St. James Parish Government Comprehensive Plan 2031

Written and Prepared by

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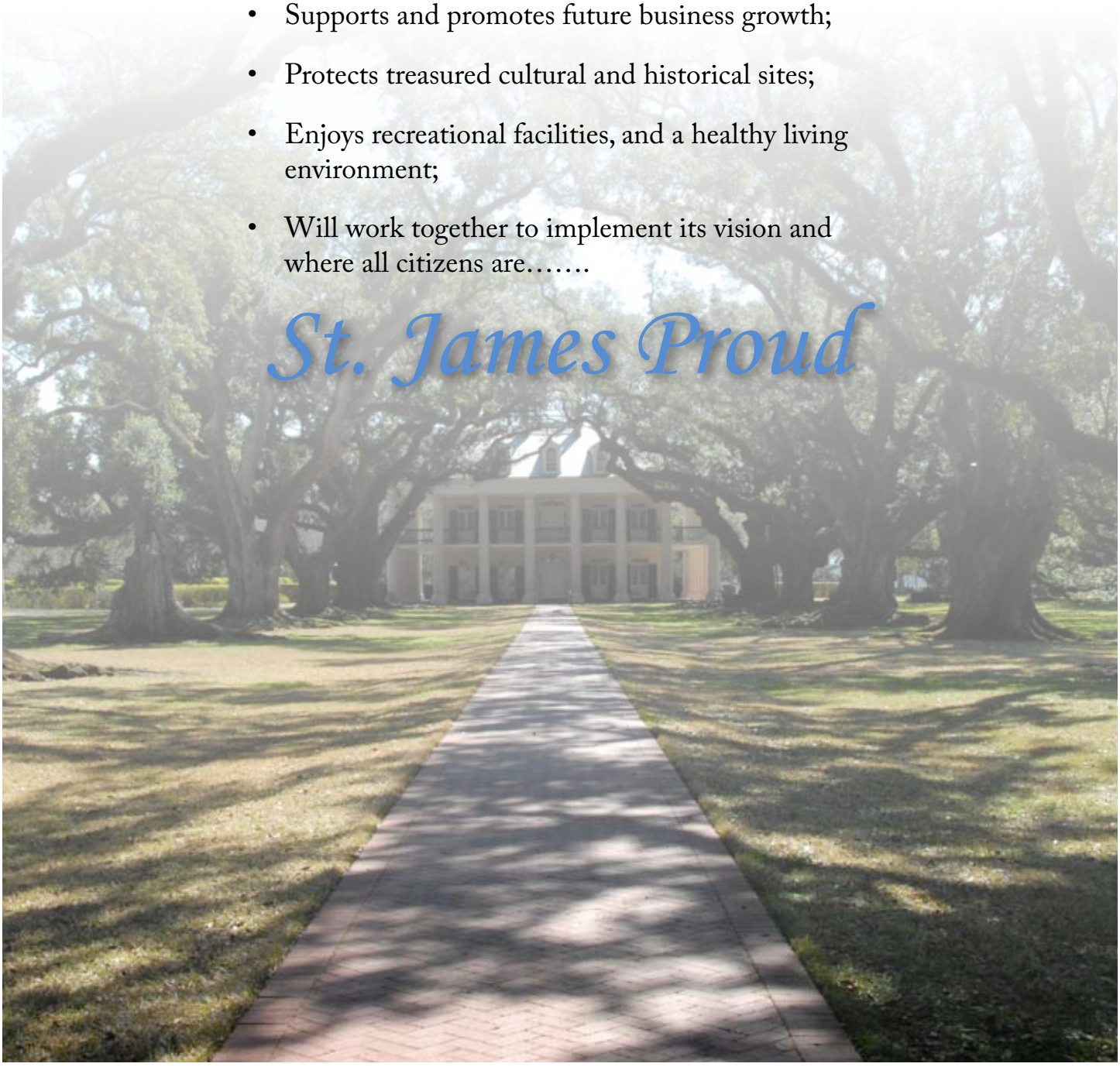
Vision 2031

St. James Parish will become a community that…

- Fosters a growing economy and educational opportunities;
- Promotes affordable housing;
- Supports and promotes future business growth;
- Protects treasured cultural and historical sites;
- Enjoys recreational facilities, and a healthy living environment;
- Will work together to implement its vision and where all citizens are…….

St. James Proud



Introduction

The St. James Parish Comprehensive Plan 2031 is a 20-year plan designed to articulate a vision of future growth within the Parish in a manner that will sustain the values of its citizens. The comprehensive plan makes basic strategic choices and provides a flexible framework for adapting to real conditions over time. The initial building blocks of the comprehensive plan are the "elements" as stated in Louisiana State law and as recommended in the "Louisiana Speaks" Strategic Implementation Plan: land use, transportation, housing, public infrastructure/facilities, human services, community assets and economic development. The concepts in the plan were developed during an eighteen (18) month public discussion involving many St. James Parish residents.

From the beginning of the planning process, discussion among residents focused on defining the future in terms of widespread community held values. Residents grappled with many issues impacting the parish such as: ensuring quality education for St. James' children, developing environmentally safe neighborhoods, protecting existing residential communities from negative impacts from industrial neighbors, providing affordable housing for young families and senior citizens, ensuring the government's implementation of the comprehensive plan, preserving treasured historical sites and fostering economic opportunities and diversity. From the many discussions that contributed to the development of the comprehensive plan, a simple set of four core values emerged. These core values are the fundamental principles that guide the comprehensive plan and the ultimate measure of its success or failure.

- Quality education, equity and access to resources.
- Environmental, economic and social sustainability.
- Community connectedness and distinctiveness.
- Responsive government.

In response to these values, the plan provides a contextual framework which will elucidate the prescribed recommendations and provide the impetus for future policy decisions.

St. James Parish History

St. James Parish is located midway between New Orleans and Baton Rouge, and divided in two by the mighty Mississippi River. St. James is one of the original nineteen Louisiana parishes. It was created on March 31, 1807, by an act of the Orleans Territorial Legislature. The land that makes up the parish is chiefly alluvial with some wooded lowlands and coastal marshes. The original seat of government of St. James was on the west bank of the river at what is now known as St. James

Community, but in 1869 the seat of government was moved to the east bank, near the "Convent of the Sacred Heart." The area now known as Convent and continues to be the parish seat. St. James Parish is bounded by Ascension Parish on the north, St. John the Baptist Parish on the east, Assumption Parish on the west and southwest, and Lafourche Parish on the south.

The Mississippi River played a vital role in the survival, culture and economy of St. James Parish. Before the founding of the parish, the river functioned as an important food-supply resource for early inhabitants. As stated in a local history, "Since the days of the Indians the river has provided the people who have inhabited its banks with fish and shrimp."[1] The river also served as the backdrop for the heyday of the river boat travels and as a commercial trade route.

While the river has played this essential role in development of the parish, at times it has also posed a threat.

> "The highest stage ever recorded on the Mississippi here at the College Point gauge was in 1927, when the river rose to thirty-two feet. As a general rule people here love, rather than fear the river, but there were many that year who slept with both ears off their pillows and with their clothes on a chair near-by."

[1] *Bourgeois, Lillian C. Cabanocey: "The History, Customs and Folklore of St. James Parish." 1957 Pelican Publishing Company, Inc. Gretna*

> "Since the building of the Bonnet Carre' spillway all danger of flood has vanished. The muddy Mississippi peacefully courses down its winding bed to mingle with the clear, blue waters of the Gulf. This is just as it did four hundred years ago when De Soto's tattered band of explorers hopefully paddled through St. James in search of liberation from the forested lands of the valley. Only now, the river is always a friend, no longer a foe!"[2]

Hernando de Soto was one of the first Europeans to enter what is now the State of Louisiana, claiming the region for Spain as part of Florida in 1541. Later, LaSalle sailed down the Illinois and Mississippi Rivers, and claimed this territory for France, naming it "Louisiana" in honor of the French King Louis XIV. Prior to its creation as a civil parish, St. James Parish formed a part of the "Comte' d' Acadie" or County of Acadia, which was composed of the old ecclesiastical parishes of St. James and "The Ascension," commonly referred to then as the First and Second Acadian Coasts.

The year 1756 marked the arrival of the first Acadian settlers of St. James Parish. The first French settlers followed in 1763. When the first white settlers came, the area had few resident Indians remaining. The Germans arrived in the parish shortly after the French and were the first to settle in the area known as Vacherie.

> "Shortly after the founding of New Orleans, John Law's German colonists settled on the lands above the city in St. Charles and St. John Parishes. From these German settlements there came three families – the Steins, the Zellers, and the Ockmanns. They rowed across Lake des Allemands to fish. Here they found a ridge, and as higher land was always desirable because of the Mississippi River floods, the fisher folk stayed to farm. Then the Acadians arrived, many of whom settled on the ridge among the Germans, and proceeded to absorb them. The Acadians raised cattle such a ranch or stock farm was a "Vacherie" and so the settlement became La Vacherie."[2]

With the Louisiana Purchase in 1812 , St. James Parish entered into the era of plantation life. This larger-scale agriculture brought an age of prosperity in the parish.

