the State Capitol Grounds and Gardens, the Old Arsenal, and the Old State Capitol. The public school system, Louisiana State University and Southern University also provide recreation and open spaces including athletic programs, special use facilities, and playfields for students and other users. Private recreation providers include the YMCA, private schools, swim clubs, country clubs, athletic clubs, churches, and commercial facilities such as miniature golf parks, waterparks and amusement parks.

According to established recreation planning standards, the existing and planned BREC parks and recreation facilities provide an adequate number and area of large and small community and neighborhood parks to serve the current population.

Horizon Plan identifies potential future park sites for consideration in BREC's acquisition program, including a new Downtown park. The Plan proposes the creation of a parishwide network of "Greenlinks" trails for hiking, jogging and bicycling along the banks of creeks, bayous and lakes, linked to parks, neighborhoods, schools, universities and other activities. The Greenlinks Concept Plan

Planning and Development

The parish's park and recreation facilities and services are responsive to the needs of residents and visitors. However, the demands of certain age groups, the handicapped or certain income groups require special consideration.

The diverse population and interests of the parish require a comprehensive approach to providing recreation opportunities. The following strategies in Horizon Plan address this issue: (1) Provide a broad spectrum of programs that adequately serve all segments of the population; (2) Assess programs to better fit them to characteristics and desires of existing population; and, (3) Encourage unique recreation opportunities by introducing sports, activities, or functions and promoting them to encourage a diverse recreation opportunity.

Implementation Actions:

- Bring the UDC and other regulatory documents into compliance with the Horizon Plan and Smart Growth principals.
- Coordinate the Horizon Plan and Capital Improvements Program to ensure that expenditures are consistent with the Goals, Objectives and Action Items of the Horizon Plan.
- Establish procedures for interagency coordination to address issues relating to planning, acquisition and development of recreation and open space. Issues regarding parishwide and subarea recreation needs, opportunities for preservation of open space, acquisition and development of public open spaces, and other issues should be addressed and a coordinated effort for implementation should be pursued. Three major areas to be addressed through this process should be Advance Planning,

Recreation and Open Space

Planning and Development Guidelines, and Special Programs. Agencies include but are not limited to: BREC, DPW, Baton Rouge Green, YMCA, and other public and private recreational groups.

- Continue the Advance Planning Process for planning and development of recreation and open space. The focus of the process will be on the review and coordination of long range planning and establishment of plans for cooperative development of recreation properties and protection of important natural areas. Steps to maintain this process will include the following:
 - 1) Maintain a joint committee to address Advance Planning Issues. This committee will utilize Horizon Plan information and data and an established Planning Management Information System as a starting point for consensus building;
 - 2) Review current recreational open space standards on an ongoing basis to determine their appropriateness and revise where necessary;
 - 3) Develop a unified, clear, and equitable park development and open space (developed and undeveloped) standard to be used on a parishwide scale;
 - 4) Periodically conduct a needs assessment and recreation user survey which will sample recreation space users to determine critical areas of concern for the community and to identify any special needs which may be needed or desired. This information will be used by the committee to establish goals and objectives on an annual basis and to assist in providing input to other areas of concern regarding Operations and Maintenance, Administration and Coordination, and Funding;
 - 5) Identify property to be acquired for purposes of providing recreation or public open space, and formulate a coordinated plan for purchase, and dedication of property, establishment of easements and other items which will assist and direct appropriate agencies in providing recreation and open space in accordance with the Horizon Plan and ongoing updates through the Advance Planning Process;
 - 6) Maintain Planning and Development Guidelines to assist agencies in guiding the provision of recreation and open space in accordance with established parishwide standards. These guidelines will outline general characteristics of recreation and open space classifications and related development or amenities required to facilitate utilization or to protect important natural areas;
 - 7) Maintain System Planning Guidelines outlining general characteristics of important systems related to recreation and open space: (a) Provide safe and convenient facilities for pedestrian movement in new and existing urban areas; (b) Provide safe access for pedestrians and mobility for the physically handicapped; and (c) Plan and implement a "Greenlink" system to foster the use of bicycle transportation for commuting, as well as for recreational purposes. Planning the major thoroughfare system and designing streets, parks, trails, and major drainage improvement projects should consider right of way provisions as identified in the proposed "Greenlink" system plan and updated Bikeway Plan. Further planning for implementation of the "Greenlink" system concept plan should include appropriate consideration and detailed planning for specific locations, design concepts, and operating and maintenance policies for the Greenlinks that will minimize and respond to concerns of adjacent property owners relating to security and privacy, as well as other implementation considerations.
- Periodically reevaluate the tree preservation/replacement regulations and the establishment of an Urban Forestry Program with input from agencies such as BREC, DPW, Baton Rouge Green and others. Maintain and improve the program provisions for landscaped neutral ground and medians of streets and boulevards, reforestation of public spaces, implementation of tree protection/replacement regulations, and provisions for incentives to encourage reforestation of private property not covered by the landscape regulations of the Unified Development Code.
- Establish urban design guidelines which preserve significant natural view and vistas, important visual linkages, and/or corridors through establishment of building set back and height restrictions, landscaping standards, sign control, and other urban design techniques.

- Conduct periodic reviews and evaluations of the Unified Development Code, and propose revisions that will improve open space and recreational areas. Including the development for provisions and requirements for usable open space in development; implementation of CPTED policies.
- Implement and maintain the Riverfront Master Plan as an identity feature for Baton Rouge.
- Apply Crime Prevention through Environmental Design (CPTED) guidelines to the planning and development of recreational facilities and open spaces where appropriate.
- Include implementation of bikeway improvements and Greenlinks System projects in the 5 year Capital Improvements Program (CIP) and other roadway and drainage improvements.
- Periodically update the Comprehensive Short Range Pedestrian and Bikeway Plan for East Baton Rouge Parish, including incorporation of the proposed Greenlinks System.