"The early 1800s was the era of fabulous plantation life in St. James. Acreage was counted by thousands and slaves by hundreds. It was the day of luxurious living, of sumptuous entertainment, of delightful ease.

> Sugar was gold; the planters were sugar barons; St. James was the Gold Coast. In 1844 the parish had twenty-eight plantations on the right bank of the Mississippi River and thirty-nine on the left bank – and some were large enough to be called agricultural empires. Among the more famous were Uncle Sam, Valcour Aime, White Hall and Oak Alley."[1]

Over the years, numerous settlers representing a variety of ethnic groups have come to claim St. James Parish as home. However, the French Creoles and Acadians remained the predominate population and their strong cultural influence continues today. The Acadians raised cattle and farmed. St. James remains part of Louisiana's famous sugar bowl and, the sugar industry has played an important role in the parish history. Another staple, traditional crop grown in and unique to St. James Parish is Périque tobacco. Pierre Chenet, an Acadian exile nicknamed "Perique" by local Creoles , was the first to successfully produce and market this specialty tobacco, which still bears Chenet's nickname.2 Périque tobacco is traditionally blended with other tobacco to create pipe tobaccos and more recently has been used in cigars and cigarettes.

[2] *Leonce, Haydel. "La Paroisse de St. Jacques: A History in Words and Photographs." 1988 Pelican Management Corporation. Baton Rouge*

Why Plan?

St. James Parish officials are confronted every day by the complexities of managing population growth, land development and infrastructure improvement issues.. Decisions made today can have reverberating impacts on the parish's future. As community needs change, technology advances and populations shift, the parish needs a tool to guide present day decisions while envisioning the future. The comprehensive plan is that much needed tool. The planning process establishes a long-range vision that balances the competing needs and desires of the community in a coordinated and orderly manner.

What is the Comprehensive Plan?

The role of the comprehensive plan is to serve as the guide for the St. James Parish Council in establishing goals and strategies to protect parish residents' health, welfare, safety, and quality of life. The plan is comprehensive in that it addresses all factors that influence or may be influenced by the physical development of the parish. The plan communicates to the public the direction and priorities established by the council. This allows citizens, business interests, private developers and others to make individual decisions on housing and investments that are based upon the direction provided in the comprehensive plan. The plan thus provides predictability regarding how the parish is expected to grow and develop and revitalize already settled areas. The St. James Parish Comprehensive Plan is a 20-year plan (2011-2031), designed to direct future growth and to sustain citizens' values. The plan centers around seven focus areas: public infrastructure facilities/transportation, housing, human services, community assets, land use, and economic development. The plan makes essential strategy choices and provides a flexible framework for adapting to real conditions over time. The initial building blocks of the comprehensive plan are provided by Louisiana Revised Statues (LaRS) 33:106 which stipulates what a plan shall incorporate.

Excerpt from LaRS 33:106:

"a description of existing roads, streets, highways, and publicly controlled corridors, along with a general description or depiction of other public property within the jurisdiction that is subject to the authority of the commission" Additionally, a plan may include "……..recommendations for the development of the parish or municipality, as the case may be, including, among other things, the general location, character, and extent of railroads, highways, streets, viaducts, subways, bus, street car and other transportation routes, bridges, waterways, lakes, water fronts, boulevards, parkways, playgrounds, squares, parks, aviation fields, and other public ways, grounds, and open spaces; the general location of public buildings, schools, and other public property; the general character, extent and layout of public housing and of the replanning of blighted districts and slum areas; the general location and extent of public utilities and terminals, whether publicly or privately owned or operated, for water, light, sanitation, communication, power, transportation, and other purposes; and the removal, relocation, widening, narrowing, vacating, abandonment, change of use, or extension of any of the foregoing ways, grounds, open spaces, buildings, property, utilities, or terminals."

How to use the plan?

The comprehensive plan is intended to provide guidance in the evaluation of future decisions on land use, infrastructure improvements, transportation, and other issues. Adoption of the plan is the first step toward realizing the parish's vision. Once adopted, this document becomes the official statement of St. James Parish regarding land use and development issues.

From LaRS 33:109(A)

"Whenever a commission has adopted a master plan of a parish or municipality, as the case may be, or one or more major sections or districts thereof and has filed certified copies thereof as provided in R.S. 33:108, no street, square, park or other public way, ground, or open space, or public building or structure, or public utility, whether publicly or privately owned, shall be constructed or authorized in the parish or municipality, as the case may be or in such planned section or district until the location, character, and extent thereof has been submitted to and approved by the commission."

Additionally, parish programs which affect land use, cannot be inconsistent with the plan. This will help to ensure that the parish provides the services and makes investments necessary to further the implementation of the comprehensive plan. The vast array of parish services and programs are, in effect, the mechanism needed to support implementation of the comprehensive plan. Ordinances proposed and considered after the adoption of the plan should be consistent with the relevant goals and policies contained herein.

From LaRS 33:109(B):

"Whenever a parish or municipal planning commission has adopted a master plan, the governing authority of such parish or municipality shall consider such adopted master plan before adopting, approving, or promulgating any local laws, ordinances, or regulations which are inconsistent with the adopted elements of the master plan."

Community planning is a fluid and dynamic process that helps the community achieve goals that are important to its citizens and to the community at large. Over time, these goals can be expected to change. No comprehensive plan can remain

completely appropriate for twenty years. People's attitudes and desires evolve, as do economic conditions and technologies. The St. James Parish Comprehensive Plan should undergo a major review every five years to assure that it remains an up-to-date, workable, living framework for development. Effective reviews should include technical evaluations, a report on the plan's progress and citizen involvement to evaluate the plan's effectiveness. Formal hearings should be held before the Planning Commission and, if significant changes appear to be desirable, the recommendations for changes should be heard by the parish council, which may then formally modify the plan.

The comprehensive plan is not a forecast of future events, but rather a well thought out strategic plan. Throughout the planning process, residents articulated their goals relative to the future growth and development of their parish. They spoke of their desire to preserve the parish's rich French culture, traditions and rural character. Moreover, they expressed their concern and reluctance to invest valuable time in a plan that political officials may actually not implement. The comprehensive plan acknowledges that future challenges do exist. It also provides methods for overcoming the impediments. At the same time, the plan can in no way be considered self-executing. In the end, it will be the St. James Parish residents who must unite to accomplish the vision contained in their plan.

What Is the Relationship of the Comprehensive Plan to Zoning?

It should be stressed that possible adoption of zoning regulations is not the only and inevitable outcome of a proposed land use plan. The parish and the planning commission may utilize other regulatory and non-regulatory tools to implement the plan, including floodplain management regulations, standards for manufactured home parks, building codes, nuisance abatement, subdivision regulations, capital improvement and social service delivery programs and public/private partnerships. Zoning codes are a regulatory tool often utilized to implement a comprehensive plan. The codes enforce the development regulations that govern the manner in which land is used, developed, or redeveloped. In an effort to protect the health, safety, morals or general welfare of the community, LaRS 33:4780.40(H) stipulates that local governing bodies have the power to enforce land use regulations.

The role of local zoning ordinances is to regulate land use by specifying which uses are appropriate within zoning districts designated for each part of the parish. Zoning regulations determine the manner in which land within the various zones can be developed. This is accomplished by specifying, among other requirements, the height and bulk of buildings, building orientation and design, allowable densities, landscaping, signage, and number of parking spaces required. To be effective, zoning classifications and development regulations must be consistent with the comprehensive plan.

From LaRS 33§4780.40:

"Regulation authorized for the purpose of promoting the health, safety, morals, or general welfare of the community, the governing authorities of parishes, other than the parishes of Rapides, Jefferson, Sabine, and Webster, or their duly created boards of adjustment are hereby authorized to regulate and restrict the height, number of stories, and size of structures; the percentage of lots that may be occupied; courts and other open spaces; the density of population; and the location and use of the buildings, structures, and land for trade, industry, residence, or other purposes. However, the zoning ordinances enacted by said governing authority and the acts of its zoning commission, board of adjustment, or zoning administrator shall be subject to judicial review on the grounds of abuse of discretion, unreasonable exercise of police powers, excessive use of the power herein granted, or the denial of the right of due process. However, the right of judicial review of a zoning ordinance shall not be limited by the provisions of this Section." Acts 1993, No. 201, §1, eff. Jan. 1, 1994; Acts 1995, No. 35, §1.

How Was the Plan Developed?

The St. James Comprehensive Plan evolved over an eighteen month period. Each of the plan elements were generally developed in four overlapping phases. The first phase involved gathering data and background information about the plan elements and the geographic area covered in the plan. This information includes economic and demographic data, citizen interests, and other information. This phase also involved extensive public participation with parish residents taking part in focus group meetings to conduct a strengths, weaknesses, opportunities and threats (S.W.O.T.) analysis regarding the plan elements. This stage is also important in identifying concerns and determining perceived opportunities. Additionally, the focus group sessions gave facilitators the opportunity to ascertain community consensus regarding desired goals, objectives and strategies for responding to current situations and future needs. The planning team studied and analyzed the information gathered.

In the second phase of plan development, the planning team identified appropriate goals, objectives and strategies to implement the professional recommendations provided within the plan. These recommended strategies have become the basis for the proposed plan's policies contained herein.

The third phase began with distribution of the comprehensive plan to the steering committee during a public meeting. The steering committee reviews and comments and then approves the plan. Once approved, the plan will be forwarded to the planning commission for its review. The commission will hold a public hearing to accept public testimony regarding the plan. The commission will then review all comments received and modifications to the draft document may be prepared as appropriate. The commission then makes a recommendation on the plan to the parish council. The council will conduct a public hearing(s) on the plan. The council may request some revisions prior to adopting the plan.

The final phase, implementation and monitoring, consists of putting the plan's policies and recommendations into action and evaluating their effectiveness in practice. This may involve such activities as regulatory changes and capital improvements. It should be noted that plans are generally designed to be useful for a period of twenty years. This time period is not intended to be absolute; implementation of the plan may occur within a longer or shorter time frame, depending upon varying circumstances and conditions. However, because plans and programs are designed to be useful over a relatively extended period of time, it is important to recognize that the actions recommended in the plan cannot and will not all be accomplished at once. Additionally, it should also be understood that some of the recommendations may prove to be unattainable.

Citizen Participation

To begin the process, the parish government selected a facilitator, South Central Planning and Development Commission (SCPDC), the regional planning and economic development district. Active citizen involvement in the comprehensive planning process is vital to the success of the plan. Thus the second step taken by the St. James Parish Council was to appoint an ad hoc steering committee to oversee development of a comprehensive plan for St. James Parish. The committee was made up of a broad range of nineteen (19) local citizens representing the many and varied interests within the parish. The committee was responsible for assisting the governing body with overall plan development, enhancing citizen involvement in the planning process, assisting in implementation of the citizen participation meetings and receiving periodic progress reports from SCPDC. The Steering Committee was charged with the delivery of a final draft Comprehensive Plan to the Planning Commission and Parish Council.

The St. James Parish Steering Committee first met in March 2010 and quickly began to organize citizen participation meetings. Two kick-off meetings were held on June 7th and June 24th to make the public aware of the impending St. James Parish Comprehensive Plan. A series of focus group meetings specifically addressing the plan elements were held on July 26th, August 9th, August 23rd and September 13th. With guidance from SCPDC staff, participants engaged in the aforementioned S.W.O.T analysis and participated in an exercise to identify future goals, objectives and strategies. At the end of these analyses, participants engaged in a prioritizing exercise. Each participant was given five adhesive dots and asked to place them on the issue(s) they considered to be of greatest importance. To avoid skewing the results, each participant could place no more than two dots on any single issue. Meetings using this format were held throughout the parish. In the course of this process, the following reoccurring themes were identified: economic diversity; business success and equity; education and skill development; arts, culture and innovation; social sustainability; human health and public policy; quality of life and civic engagement; neighborhoods and housing; transportation and access.

July 26th and August 23rd Meetings	August 9th and September 13th Meetings
o Identify Issues o Assess Needs o Begin analyzing the Parish's Strengths, Weaknesses, Opportunities, Threats (S.W.O.T) and the Prioritization Process	o Analyze the Parish's … o Strengths o Weaknesses o Opportunities o Threats o Create Goals and List Objectives

Additionally, SCPDC staff went throughout the parish speaking to residents about the planning process and distributing flyers. Letters were sent to local ministers to invite them to the upcoming planning meetings and requesting that they encourage their congregations to attend as well. Members of the SCPDC team attended public hearings and community and church meetings, during which representatives from neighborhood associations and civic groups were invited to discuss the St. James Parish planning process. All meeting dates were publicized in the locally available newspapers, as well as on the SCPDC and parish websites. Well over 400 residents participated in the various planning meetings.

On March 14, 2011, the SCPDC team submitted a draft of the plan to the steering committee for review and comments. During April 2011, the steering committee conducted two public meetings to solicit citizen input on the draft plan. The proposed comprehensive plan reflected and is informed by many of the citizen responses during discussions of the draft plan. SCPDC planning staff incorporated the comments received from residents into the revision of the plan. On June 20, 2011 the steering committee provided a recommendation for approval to the planning commission and the parish council.

Analysis of Current Conditions

St. James Parish is a "river parish" located in southeastern Louisiana approximately midway between Baton Rouge (the State Capitol) and New Orleans. The Mississippi River flows through the center of St. James Parish and divides the parish into two segments known, locally as the east bank and the west bank. The only incorporated municipalities within St. James Parish are Lutcher and Gramercy, both located on the east bank. Historically, the agricultural industry and the service related employment associated with it have been the primary employers within the parish. However, St. James Parish's location also places it in the major petro-chemical and industrial corridor located along the river. As a result, there are also numerous oil refineries, petroleum facilities, and agricultural industries located and interested in locating in the parish.

In addition to the two municipalities, other small population centers in the parish include St. James, Vacherie, Convent, Hester, Paulina, and Uncle Sam. Previously part of the New Orleans MSA, St. James Parish is now one of Louisiana's non-MSA parishes. The population, affected by the out-migration typical of small, rural communities, has hovered around 21,000 since the mid-1980s. Ethnically, St. James Parish is approximately 48% white and 50% African-American. The 2010 U.S. Census showed 10,615 or 48% of residents White and 11,180 or 50.6% African-American. In 2006, the ethnic makeup

was 49.9% White and 49.9% African-American. In both years, the balance of the population was Native American (0.20%) and Asian (0.14%), with those classified as "other races" making up the remaining 1%. Louisiana Technical University's 2008 population estimate of 21,358 was issued just before Hurricanes Gustav and Ike. This represented a gain of approximately 300 over the pre-Katrina 2004 population estimate. While some evacuees who relocated to the parish after the 2005 storms had moved on, others had chosen to stay. Based on the 2010 US Census, St. James Parish has a total population of 22,102, which represents an increase of 886 new residents to the parish.

St. James Parish has 8,455 housing units[3], 91.3% of them occupied and 8.7% vacant (2010 U.S. Census Bureau). The 6,013 owner-occupied units represent 79.4% of the occupied units, while the 1,556 renter-occupied units represent 20.6%. The parish has 730 vacant housing units. Median home value was $107,100. Median household income was $57,791 and median family income was $69,628. Per capita income was $21,818 (2005 – 2009 American Community Survey Estimates). After the 2005 hurricanes, St. James Parish, like much of the rest of south Louisiana, experienced an upturn in residential development sparked by dispersion of population out of New Orleans. The parish, which prior to the storms had experienced little or no growth, had 77 applications for new municipal addresses in 2007. The relatively affordable cost of land in the parish has played a significant part in driving the new growth. The New Orleans Association of Realtors' 2007 data indicate that activity on the more populated east bank appeared to have stabilized, with the price of single family homes about 20% higher than

[3] *The U.S Census defines a housing unit as a house, an apartment, a mobile home or trailer, a group of rooms, or a single room occupied as separate living quarters, or if vacant, intended for occupancy as separate living quarters. Separate living quarters are those in which the occupants live separately from any other individuals in the building and which have direct access from outside the building or through a common hall. For vacant units, the criteria of separateness and direct access are applied to the intended occupants whenever possible.*

the pre-storm level. The west bank had less activity in number of units, but saw a greater increase and had a lower base price per unit. It is anticipated that much future growth will occur on the west bank, which has both available land and recent access to the interstate highway system via improved access to a Mississippi River bridge crossing. As in other parts of South Louisiana, the end result of increased activity in the housing market is likely to be a higher cost of living for local residents. Some of the additional residents commute to work outside the parish, with St. James Parish serving as a bedroom community.

Economically, the parish depends heavily on agriculture and the processing and manufacturing of petro-chemicals. Like other, similarly structured rural economies, St. James Parish has lagged in adding jobs. Much local employment remains farm-based, seasonal, temporary, and low-wage. Both primary industries are subject to price pressures from increased global competition. The result is historically high unemployment rates and relatively low per capita income levels. These are exacerbated by repetitive severe weather events. Unemployment spiked to 16.9% post-Katrina and Rita and to 10.5% post-Gustav and Ike. The chemical industry has also been impacted by the rising cost of natural gas used in production and the drop in demand from key automotive and construction sector customers severely impacted by the economic downturn. St. James Parish's May 2009 unemployment rate was 8.8%, a full 2.5 points higher than the statewide rate and only about a third of a point below the national rate. The Bureau of Economic Analysis reported a 2006 PCI of $25,094, which represented a 17% increase over 2003, but was still just 79% of statewide and 68% of national PCI. In the third quarter of 2008, weekly average wages in agriculture, forestry, fishing and hunting were $581, a 73% drop from the 2006 and 2007 average. Third quarter 2008 average weekly manufacturing wages remained high, dropping about 1% from the 2007 average. However, data indicates that the percentage of the workforce employed in this sector may be shrinking as major chemical companies have closed plants, trimmed workforces or moved parts of their operations overseas. In 2006, 37% of employment was in the manufacturing industry (LA Works. 2007). By 2007, the percentage had dropped to 33% and by the third quarter of 2008, it had dropped again to 31%.