Operations and Maintenance

Efficient planning, design, operation and maintenance are essential to providing quality parks and recreation facilities. Maintenance covers a broad area, including litter control, facility repair, erosion and drainage control, park landscaping, and beautification programs.

Implementation Actions:

- Proceed with procedures to coordinate, provide funding for, and implement a continuing and improved comprehensive operations and maintenance program for recreational and open spaces. The tasks to be continued will include the following:
 - 1) Continuance of parishwide operating and maintenance standards for all public recreation and open spaces, including schedules, responsibilities, and ongoing funding for continued operations and maintenance of existing facilities;
 - 2) Maintenance of procedures to include new and planned recreation and open spaces in operating and maintenance schedules;
 - 3) Continuance of a rehabilitation program for existing older parks;
 - 4) Maintenance of a Public Adoption Program which enlists community volunteers for the improvement and maintenance of their neighborhood facilities; and
 - 5) Continued utilization of a mechanism for public participation in the operation and maintenance of existing facilities and areas.
- Coordinate open space transfer, trade, or other exchange between BREC and other public agencies.
- Continue to develop and implement the BREC Imagine Your Parks plan.
- Coordinate public stakeholders such as the School Board, BREC, City Parish, etc in their open space, recreational facilities and greenlink plans.
- Maintain a Programs Advisory Committee which shall coordinate with other public and private agencies to address the following:
 - 1) Development and implementation of special programs for recreational opportunities for the physically handicapped;
 - 2) Investigate opportunities to introduce unique recreational activities from other areas of the country and other nations;

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- 3) Establishment of a citizen participation program to review input from concerned citizens regarding the planning and development of recreational and open space facilities; and
 - 4) Investigation and recommendation of opportunities to attract and develop professional and amateur sports activities and events for Baton Rouge.
- Coordinate conservation and development of important natural resources by establishing a committee which represents the views of the federal, state, and local agencies involved in these efforts, including private and non profit agencies.
 - Establish a process to coordinate special activities of the entities involved in providing recreation and open space. In particular, formulate a public information program which would involve the following activities:
 - 1) Periodically survey the population to determine desires regarding recreational opportunities;
 - 2) Establish a mass media campaign to promote recreation opportunities in the parish;
 - 3) Establish public/private partnership to coordinate and promote parishwide recreational and open space programs; and
 - 4) Establish a marketing program to educate and promote existing and new recreation facilities and programs.
 - Coordinate open space in private development with the comprehensive Master Plan.
 - Encourage public/private partnerships to address recreation and open space needs.
 - Continue to improve and diversify recreational facilities and activities available to the public.
 - Coordinate Planning and development of recreational facilities on a regional scale.

Funding

The City-Parish and BREC have a large system to operate and maintain, and reductions in operating funds result in an atmosphere of poor quality and up-keep or lack of activity due to reductions in programs. In recent years, an emphasis has been to look to the private sector or to joint public/public partnerships for assistance in providing, operating, and maintaining recreation and open space areas.

Implementation Actions:

Explore cooperative funding for purchase/acquisition of property for recreation or open space and for operation and maintenance of existing and proposed facilities.

- Enhance existing funding levels or establish new revenue sources for operation and maintenance of existing and future facilities. Levels of funding should be estimated annually based on identifiable needs and anticipated revenue.
- Continue where appropriate equitable user fees for special recreational facilities or services provided taking into account socio economics and demographics. Review opportunities to increase existing fees or establishing new fees where appropriate.
- Establish a special fund for donations to the park system to be used on a parishwide basis to offset acquisition, operating, and maintenance costs. The fund could only be used for purchase or provide supplemental O&M funds for recreation facilities identified in Horizon Plan or the continuing Advance Planning Process. Public agencies which could have access to these funds would include City Parish Departments and BREC.

- Provide development or tax incentive for the donation of significant natural features (land).
- Develop joint use agreements for the purposes of coordinating facilities and programs.
- Prepare an annual report and work program which outlines planning activities, existing system characteristics, and a work program and funding levels and mechanisms for the upcoming year.

Housing

Housing--basic shelter--is essential for the well-being of humans. The condition and availability of housing are important to the liveability and quality-of-life of the City and Parish. The programs identified within Horizon Plan address this issue, leaving flexibility to adjust to market demands in the future. Target areas for revitalization must be addressed immediately, which will help to preserve existing neighborhoods and prevent further decay.

Affordable Housing

Affordability is a critical housing issue facing the City-Parish, and it is the major housing issue facing the United States overall. Residential housing statistics for 2000 indicate that conditions are improving in Baton Rouge, with housing being more affordable, thus allowing more persons to purchase or rent decent housing. However, many low and moderate income persons are still excluded from home ownership.

City-Parish government cannot be the sole provider of solutions for the housing dilemma, but it can be the facilitator to bring together partners in the housing industry: businesses, local lending institutions, home builders, developers, planners, community based organizations, federal, state and local governments, as well as the citizens themselves. This process is coordinated through the Consolidated Plan and Strategy that was initiated in conjunction with federal programs available to address affordable housing. The Consolidated Plan includes a 5-year strategic plan and an annual action plan.