Business Development Strategy: Retail

A common theme in much of the economic development Focus Group meetings was the goal of encouraging and supporting more small business development, particularly within the retail and service sectors. Many participants voiced concerns that spending and attendant tax revenues were leaving St. James Parish due to the limited shopping venues and that this indicated an apparent lost opportunity to better support the community fiscal needs and create new entry level jobs. The analysis which follows addresses these concerns and provides a framework for understanding how and to what extent these business development opportunities could be pursued in St. James Parish over the next five to ten years.

At the outset, it should be noted that successful retail business development is driven by tapping into existing or emerging critical masses or concentrations of population growth and spending potential. This is typically closely related to the geographic structure and reach of trade or market areas, the transportation networks serving them and the natural or man-made barriers that tend to impede customer travel patterns.

As a parish with a relatively small population, densities of people and buying power in St. James are somewhat limited. Add to this the division of the community by the Mississippi River and the opportunities for significant resident- supported retail development become even more problematic and limited. This is particularly true on the west bank of the river where the unincorporated community of Vacherie represents the most prominent concentration of population, households and purchasing potential. This is not to imply that certain limited convenience oriented retail opportunities should not be considered or pursued on the west bank, but that the options for such development may be more challenging, at least in the short term.

The existing critical mass of development within the Lutcher/Gramercy communities offers the most likely route to expanded retail and service offerings for St. James Parish in the immediate future. These communities are well served by a network of interstate, federal and state highways and have comparatively dense concentrations of population when contrasted with other portions of St. James Parish. Also concentrations of business activity already exist in this area, providing a level of attraction and convenience for shoppers on both sides of the river.

The material shown in Tables 1 through 4 draws upon a Geographic Information System (GIS) based analysis of demographic trends with a trade area served by the Lutcher/Gramercy communities. The trade area has been defined in terms of driving times of 10, 15 and 20 minutes from a specified central point in Lutcher and is shown on the accompanying Map 1. Although other terms could have been chosen to define the trade area (i.e. distance in miles), drive times are typically viewed as the most relevant with respect to modeling potential consumer behavior. The shape and reach of the trade area is obviously influenced by the transportation network, including the river bridges which provide access to west bank residents who might otherwise be impeded from accessing shopping opportunities on the east bank. Proximity to Interstate10 also extends the trade area reach somewhat as do the other highways serving the community.

Extending the reach of this east bank retail core to a 20-minute drive time expands the potential for its development in terms of greater population and purchasing power. The 20-minute trade area has an estimated 2010 population of 19,858 (up 3.3% from 19,224 in 2000) with a household count estimated at 6,962 (up 7.2% from 6,493) at the beginning of the decade. By 2015, total population is forecast to shrink by 1.3% to 19,609 while the number of households slips 0.3% to 6,939. Over the same period, median household income is forecast to reach $40,603 (up from $38,505 in 2010), while average household income rises to $47,276 or by 1.4% over the 2010 estimate of $46,615 (see Table 2 on page 14).

The estimated retail gaps for the 20-minute drive trade area closely mirror those of the 10 minute drive time area but with generally larger retail sales potentials. As shown in Table 3 (page 15), the total retail sales gap for 2010 is estimated at about $54.5 million, with motor vehicle sales potential (NAICS 441) accounting for the single largest estimate of unsatisfied retail potential at just under $23.4 million. The second highest sales gap is estimated for Gasoline Stations (NAICS 447) where the leakage or expenditures occurring outside the trade area is $11.4 million. Other categories accounting for relatively large consumer spending outflows include Building Materials at $3.9 million, Food Services and Drinking Places (NAICS 722) at $7.8 million, General Merchandise (NAICS 452) at just under $3.0 million and Electronics and Appliance stores (NAICS 443) at $1.9 million.

Figure 1: St. James Retail Map

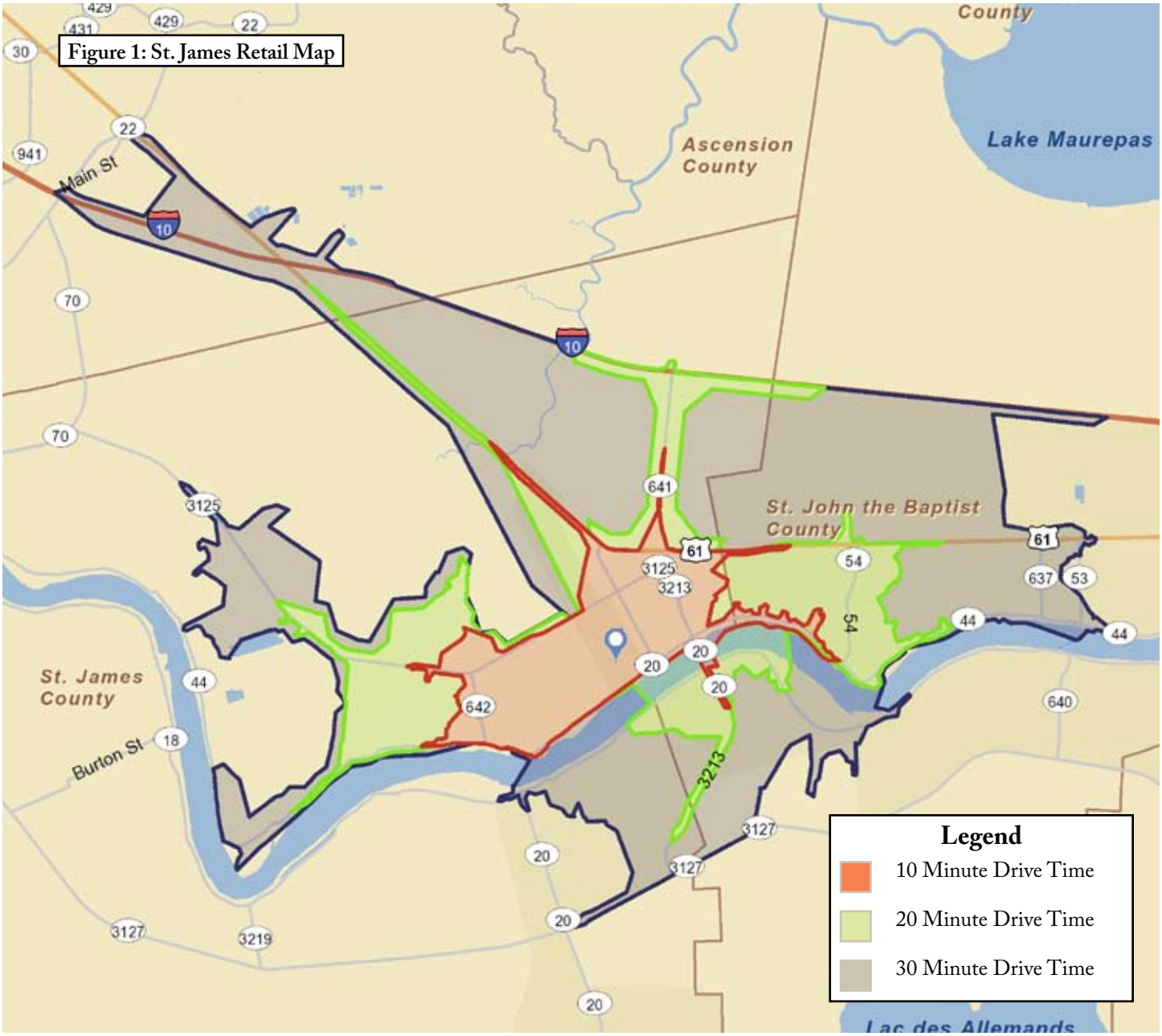


Table 1: Demographic and Income Profile 10 Minute Drive Time Lutcher/Gramercy Trade Area

Summary	2000	2010	2015
Population	9,306	9,513	9,324
Households	3,161	3,346	3,309
Families	2,496	2,600	2,556
Average Household Size	2.91	2.81	2.79
Owner Occupied Housing Units	2,694	2,816	2,790
Renter Occupied Housing Units	467	530	519
Median Age	34.9	38.2	38.9

	2000		2010		2015	
Households by Income	Number	Percentage	Number	Percentage	Number	Percentage
< $15,000	769	24.2%	728	21.8%	684	20.7%
$15,000 - $24,999	339	10.7%	326	9.7%	299	9.0%
$25,000 - $34,999	398	12.5%	413	12.3%	375	11.3%
$35,000 - $49,999	505	15.9%	482	14.4%	576	17.4%
$50,000 - $74,999	576	18.1%	651	19.5%	646	19.5%
$75,000 - $99,999	356	11.2%	382	11.4%	363	11.0%
$100,000 - $149,999	198	6.2%	316	9.4%	318	9.6%
$150,000 - $199,999	10	0.3%	24	0.7%	24	0.7%
$200,000+	24	0.8%	25	0.7%	24	0.7%
Median Household Income	$37,434		$41,185		$43,144	
Average Household Income	$44,822		$50,089		$50,544	
Per Capita Income	$15,394		$17,825		$18,163	

Data Note: Income is expressed in current dollars Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2010 and 2015.