Implementation Actions:

Adopt, implement, and periodically evaluate a strategy to identify public and private solutions for affordable housing in East Baton Rouge Parish. This strategy should include representatives from the community, including local housing agencies, presidents of banks and corporations, the Louisiana Housing Finance Agency, representatives of local non profit housing related organizations, other lending agencies, realtors, developers, design professionals, contractors, and materials vendors to assist in the implementation of the strategy. A report of the strategy and an evaluation of its progress should be developed and distributed to housing stakeholders and made available to the public.

- Provide oversight of Neighborhood Coordination Activities:
 - 1) Direct a centralized clearinghouse for programs and activities that impact neighborhoods;
 - 2) Improve communications between City Parish and neighborhood associations, as well as oversee the formation of new associations;
 - 3) Promote educational workshops on the maintenance and care of housing, including low cost techniques for maintenance and repair using neighborhood organizations, volunteer groups, construction industry, lending agencies, etc. where possible;
 - 4) Facilitate and coordinate grant applications from housing related agencies;
 - 5) Coordinate the provision of client counseling to first time home owners to insure timely payment of notes, maintenance of structure, and fulfillment of loan requirements; and
 - 6) Coordinate with private efforts and other public agencies to develop affordable housing as well as other neighborhood improvements.
- Coordinate periodic evaluation of the affordable housing situation in East Baton Rouge Parish and develop improvement opportunities as needed.
- Coordinate with the East Baton Rouge Parish Redevelopment Authority to revitalize the urban core of Baton Rouge.

- Consider the establishment of a City Parish Land Banking Program for land assembly, growth management, and redevelopment. Coordinate land banking with private efforts and other public agencies to develop affordable housing as well as other neighborhood improvements.
- Have community groups such as community development corporations, the East Baton Rouge Parish Housing Authority, MidCity Redevelopment Alliance, Office of Community Development, and others distribute information on available housing opportunities.
- Distribute information on available housing opportunities to community centers, Headstart centers and libraries for public posting.
- Develop improved procedures to speed up condemnation of abandoned property and provide adequate funding for condemnation and demolition of dilapidated and dangerous properties.
- Promote grant funding for City Parish Neighborhood Improvement including but not limited to code regulation and compliance with the Consent Decree.
- Reduce the complexity and time involved in acquiring adjudicated properties in order to facilitate the development of decent affordable housing opportunities and revitalization of neighborhoods by public and private developers. Develop required timelines for the redevelopment of such properties.
- Create regulations and incentives for private developers to include affordable housing and a range of housing prices in developments.
- Coordinate efforts to provide adequate and appropriate housing for vulnerable populations.

Neighborhood Conservation and Development

A key issue identified by citizens of East Baton Rouge Parish is the neighborhood unit, including the protection and maintenance of existing neighborhoods, the proper creation of new neighborhoods, and the rehabilitation of declining neighborhoods. Programs are identified in Horizon Plan that address these issues, such as improving neighborhood involvement in decision making, increasing funding and staffing for condemnation and demolition of derelict properties and stricter enforcement of subdivision and zoning regulations, as well as appropriate standards for new construction.

To ensure that the proposed programs and initiatives are implemented and sustained, it is imperative that the citizenry become involved in the decision making processes that effect their neighborhoods. The Office of Community Development will facilitate this process, as will the existing structure of the Federation of Civic Associations.

Implementation Actions:

Provide adequate staffing in the Office of Planning Commission to administer new or modified regulations for zoning and subdivision development resulting from Horizon Plan.

- Maintain an ongoing and readily retrievable computerized housing database that contains information regarding characteristics, types and numbers of dwelling units. This information should be identified within census tracts to determine available housing stock and housing needs and coordinated with other City Parish information, such as transportation, permitting, inspections, public safety, public services, etc.

Housing

- Maintain an efficient system within the Citizens Services Office to record citizen complaints and provide feedback on actions taken.
- Provide adequate staffing in the Office of the Planning Commission to administer new or modified regulations for zoning and subdivision development resulting from Horizon Plan.
- Insure that building contractors are properly licensed.
- Maintain an efficient system within Citizens Services Office to record citizen complaints and provide a system to report actions taken.
- Strengthen neighborhood associations.
- Periodically evaluate the landscape regulations of the Unified Development Code to determine their effectiveness in maintaining, enhancing, restoring and creating landscape environments that improve the visual quality of residential, commercial and industrial areas, and public places. Propose revisions to the landscape guidelines and regulations to ensure protection and enhancement of the aesthetic and visual quality of the Parish.

Housing Planning

In order for the Horizon Plan to be effective, it is important to coordinate funding sources and the development of ordinances and regulations.

Implementation Actions:

Bring the Unified Development Code and other regulatory documents into compliance with the Goals, Objectives and Action Items of the Horizon Plan and Smart Growth principals.

- Coordinate the Horizon Plan and Capital Improvements Program to ensure that expenditures are consistent with the Goals, Objectives and Action Items of the Horizon Plan.

Public Services, Public Buildings, and Health and Human Services

Adequate and efficient public services must be maintained to provide a level of service that will make Baton Rouge a safe community with integrated and coordinated services for basic needs including food, shelter, medical care, safety, and human services. The public buildings which house these public services are critical for the delivery of services.

Public Services

Public services included in this element of Horizon Plan are provided by the Baton Rouge Police Department (BRPD), Baton Rouge Fire Department (BRFD), Emergency Medical Services (EMS), and East Baton Rouge Parish Library System.

Implementation Actions:

- Bring the Unified Development Code and other regulatory documents into compliance with the Goals, Objectives and Action Items of the Horizon Plan and Smart Growth principals.
- Coordinate the Horizon Plan and Capital Improvements Program to ensure that expenditures are consistent with the Goals, Objectives and Action Items of the Horizon Plan.
- Develop a parish wide Geographic Information System (GIS) for computerized mapping and database management of all public services information (planning, permits, inspections, public safety, assessments, administration, transportation, health and human services, etc.) to allow for interagency cooperation, coordination, and efficiency.
- Establish a task force to coordinate efforts with the Mayor President for public service provision within the City Parish.
- Establish procedures and guidelines for determining when it would be appropriate and feasible to centralize or decentralize public services.
- Require public service providers to examine the "2010 Land Use Plan", including the Major Street Plan and Growth Center maps prior to the siting of public service facilities.
- Continue to assist other public services departments in developing innovative training programs.
- Maintain standards in accordance with the adopted accreditation program for the Baton Rouge Police Department including the funding necessary to implement such an accreditation program.
- Maintain standards in accordance with the Insurance Services Office (ISO) rating for the Baton Rouge Fire Department
- Maintain a high status with the Commission on Accreditation of Ambulance Services (CAAS) which requires that the Baton Rouge EMS Department meet the '>gold standard' which is determined by the ambulance industry to be essential in a modern emergency medical services provider and which exceed established state and local regulated standards. Accreditation to be renewed every three years and includes site review.
- The East Baton Rouge Parish Head Start Program will participate in the Triennial Program Review Instrument for System Management (PRISM) review as required by the U.S. Division of Human Development and Services (DHDS)/Administration for Children and Families (ACF)/Office of Head

Public Buildings, Public Services, and Health and Human Services

Start, to insure school readiness and child development needs of preschool children and their low income families.

- Study the potential of and make recommendations for the development of a program of "mystery shoppers" who will evaluate and report on public service provision in order to address service improvement opportunities.
- Establish and maintain a salary incentive program for public services personnel to encourage participation in job related education and training as well as performance excellence.
- Annually review codes of conduct with public services personnel and with administrators.
- Coordinate the development and maintenance of a manual of policy and a manual of procedures for each Department /Division.
- Conduct a study that documents the demand for and feasibility of free or low cost day care services provided by the City Parish government to City Parish employees who do not qualify for Headstart incentives.
- Encourage personnel to attend job related training seminars and workshops that teach innovative methods for public services.
- Appoint an advisory board for each of the public services departments to annually review and recommend improvements in policies and programs. Membership would include experts from the private sector, representatives from boards of professional organizations, professors from the two universities and commercial and industrial executives from related fields.
- Monitor performance of public services departments annually to evaluate the quantity and quality of services provided.
- Annually evaluate current training methods and assess results according to expected performance levels.
- Enhance staff motivation and performance and provide performance feedback through use of the Performance Management Appraisal System (PMAS).
- Recruit and train volunteers to supplement public services provided to the community.
- Streamline the services of the Permit Office and Inspection Division to keep track of building trends within the City Parish.
- Use a variety of media (such as Public Service Announcements, pamphlets, and brochures) to inform the citizenry of proper procedures in advance of and during emergency situations.
- Maintain a reliable and easily recognizable warning and notification system for emergency and disaster situations.
- Recruit and train volunteers to supplement existing public safety educational programs in the schools and community.

- Increase the number of warning sirens throughout the City Parish to sixty four (64).
- Implement the installation of automated telephone notification system.
- Promote community awareness of City Parish services.
- Institute a phased program for Baton Rouge Water Works, Red Oaks, and Parish Water Companies to replace inadequate mains with required eight inch (8") mains to provide additional fire hydrants.
- Investigate the feasibility of user fees for provision of non life threatening public services.
- Investigate the feasibility of allowing private industry to bid on provision of public services where appropriate.
- Replace one pumper truck for Baton Rouge Fire Department and upgrade one truck each year thereafter. Replace one pumper truck every other year.
- Replace one aerial truck every three (3) years.
- Replace twenty percent (20%) of police car fleet each year.
- Monitor the trunked radio system for Baton Rouge Police Department, Baton Rouge Fire Department, and the Department of Public Works and other public service and public safety agencies.
- Continue supporting an integrated, multi jurisdictional reporting system for the Baton Rouge Police Department.
- Evaluate the need for upgrading the communications systems in Emergency Medical Service units.
- Replace fifteen percent (15%) of fire department staff vehicles and support vehicles each year.
- Perform annual budget reviews to ensure adequate funding levels for necessary personnel.
- Explore possibilities for alternative funding sources for programs through private contributions, public/private partnerships, federal or state grants, and other means.

Public Buildings

Public buildings required to house additional public services needed to serve increased population should be carefully planned and programmed. Public services should share facilities when feasible.

Implementation Actions:

Develop procedures and guidelines which can be used to determine whether proposed buildings should be centralized or decentralized. Interagency coordination should be established for centralization of federal, state, and local public buildings where appropriate.

- Provide preliminary plan review services for construction.