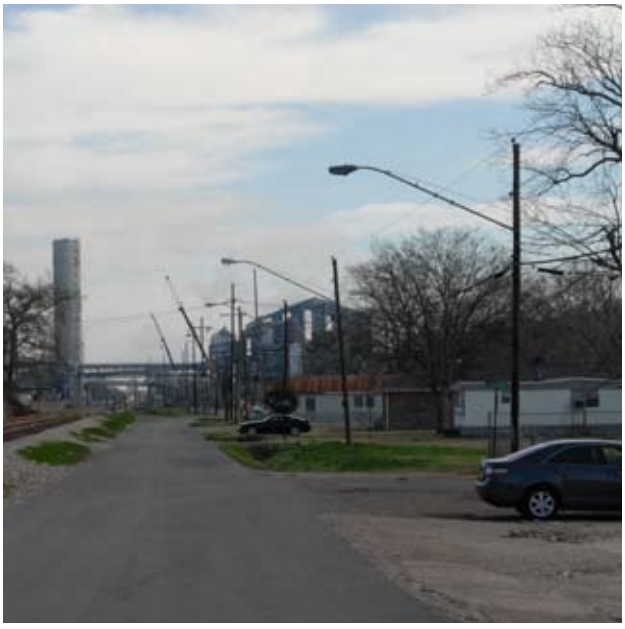


Table 2: Demographic and Income Profile 20 Minute Drive Time Lutcher/Gramercy Trade Area

Summary	2000	2010	2015
Population	19,224	19,858	19,609
Households	6,493	6,962	6,939
Families	5,072	5,340	5,286
Average Household Size	2.94	2.83	2.81
Owner Occupied Housing Units	5,448	5,746	5,733
Renter Occupied Housing Units	1,045	1,216	1,206
Median Age	34.3	37.2	38.0

	2000		2010		2015	
Households by Income	Number	Percentage	Number	Percentage	Number	Percentage
< $15,000	1,687	25.9%	1,645	23.6%	1,568	22.6%
$15,000 - $24,999	806	12.4%	764	11.0%	707	10.2%
$25,000 - $34,999	777	11.9%	812	11.7%	750	10.8%
$35,000 - $49,999	1,013	15.6%	1,038	14.9%	1,140	16.4%
$50,000 - $74,999	1,159	17.8%	1,398	20.1%	1,493	21.5%
$75,000 - $99,999	643	9.9%	687	9.9%	661	9.5%
$100,000 - $149,999	357	5.5%	535	7.7%	538	7.8%
$150,000 - $199,999	34	0.5%	47	0.7%	48	0.7%
$200,000+	27	0.4%	35	0.5%	34	0.5%
Median Household Income	$34,751		$38,505		$40,603	
Average Household Income	$42,391		$46,651		$47,276	
Per Capita Income	$14,466		$16,446		$16,837	

Data Note: Income is expressed in current dollars Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2010 and 2015.

Table 3: Estimated Retail Sales Gaps and Surpluses 10 Minute Drive Time Lutcher/Gramercy Trade Area 2010

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Buinesses
Industry Summary					
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	$68,530,575	$43,072,621	$25,457,954	22.8	67
Total Retail Trade (NAICS 44-45)	$60,403,181	$36,707,705	$23,695,476	24.4	46
Total Food & Drink (NAICS 722)	$8,127,394	$6,364,916	$1,762,478	12.2	21
Industry Group					
Motor Vehicle & Parts Dealers (NAICS 441)	$14,232,578	$560,916	$13,671,662	92.4	5
Automobile Dealers (NAICS 4411)	$12,401,611	$221,837	$12,179,774	96.5	1
Other Motor Vehicle Dealers (NAICS 4412)	$1,271,345	$54,174	$1,217,171	91.8	1
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	$559,622	$284,905	$274,717	32.5	3
Furniture & Home Furnishings Stores (NAICS 442)	$2,055,398	$253,556	$1,801,842	78	2
Furniture Stores (NAICS 4421)	$2,052,803	$253,556	$1,799,247	78	2
Home Furnishings Stores (NAICS 4422)	$2,595	$0	$2,595	100	0
Electronics & Appliance Stores (NAICS 443/ NAICS 4431)	$1,575,212	$562,853	$1,012,359	47.3	1
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$2,557,720	$785,177	$1,772,543	53	5
Building Material and Supplies Dealers (NAICS 4441)	$2,361,926	$712,115	$1,649,811	53.7	4
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$195,794	$73,062	$122,732	45.6	1
Food & Beverage Stores (NAICS 445)	$13,630,757	$18,743,484	($5,112,727)	-15.8	12
Grocery Stores (NAICS 4451)	$13,250,912	$18,363,875	($5,112,963)	-16.2	10
Specialty Food Stores (NAICS 4452)	$379,845	$379,609	$236	0	2
Beer, Wine, and Liquor Stores (NAICS 4453)	$0	$0	$0	0	0
Health & Personal Care Stores (NAICS 446/ NAICS 4461)	$1,951,478	$821,049	$1,130,429	40.8	3
Gasoline Stations (NAICS 447/4471)	$14,304,410	$9,730,253	$4,574,157	19	5
Clothing and Clothing Accessories Stores (NAICS 448)	$880,142	$151,621	$728,521	70.6	3
Clothing Stores (NAICS 4481)	$870,926	$151,621	$719,305	70.3	3
Shoe Stores (NAICS 4482)	$5,400	$0	$5,400	100	0
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$3,816	$0	$3,816	100	0
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$295,380	$79,269	$216,111	57.7	1
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$510	$0	$510	100	0

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Buinesses
Book, Periodical, and Music Stores (NAICS 4512)	$294,870	$79,269	$215,601	57.6	1
General Merchandise Stores (NAICS 452)	$8,084,182	$4,546,529	$3,537,653	28	4
Department Stores Excluding Leased Depts. (NAICS 4521)	$4,117,944	$0	$4,117,944	100	0
Other General Merchandise Stores (NAICS 4529)	$3,966,238	$4,546,529	($580,291)	-6.8	4
Miscellaneous Store Retailers (NAICS 453)	$827,402	$472,998	$354,404	27.3	5
Florists (NAICS 4531)	$216,977	$35,075	$181,902	72.2	2
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$2,256	$0	$2,256	100	0
Used Merchandise Stores (NAICS 4533)	$435,152	$255,063	$180,089	26.1	2
Other Miscellaneous Store Retailers (NAICS 4539)	$173,017	$182,860	($9,843)	-2.8	1
Nonstore Retailers (NAICS 454)	$8,522	$0	$8,522	100	0
Electronic Shopping and Mail-Order Houses (NAICS 4541)	$0	$0	$0	0	0
Vending Machine Operators (NAICS 4542)	$989	$0	$989	100	0
Direct Selling Establishments (NAICS 4543)	$7,533	$0	$7,533	100	0
Food Services & Drinking Places (NAICS 722)	$8,127,394	$6,364,916	$1,762,478	12.2	21
Full-Service Restaurants (NAICS 7221)	$7,608	$2,017,423	($2,009,815)	-99.2	9
Limited-Service Eating Places (NAICS 7222)	$6,464,603	$3,140,239	$3,324,364	34.6	4
Special Food Services (NAICS 7223)	$637,010	$0	$637,010	100	0
Drinking Places - Alcoholic Beverages (NAICS 7224)	$1,018,173	$1,207,254	($189,081)	-8.5	8

Data Note: *Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.* **Source:** *ESRI and Infogroup*