Public Buildings, Public Services, and Health and Human Services

- All City Parish agencies should administer the selection of professional architect and engineer services through the Architect/Engineer Selection Board.
- An annual survey should be conducted of all buildings owned by the City Parish to determine the condition, cost of renovation, and cost of replacement.
- Coordinate planning and construction of needed facilities for the public services utilizing shared facilities when feasible, including but not limited to the following:
 - 1) Repairs and alterations to fire stations as needed;
 - 2) Complete construction of new Police Headquarters;
 - 3) Acquire 36 additional EMS staff;
 - 4) Five additional fire stations according to ISO required placement (60 additional staff);
 - 5) Main EBRP library renovations/expansion;
 - 6) Three additional EMS stations by 2010 (27 additional staff);
 - 7) Three additional fire stations by 2010 (90 additional staff);
 - 8) Replacement of one branch library by 2010;
 - 9) New EMS facilities combined with fire stations;
 - 10) New 4th District Substation for PD;
 - 11) Upgrades to 1st District Substation for PD;
 - 12) New K9 facilities; and
 - 13) New EMS Headquarters
- Coordinate planning and construction of needed facilities for the following: centralized Municipal Building (65,500 sq. ft.); Office of the District Attorney (35,000 sq. ft.); Office space for Tax Assessor (3,030 sq. ft.).
- Encourage the construction of new public building projects in designated areas within the City Parish to maximize utilization of existing infrastructure.
- Investigate public/private partnerships for facility sharing.
- Coordinate architects/engineers selection, planning, and design for public buildings with the Department of Public Works, and then with the Architectural/Engineering Selection Board.
- Provide a DPW staff architect to assist city parish departments in developing building programs, establishing budgets, and reviewing design phases to ensure that public buildings meet or exceed regulatory requirements, and are exemplary in energy conscious design, in use of alternative energy sources, and in selection of high quality, durable, low maintenance materials.
- Support and encourage the shared use of facilities.
- Provide adequate funding for infrastructure improvements to support new public facilities and services and to maintain existing public buildings.
- Identify and assess public building needs within the Parish.
- Develop schedules for the management, repair, maintenance, renovation and upgrade of all public buildings and provide adequate funding to implement such schedules. Continually review and

analyze the condition of existing buildings, including utilization review, before major renovations are scheduled.

- Administer and enforce the current building code inspection program uniformly throughout the City Parish, requiring strict compliance with Building Code regulations. Inspectors should be certified and receive continuing education in their field.
- Develop procedures to provide liaison between City Parish, state, and federal agencies to coordinate plans for infrastructure improvements to serve major public facility construction projects within the City Parish (including EBR Parish Utility Coordination Council, State Department of Transportation and Development, and Capital Region Planning Commission).
- Establish a task force comprised of City Parish agencies to review tax supported City Parish agencies such as school board, BREC and the library system as well as state and federal construction projects to ensure their compliance with local ordinances and regulations.
- When feasible, encourage new City Parish buildings to be constructed to obtain, at minimum, a silver certification of the Leadership in Energy and Environmental Design (LEED) Green Building Rating System.
- Conduct energy audit of City Parish energy consumption and develop methods of improving energy efficiency. Methods to be considered include but are not limited to the following:
 - 1) Compact fluorescent or energy efficient light bulbs;
 - 2) Low flow toilets;
 - 3) Energy star rated equipment;
 - 4) Automated lighting systems;
 - 5) Upgrading buildings with energy saving systems; and
 - 6) Methane Recovery in Sewer Treatment Facilities

Health and Human Services

Louisiana is one of the few remaining states with a charity hospital system with nine regional hospitals. The LSU Health Sciences Health Care Services Division is studying a new system of health and human service delivery.

Public/private partnerships should be developed to provide additional sources of funding for needed services. As funding at the federal level decreases, consideration of increased City-Parish funding, such as special millages for health and human services is necessary.

There is growing interest in privatization of health and human services delivery. Public agencies are contracting with private firms to provide services they are unable to perform.

Implementation Actions:

Coordinate City Parish services for the provision of health services to the elderly, infants, children, and the indigent through interagency agreements with state and federal agencies and collaborative community partners pursuant to funding availability.

- Pursue funding to provide transitional residential care, group homes for mentally and emotionally handicapped, alcohol and drug abuse programs through Title XIX (Medicaid) of the Social Security Act and other federal and state funding sources.

Public Buildings, Public Services, and Health and Human Services

- Provide for funding and coordination to support Parish Health Unit to maintain current level of services, to upgrade present facility, and to provide satellite facilities.
- Provide funding for adult protection services programs.
- Compile and analyze data on infant mortality, teenage pregnancy, different types of cancer, etc.; determine common factors (if any) and compile a plan for prevention or reduction of physical, social, health related, and environmental factors contributing to disease. Distribute data to local health authorities to enable them to determine trends, impacts, and future needs. Utilize LSU, SU, insurance companies, and State Department information.
- Promote literacy programs and efforts within East Baton Rouge Parish.
- Encourage and promote programs which enhance public education within the City Parish.
- Promote dissemination of health information to the public.
- Support citizen involvement in efforts to aid homeless and low income persons through public awareness and outreach activities and programs.
- Support the provision of food services through the coordination of public and private agencies, including but not limited to, the Greater Baton Rouge Food Bank and St. Vincent de Paul.
- Support efforts to provide clothing and other essential items through the coordination of public and private agencies, including but not limited to the Salvation Army and St. Vincent de Paul.
- Include major health care facilities and hospitals on public transportation routes.
- Maintain a system that coordinates existing services, publicizes such services and supports a centralized clearing house for human and health care services.
- Investigate opportunities to provide quality health care services while serving as the state's classroom for medical and clinical education thus ensuring health care effectiveness with an emphasis on preventative and primary care and continuing the system wide development of increased participation in disease management initiatives (including but not limited to diabetes, asthma, cancer, congestive heart failure and HIV) with the expectation of significant per patient improved health outcomes attributed to prevention of complications associated with these conditions
- Coordinate efforts to provide early childhood education services and facilities for children from birth to twelve (12) years of age. Seek additional funding for expansion of early childhood, Headstart, and other pre school educational programs.
- Coordinate after school and out of school programs for school age youth.
- Continue development of the arts and cultural facilities of the Shaw Center for the Arts. This project is a partnership between Arts Council of Greater Baton Rouge, City Parish, State of Louisiana, Baton Rouge Area Foundation and Louisiana State University.