Figure 2: Leakage/Surplus Factor by Industry Subsector

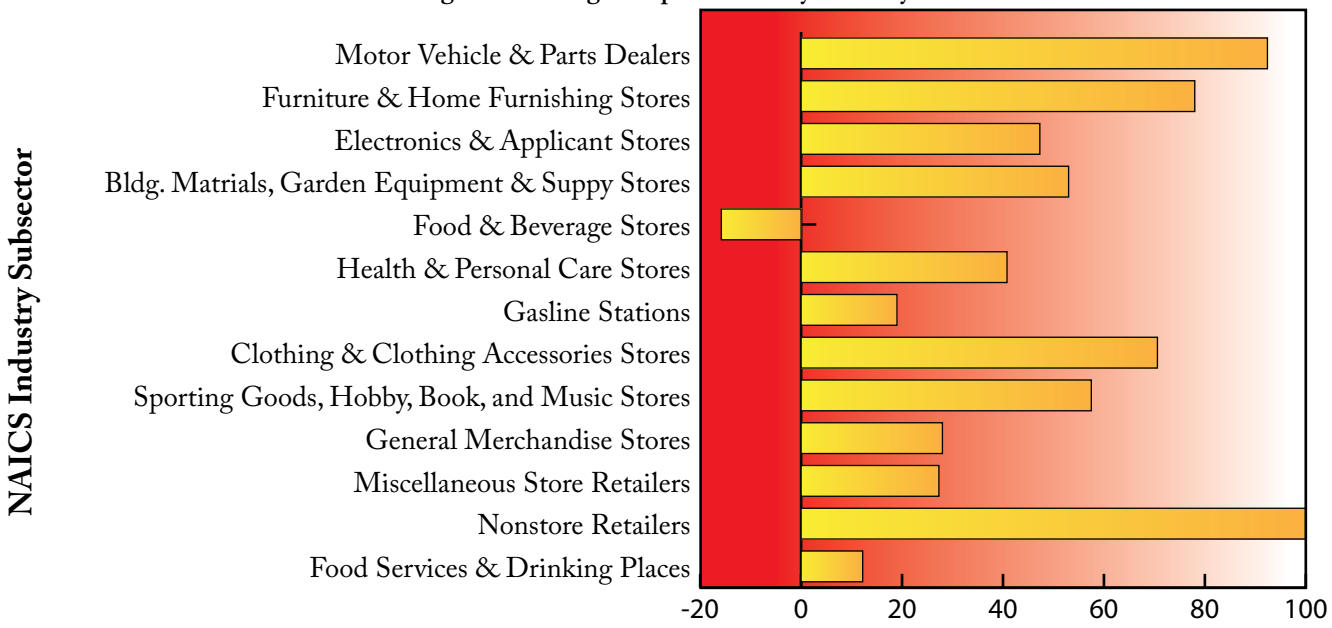
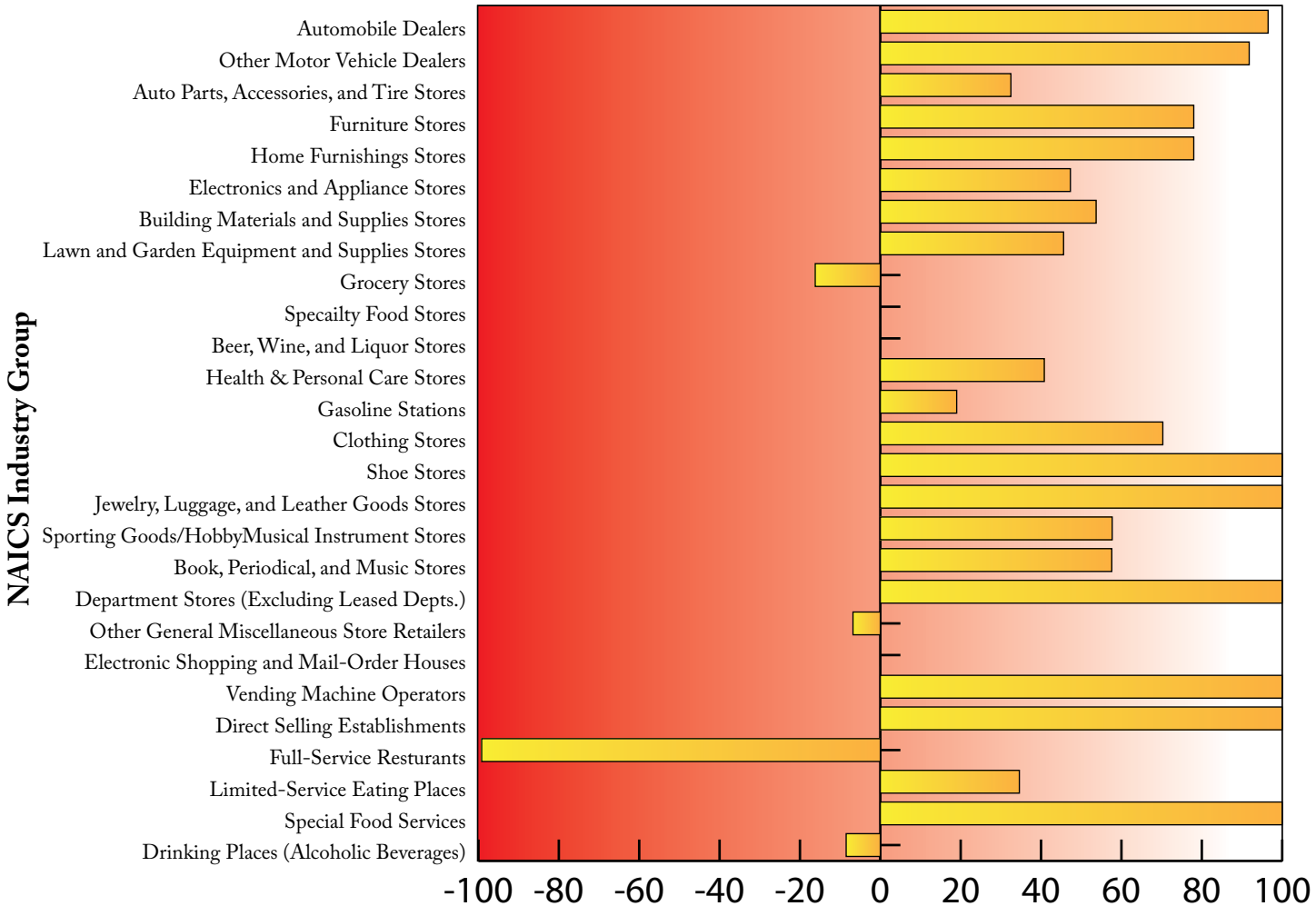


Figure 3: Leakage/Surplus Factor by Industry Group



The estimated retail gaps for the 20-minute drive trade area closely mirror those of the 10 minute drive time area but with generally larger retail sales potentials. As shown in Table 4 below, the total retail sales gap for 2010 is estimated at about $54.5 million, with motor vehicle sales potential (NAICS 441) accounting for the single largest estimate of unsatisfied retail potential at just under $23.4 million. The second highest sales gap is estimated for Gasoline Stations (NAICS 447) where the leakage or expenditures occurring outside the trade area is $11.4 million. Other categories accounting for relatively large consumer spending outflows include Building Materials at $3.9 million, Food Services and Drinking Places (NAICS 722) at $7.8 million, General Merchandise (NAICS 452) at just under $3.0 million and Electronics and Appliance stores (NAICS 443) at $1.9 million

Table 4: Estimated Retail Sales Gaps and Surpluses 20 Minute Drive Time Lutcher/Gramercy Trade Area 2010

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses
Industry Summary					
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	$134,612,236	$80,072,160	$54,540,076	25.4	103
Total Retail Trade (NAICS 44-45)	$118,306,401	$71,580,258	$46,726,143	24.6	68
Total Food & Drink (NAICS 722)	$16,305,835	$8,491,902	$7,813,933	31.5	35
Industry Group					
Motor Vehicle & Parts Dealers (NAICS 441)	$28,080,052	$4,706,869	$23,373,183	71.3	10
Automobile Dealers (NAICS 4411)	$24,261,726	$2,115,112	$22,146,614	84	2
Other Motor Vehicle Dealers (NAICS 4412)	$2,651,494	$1,807,998	$843,496	18.9	3
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	$1,166,832	$783,759	$383,073	19.6	5
Furniture & Home Furnishings Stores (NAICS 442)	$3,297,773	$333,132	$2,964,641	81.7	3
Furniture Stores (NAICS 4421)	$3,224,162	$278,137	$2,946,025	84.1	2
Home Furnishings Stores (NAICS 4422)	$73,611	$54,995	$18,616	14.5	1
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$2,622,563	$712,921	$1,909,642	57.3	1
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$4,757,277	$890,503	$3,866,774	68.5	6
Building Material and Supplies Dealers (NAICS 4441)	$4,458,275	$807,791	$3,650,484	69.3	5
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$299,002	$82,712	$216,290	56.7	1
Food & Beverage Stores (NAICS 445)	$21,187,396	$28,696,839	($7,509,443)	-15.1	19
Grocery Stores (NAICS 4451)	$20,518,345	$27,958,396	($7,440,051)	-15.3	15
Specialty Food Stores (NAICS 4452)	$667,519	$738,443	($70,924)	-5	4
Beer, Wine, and Liquor Stores (NAICS 4453)	$1,532	$0	$1,532	100	0
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$5,501,514	$882,384	$4,619,130	72.4	3
Gasoline Stations (NAICS 447/4471)	$25,977,418	$14,552,910	$11,424,508	28.2	8
Clothing and Clothing Accessories Stores (NAICS 448)	$2,006,301	$158,613	$1,847,688	85.3	3
Clothing Stores (NAICS 4481)	$1,779,389	$158,613	$1,620,776	83.6	3