- Continue to work with City Parish Grant Writer/Coordinator to aggressively pursue national foundation grants and federal funding for health and human services, and provide a liaison between other departments and nonprofit groups to coordinate grant application efforts.
- Investigate alternative funding sources for human service programs.
- Pursue alternate funding sources for the provision of education and prevention programs.

Cultural Development

The development of cultural and arts activities and facilities is also addressed by Horizon Plan. A comprehensive cultural plan for creation of a Cultural District within the downtown area should be developed. The growth and development of arts and cultural institutions should be supported, as well as the creation of new institutions. The public and private sector should both be involved in promoting and funding such an effort.

Implementation Actions:

- Promote East Baton Rouge Parish as a tourist and convention destination.

Finance and Implementation

The development and continuous updating of Horizon Plan represents only one phase in the comprehensive planning process. An important phase involves a successful implementation program which prioritizes and implements needed improvements. The following information highlights important aspects of the Capital Financing and Capital Improvements Program.

Capital Improvements Program

A Capital Improvements Program (CIP) offers a systematic approach to planning and financing capital projects. The CIP is a five-year planning process that has a direct link to the City-Parish's annual budget and appropriation cycles. The annual Capital Budget puts the CIP into action. The first year of the Capital Improvements Program becomes the basis for the Capital Budget for that fiscal year, and the remaining four years are the longer term capital programming document. The CIP is updated annually. The current year is eliminated and another year is added at the end so that it will always be a five-year program. The Capital Improvements Program, along with the Zoning and Subdivision Ordinances and official maps, is a device for implementing the long-range comprehensive plan.

Major Capital Projects

Since the adoption of Horizon Plan in 1992, City-Parish agencies have been working diligently to identify and implement capital improvements from the list of capital projects identified in the neighborhood meeting process. Below is a summary of the progress of the capital projects for each of the elements of the Horizon Plan.

Land Use - Major projects include the development and maintenance of a Parishwide Geographic Information System (GIS), the implementation of a Riverfront Development program, Fourth Street improvements, and an improved Trailblazer Sign Program along major roadways. Other projects have since been identified and are in various stages of implementation including development projects located downtown such as Catfish Town.

Transportation - The Transportation Element contains many Capital Projects and subsequently generates the greatest number of projects in the Capital Improvements Program. The most substantial project involves Major Street improvements which generate many of the annual transportation capital improvements projects. Other Capital Projects, many of which are also long-term and ongoing, include traffic safety projects, a computerized traffic signal system, and traffic control maintenance.

Wastewater - Many Projects involve the upkeep of the existing sewer system and the construction of new lines to accommodate new development. As with transportation projects, many wastewater projects are long-term commitments.

Solid Waste - Many of the Projects, such as the closure of the Devil=s Swamp Landfill site, and the development of a new landfill site, have been completed. Other identified Capital Projects, such as the continuation of the North Landfill Development, are ongoing.

Drainage - Major projects include the development of a Drainage Criteria Manual, drainage maintenance and improvements, and flood control improvements. From these projects, specific Capital Improvements are scheduled, many of which involve flood control efforts along the area=s rivers, creeks and bayous. Funding for drainage improvements is provided, in part, by revenues from gaming sources.

Recreation and Open Space - Capital costs for recreation and open space programs are separately funded through BREC; however, implementation of the Greenlinks System and acquisition of a new downtown park are included.

Housing - Project finance for low income or other special needs housing is separately funded by the Housing Authority. However, the implementation of a parishwide GIS is included.

Public Services - Many of the projects involve the replacement, repair or upgrade of police vehicles, fire fighting vehicles, and other emergency service equipment. Equipment replacements are often listed in the Capital Improvements Program and are scheduled in the annual Capital Budget as they are needed.

Public Buildings - Projects include the construction and renovation of new and existing public buildings such as the Community Development Building. Due to the cost and scale of the projects, many of the projects are long-term commitments.

Health and Human Services - Projects include the establishment of a central clearing-house and the development of a Parish Health Unit. The clearinghouse is an ongoing project that will continue to coordinate existing services. The Parish Health Unit is scheduled to be upgraded and expanded in order to provide satellite facilities. However, the upgrade and expansion has not yet been initiated and is currently awaiting funding.

While capital construction and acquisition costs represent the bulk of dollars necessary to fund the Plan, costs of operating programs, maintenance of new capital facilities, and improvements in the level of maintenance for existing capital facilities are also a critical part of the Plan. A well thought out financial program requires that adequate funds will be budgeted so that the condition and life-span of assets of the community are maintained for its benefit.

Funding Sources

The City-Parish exercises many options for funding capital improvements including property taxes, a general sales tax (2 percent), a one-half cent dedicated street improvement sales tax, a one-half cent dedicated sewer sales tax, sewer impact fees, sewer and solid wastewater fees, state and federal grants, and state shared revenue sources.

Funding for City-Parish projects comes primarily from two categories: borrowing, which provides the requisite funding upfront but increases the cost of the project due to interest charges, and pay-as-you-go, which requires that money for projects be generated prior to the implementation of the project. Pay-as-you-go requires the City-Parish to live within its means and has the advantage of saving money by not having to incur interest charges if the money were borrowed. Typical types of borrowing sources include general obligation and revenue bonds. Typical pay-as-you-go revenue sources include property taxes and sales taxes.