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses
Shoe Stores (NAICS 4482)	$129,521	$0	$129,521	100	0
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$97,391	$0	$97,391	100	0
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$479,289	$89,739	$389,550	68.5	1
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$14,826	$0	$14,826	100	0
Book, Periodical, and Music Stores (NAICS 4512)	$464,463	$89,739	$374,724	67.6	1
General Merchandise Stores (NAICS 452)	$22,891,396	$19,904,191	$2,987,205	7.0	8
Department Stores Excluding Leased Depts. (NAICS 4521)	$9,496,186	$0	$9,496,186	100.0	0
Other General Merchandise Stores (NAICS 4529)	$13,395,210	$19,904,191	($6,508,981)	-19.5	8
Miscellaneous Store Retailers (NAICS 453)	$1,309,937	$652,157	$657,780	33.5	6
Florists (NAICS 4531)	$368,161	$40,811	$327,350	80.0	2
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$57,951	$0	$57,951	100.0	0
Used Merchandise Stores (NAICS 4533)	$587,146	$266,053	$321,093	37.6	2
Other Miscellaneous Store Retailers (NAICS 4539)	$296,679	$345,293	($48,614)	-7.6	2
Nonstore Retailers (NAICS 454)	$195,485	$0	$195,485	100	0
Electronic Shopping and Mail-Order Houses (NAICS 4541)	$0	$0	$0	0	0
Vending Machine Operators (NAICS 4542)	$23,679	$0	$23,679	100	0
Direct Selling Establishments (NAICS 4543)	$171,806	$0	$171,806	100	0
Food Services & Drinking Places (NAICS 722)	$16,305,835	$8,491,902	$7,813,933	31.5	35
Full-Service Restaurants (NAICS 7221)	$255,080	$2,861,360	($2,606,280)	-83.6	15
Limited-Service Eating Places (NAICS 7222)	$13,243,555	$3,750,629	$9,492,926	55.9	7
Special Food Services (NAICS 7223)	$870,245	$0	$870,245	100	0
Drinking Places - Alcoholic Beverages (NAICS 7224)	$1,936,955	$1,879,913	$57,042	1.5	13

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. Source: ESRI and Infogroup

Figure 4: Leakage/Surplus Factor by Industry Subsector

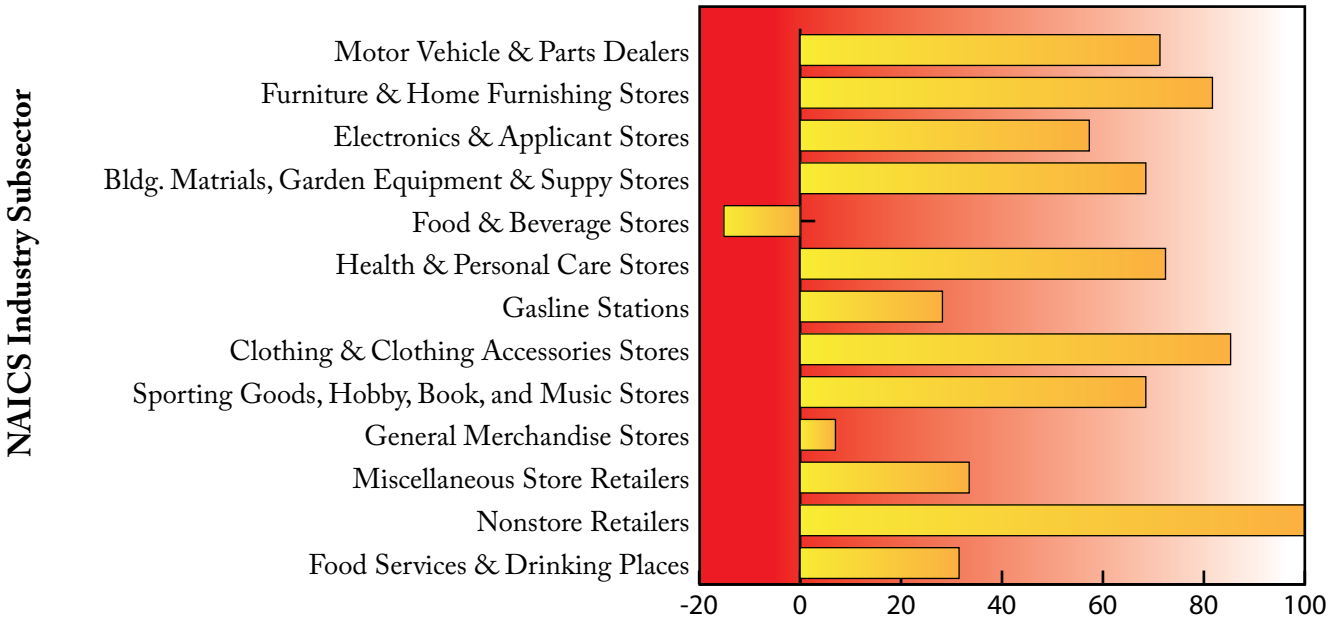
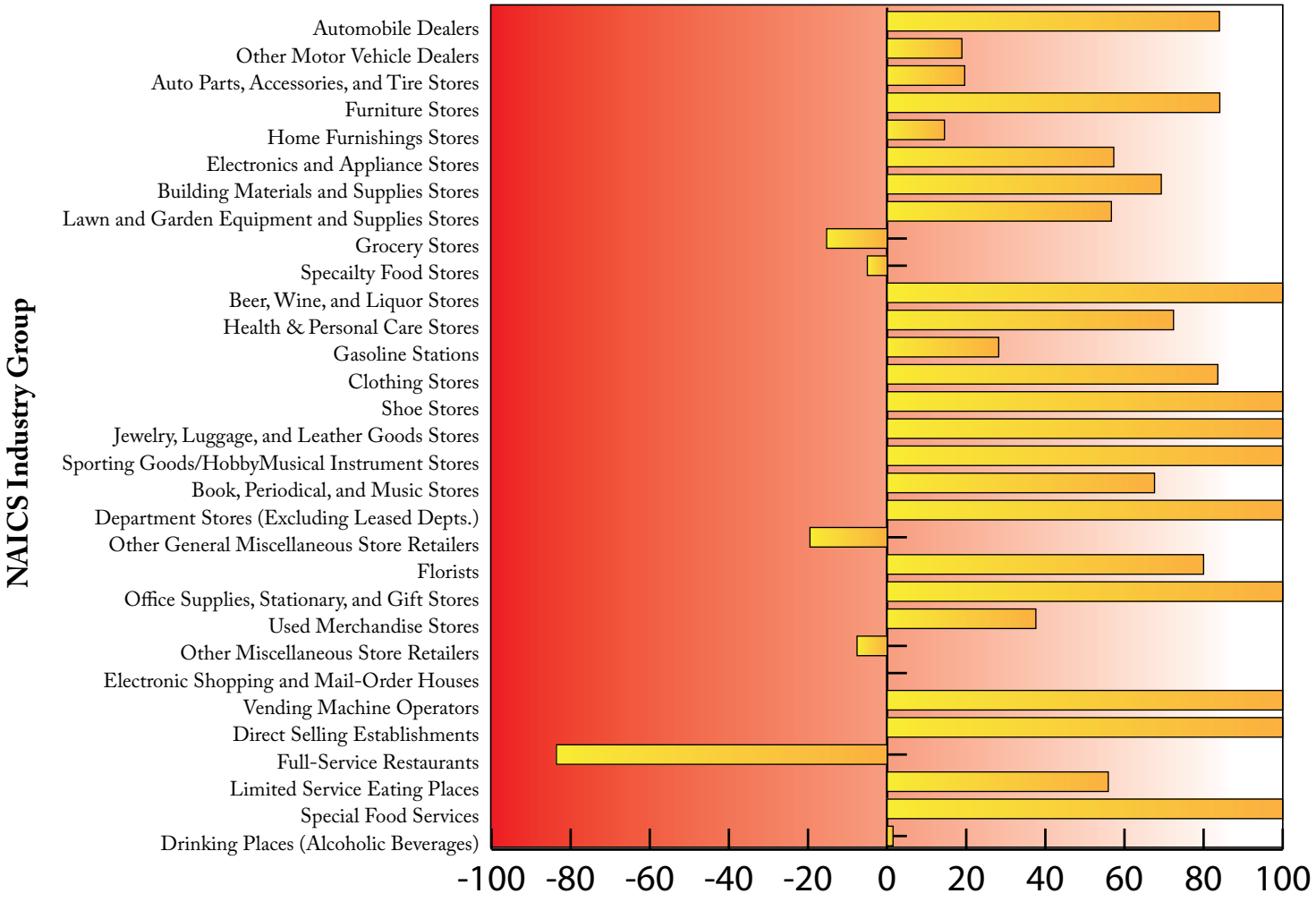


Figure 5: Leakage/Surplus Factor by Industry Group



Although these estimates provide some evidence of potential support for new retail outlets offering these categories of merchandise, a more rigorous analysis of trade area potentials and the extent and mix of competition should be undertaken to better quantify individual business development strategies and their likelihood of success.