Alternative Funding Sources

In addition to the traditional financing methods listed above, there are many other options available to the City-Parish for funding capital improvements. In a time of shrinking Federal and state budgets, City-Parish officials are continually searching for new and alternate methods for securing adequate funding to ensure that the City-Parish maintains the highest quality and most efficient infrastructure and facilities. The methods listed below are just some of the funding alternatives available to the City Parish.

Finance and Implementation

Impact Fees and User Fees

User Fees and Impact Fees are fees levied upon those who directly use or benefit from specific service(s). User Fees are fees levied on those who use a particular service or facility with the collected fees used to pay for the cost of the facility. Water and sewer facilities are the most common capital projects for which a User Fee is charged. User Fees, however, can be employed to generate revenue to finance a variety of facilities including parks, transit systems and solid waste facilities.

Impact Fees are one-time assessments which are levied upon developers in an effort to place a portion of the burden of development costs or funding improvements onto developers who are creating the need for such improvements. These fees are intended to compensate the community for the extra costs for public facilities that the development will cause.

Special Assessment Districts

A Special Assessment District is a method of geographically isolating the financing of infrastructure that serves a particular area by levying a service charge on those in an area who would benefit the most from capital improvements projects. Special Assessments, because they are levied on property, are similar to property taxes. Property taxes, however, are a method for collecting revenues that will allow the municipality to finance programs and projects. Special Assessments, on the other hand, are designed to recover all or part of the cost of an improvement that directly benefits an individual property.

Special Assessments can be used for a wide variety of projects. For example, a Special Assessment District can be employed to finance curbs and gutters in a neighborhood by allocating project costs to homeowners based on street frontage.

Sewer and Water Availability Charges

Sewer and water availability charges allow an entity to assess land for the availability of the service regardless if the sewer or water services are actually used. The assessing agency may establish a charge according to the land use, the benefit to be derived from the user, the availability of the sewer or water facilities, or the degree of availability or quantity of the use of sewer or water services.

Capital Recovery Fee

Capital recovery fees allow for the recovery of the cost of new infrastructure through the use of impact fees, service charges, hookup fees, or any combination of these. The fees are then discontinued upon the amortization of the facility. Capital recovery fees are typically used for facilities such as wastewater treatment plants or toll bridges.

Special Authorities

Special authorities provide for the establishment of an ad hoc authority (e.g. school authority, water authority, toll authority, etc.) which provides a single service and generates its own revenue through taxes or revenue bonds.

Integrated Financing District

Non-contingent assessments allow a municipality to form an assessment district using available authorized assessment procedures. Contingent assessments authorize the levy of an assessment that is contingent on the development of land that may be payable at the time of development approval, building permit issuance, or zoning change. The amount of assessment must be in proportion to the benefit received by each parcel and the benefit may be determined based on different land use categories. The integrated financing district has value in an area in which some development has occurred, but where there are still large vacant areas available for future development. The non-contingent assessment district allows the municipality to impose assessments to ensure security for improvements to be made while the

contingent assessments allow for the distribution of the costs of the public facilities by land use and development intensity.

Tax Increment Financing

Tax increment financing (TIF) is frequently employed for a specific development or redevelopment projects in areas. The attraction of a TIF is that it allows for a development project to recapture and utilize the incremental increase in property tax revenues resulting from the new project versus existing development to fund a variety of public capital improvements associated with the development or redevelopment project. The funding is generated by the annual difference between the tax revenues of a delineated area which is set at some base level (typically the fiscal year prior to the initiation of the redevelopment project), and the amount of tax revenue generated by the development project itself. The difference of revenues from the pre-project tax income and the post-project income is reinvested within the TIF-designated area which, typically, promotes further investment and development.

Recommended Capital Financing Program

The proposed financial program for Horizon Plan incorporates a combination of various revenue sources including the sales tax, property tax, impact fees, user fees, and other sources. These revenue sources have to be carefully weighed along with possible decreases in the program costs, which will result in an ultimate sensible plan for the community. It should be possible without significant additional burden to the citizens to implement a considerable amount of the proposed programs. There is a realistic ability of the community to embark on major improvements on a conservative basis, in its efforts to plan its present and future. Combined with improved economic indicators, this provides fundamental support for an improved future for the community.

Transition Rules

Transition Rules

The Horizon Plan Transition Rules determine when properties and projects at various stages of the development process become subject to the Plan of Government's requirement for consistency with Horizon Plan. The proposed transition rules should be adopted as part of the Plan by the Planning Commission and Metropolitan Council.

Upon adoption of the Master Plan by the Planning Commission and Metropolitan Council, no subdivision, street, park, or public way, ground or space, drainage, building development or structure, whether publicly or privately owned which is in conflict with the Master Plan or Zoning Ordinance of the City-Parish shall be constructed or authorized by the appropriate department of the City-Parish government, until and unless the locations and extent thereof shall have been submitted to and approved by the Planning Commission and where appropriate.

Existing Structures and Uses -

Any structure or use in existence on the effective date of Horizon Plan

Section 10.04(b) of The Plan of Government of the Parish of East Baton Rouge and the City of Baton Rouge.

will be exempt from Horizon Plan. Developments completed in accordance with the transition rules after the effective date of Horizon Plan will be exempt from Horizon Plan.

Ordinances and Resolutions -

Existing City-Parish ordinances and resolutions enacted by the Metropolitan Council prior to the effective date of Horizon Plan will remain in force and effect until amended or repealed by the Metropolitan Council. Enactment of ordinances and resolutions or amendments to existing ordinances and resolutions should be in accordance with the Plan of Government, except that they may prescribe the effective date of new or amended rules and regulations.

Zoning -

Existing zoning on the effective date of Horizon Plan will remain in force and effect until changed or amended in accordance with the Zoning Ordinance. Property with existing zoning that is in conflict with Horizon Plan, will be exempt from conformance with Horizon Plan until the existing zoning is changed or amended, except that if a preliminary subdivision plan or building permit application is submitted prior to amendment-of the existing zoning, or within two years after the effective date of the Horizon Plan, whichever is later, the exemption will be extended for two additional years to allow time to obtain final approval. Once the preliminary plan is approved, the property will be subject to the transition rules for preliminary subdivisions as summarized in the following paragraphs.

Preliminary Subdivision Approval -

The property on which a preliminary subdivision plan or building permit application has been submitted prior to the effective date of Horizon Plan may be developed according to that plan if it receives final approval within two years after the effective date of Horizon Plan. If final approval is not obtained within the two year period, the property in the proposed development is no longer exempt. If final plat approval is obtained on any portion of a project within two years after the effective date of Horizon Plan, the property may continue to be developed in accordance with that plan as to all portions which receive final approval within ten years after the effective date of Horizon Plan.

A subdivision with appropriate zoning and a preliminary subdivision plan submitted prior to the effective date of Horizon Plan is exempt from Horizon Plan for a period of 10 years if final plat approval is sought after construction of improvements as allowed by Subdivision Regulations. If final plat approval is not obtained within the ten year period, the property in the proposed development is no longer exempt. If a final plat is filed on all or any portion of the preliminary subdivision within ten years after the effective date of Horizon Plan, the property may continue to be developed in accordance with that plan as to all portions that receive final approval within 12 years after the effective date of Horizon Plan.

Final Subdivision Approval - Property that has received building permit or final subdivision approval prior to or within two years after the effective date of Horizon Plan is exempt from Horizon Plan in so far as that subdivision or building plan is concerned, and the applicant may proceed in accordance with the development process toward constructing an exempt structure.

Continuation of Exemption - The proposed transition rules provide a process for granting extensions to the specified exemption periods. Up to three (3) consecutive one-year extensions of an exemption period may be granted by the Planning and Zoning Commission on a case-by-case basis upon request by the developer.

Plan Amendment Process

Plan Amendment Process

Horizon Plan is not a static document. As it becomes ineffective the moment it is viewed as such. During the 20-year time frame of the plan, the City-Parish will undergo numerous demographic, economic and social changes, many of which cannot be foreseen during the initial plan development process. These changes will impact the goals, objectives, and policies that serve as the framework for Horizon Plan.

As in the case of the initial Horizon Plan process, citizen participation in the Plan Amendment Process is critical. Citizens should be involved in the initiation of Plan Amendments, as well as have the opportunity to voice their opinions at public workshops, meetings and public hearings held during the Plan Amendment Process.

The dynamic nature of comprehensive planning demands that the City-Parish establish formal procedures by which Horizon Plan can be periodically reviewed and amended. Two different types of review are needed: annual Plan Amendments and major five-year Plan Updates. The purpose of the annual review is to consider relatively minor revisions on a regular basis, such as land use changes and to ensure that the Plan is consistent with ordinances. The purpose for conducting major five-year updates includes the fact that future population growth and land development may make it necessary to update the data on which the Plan is based. Also, community values and conditions may change to the extent that many of the goals, objectives and policies in the Plan need to be reformulated. However, the fundamental purpose of the plan update is to evaluate the effectiveness of the Plan during the period covered by the update. An assessment is needed to determine the adequacy of the Plan and determine how it can be more successful in achieving its objectives. Based upon this assessment, recommendations can be made for improving the overall quality and effectiveness of the Plan.

Revisions proposed by the annual reviews and five-year updates will become Plan Amendments to be considered for adoption by the Metropolitan Council. The Plan Amendment Process involves the following steps:

1. Development of Plan Amendments by the Planning Commission under the leadership of the Mayor-President;
2. A public hearing by the Planning Commission on the proposed amendments;
3. Submittal by the Planning Commission of approved Plan Amendments to the Mayor-President to be forwarded to the Metropolitan Council within 60 days.
4. The conduct of not less than two public hearings on the Plan Amendments by the Metropolitan Council. The hearings must be held at least one month apart;
5. Adoption or rejection of some or all of the Plan Amendments by the Metropolitan Council within 60 days of the final public hearing;
6. Modification by the Planning Commission of Plan Amendments or portions of amendments rejected by the Metropolitan Council. The modifications are submitted to the Mayor-President, who forwards the modified amendments to the Metropolitan Council within 30 days of Planning Commission submittal;
7. The conduct of a public hearing by the Metropolitan Council on the modified Plan Amendments; and,

8. Adoption or rejection of revised Plan Amendments by the Metropolitan Council within 60 days after the public hearing.

Any action recommended by a City-Parish department which is in conflict with Horizon Plan must be submitted to the Planning Commission and the Zoning Commission, if appropriate. The Commission rules on the recommendation and forwards its ruling to the Metropolitan Council. The Council must then hold public hearings on the matter, after which it sustains or overrules the approval or disapproval of the Planning Commission. A two-thirds vote of the Metropolitan Council is needed to amend Horizon Plan. Upon approval by two-thirds of Council, the plan is amended to reflect the modification.