What Does the Comprehensive Plan Say about the Future of St. James Parish?

The true driver of the St. James Parish Comprehensive Plan for the future is the community. The recommendations outlined in strategy directives are intended to support and empower local governments to implement the vision of the community. As previously stated, the purpose of the comprehensive plan is to translate the values and goals of the citizens of St. James Parish into a framework for decisions on growth, land use, and public facilities and services. The comprehensive plan expresses a long-range vision of how citizens want their community to look and function in the future.

St. James Parish's population has shown modest gains since 1960. Its growth rate has not been as rapid as the other parishes comprising the river region and is expected to show a steady decline over the next twenty (20) years. Yet, St. James Parish is a prominent part of the industrial river region corridor. Additionally, it is located midway between New Orleans and Baton Rouge and is easily accessible by all travelers. Planning for growth in St. James will require efforts that not only take into account the parish's own vision, but the vision of the entire river region as well.

St. James Parish and Regional Employment Forecasts

The tables that follow present employment forecasts for St. James Parish for the period 2010 through 2030. Forecasts are also presented for the South Central Region as a whole as well as for each parish in the region. The forecasts address total employment levels for each period of the time horizon covered as well as the distribution of jobs by major business (North American Industry Classification System or NAICS) sector. These forecasts are based on a detailed analysis of employment trends provided in Tables C-1 through C-11 (see Appendix C) and consider a range of employment growth possibilities within the context of three outlook scenarios.

The Baseline Scenario shown in Tables 5, and Tables C-1 through C-4 (see Appendix C) through 7 assumes a relatively steady state outlook, which closely reflects demonstrated actual employment growth rates over the past decade. This Baseline Scenario produces total wage and salary employment levels for the South Central Region growing from 140,150 in 2010 to 149,470 by mid-decade 2015 and 159,450 by 2020. In St. James Parish, employment levels are forecast to grow from 7,885 in 2010 to 8,250 in 2015 and then to 8,620 by the end of the decade. Over the longer term, overall job levels in the region are forecast to reach 181,250 by the year 2030, while in St. James Parish total wages and salary employment should grow to 9,390. These tables summarize Baseline Scenario job growth forecasts by major business sector for the South Central Region as a whole as well as its River and Bayou Parishes sub-regions and St. James Parish.

Table 6 and Tables C-5 through C-8 (see Appendix C) summarize wage and salary employment forecasts for the Fast Growth Scenario covering the same time periods and geographic areas. The Fast Growth Scenario assumes that average annual job growth rates across the study area will accelerate by about 25% throughout the forecast horizon. Although not overly aggressive, this scenario presents an outlook that is not beyond the realm of reasonable expectations for the region as a whole as well as its sub-parts and individual constituent parishes.

Economic cycles within the longer-term horizon will no doubt produce short term periods where growth rates may be slower than anticipated and then push forward at paces faster than expected on the whole. The assumption, however, is that growth rates over the entire forecast period will tend to reflect the anticipated averages.

Between 2010 and 2015, the Fast Growth Scenario produces a total job gain of 11,630 pushing wage and salary employment to 151,780 by 2015 in the SCPDC region. By decade's end in 2020, total wage and salary employment in the region should grow to 164,380. For St. James Parish, total wage and salary employment is expected to reach 8,350 in 2015 and then grow to 8,875 by 2020. Over the longer term horizon, total employment in the region is expected to reach 192,800 by the end of 2030 while in St. James the number of jobs is forecast to reach 10,035 (see Table 6). Forecasts of job growth by business sector (NAICS category) are presented in Tables 3 (see pages 15 and 16).

The Slow Growth Scenario is presented in Table 7 and Tables C-9 through C-12(see Appendix C). Overall this scenario assumes average annual employment growth rates that are 15% to 20% lower than those driving the Baseline forecasts. Although the scenario does not call for any net job losses over the entirety of the forecast horizon, shorter-term cycles and localized conditions could very well produce such results from one year to the next for individual parishes, within certain business sectors or both. Anticipating such short-term movements within a 20-year forecast horizon is difficult at best. However, the Slow Growth Scenario is driven by the assumption that after the effects of potential job losses are netted against job gains over the long term, average growth rates will closely approximate those used to produce the employment forecasts shown in the accompanying tables.

In the Slow Growth Scenario, total region wide employment is forecast to grow from 140,150 in 2010 to 148,100 by 2015 or by 7,950 jobs. Over the same period, this scenario produces an anticipated job growth level of 8,145 in St. James Parish by 2015 growing to 8,440 jobs by the end of the decade. By 2020, the region's total wage and salary employment should reach 156,400. By the year 2030, total wage and salary employment in the region is expected to reach 174,600 in the Slow Growth Scenario and 9,080 in St. James Parish (see Table 7 on page 22). Employment forecasts by business sector are shown in Tables C-9 through C-12 (see Appendix C) for the Slow Growth Scenario.

Table 5: Wage and Salary Employment Forecast by Parish South Central Planning and Development District 2010 to 2030 (Baseline Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
St. Charles	23,129	24,650	26,290	28,100	29,950	1,521	1,640	1,610	1,850
St. James	7,885	8,250	8,620	9,000	9,390	365	370	380	390
St. John	15,200	16,270	17,400	18,590	19,850	1,070	1,130	1,190	1,260
River Parishes Subtotal	46,214	49,170	52,310	55,690	59,190	2,956	3,140	3,380	3,500
Assumption	4,311	4,430	4,560	4,700	4,660	119	130	140	160
Lafource	36,255	39,500	43,130	47,050	51,260	3,245	3,630	3,920	4,210
Terrebonne	53,370	56,370	59,450	62,650	65,950	3,000	3,080	3,200	3,300
Bayou Parishes Subtotal	93,936	100,300	107,140	114,400	122,070	6,364	6,840	7,260	7,670
Total W & S Employment	140,150	149,470	159,450	170,090	181,250	9,320	9,980	10,640	11,170

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table 6: Wage and Salary Employment Forecast by Parish South Central Planning and Development District 2010 to 2030 (Fast Growth Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
St. Charles	23,129	25,045	27,120	29,370	31,810	1,916	2,075	2,250	2,440
St. James	7,885	8,350	8,875	9,435	10,035	465	525	560	600
St. John	15,200	16,545	17,920	19,400	21,210	1,345	1,375	1,480	1,810
River Parishes Subtotal	46,214	49,940	53,915	58,205	63,055	3,726	3,975	4,290	4,850
Assumption	4,311	4,560	4,770	4,985	5,295	239	220	215	220
Lafource	36,255	40,070	44,380	49,310	54,560	3,815	4,310	4,930	5,250
Terrebonne	53,370	57,220	61,315	65,500	70,180	3,850	4,095	4,185	4,680
Bayou Parishes Subtotal	93,936	101,840	110,465	119,795	129,945	7,904	8,625	9,330	10,150
Total W & S Employment	140,150	151,780	164,380	175,000	192,800	11,630	12,600	13,620	14,800

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table 7: Wage and Salary Employment Forecast by Parish South Central Planning and Development District 2010 to 2030 (Slow Growth Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
St. Charles	23,129	24,435	25,810	27,270	28,810	1,306	1,375	1,460	1,540
St. James	7,885	8,145	8,440	8,760	9,080	260	295	320	320
St. John	15,200	16,140	17,050	18,020	19,205	940	910	970	1,185
River Parishes Subtotal	46,214	48,720	51,300	54,050	57,095	2,506	2,580	2,750	3,045
Assumption	4,311	4,445	4,530	4,630	4,715	134	85	100	85
Lafource	36,255	39,100	42,230	45,790	49,240	2,845	3,130	3,560	3,450
Terrebonne	53,370	55,835	58,340	60,830	63,550	2,465	2,505	2,490	2,720
Bayou Parishes Subtotal	93,936	99,380	105,100	111,250	117,505	5,444	5,720	6,150	6,255
Total W & S Employment	140,150	148,100	156,400	165,300	174,600	7,950	8,300	8,900	9,300

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Demographics

Comparative Growth Analysis for Selected Areas

1900 -2010 Historical Population Trends

In 1900, St. James Parish had a population of 20,197 persons. The 2010 Census reported a population of 22,102 persons, an increase of 1,905 persons over this 110-year period. Table 8 illustrates the population changes in St. James Parish over the past century. The historical census data reveals that the population peaked in St. James Parish during the year 1910 at 23,009 persons. The population began to decline during the 1920s, with an out migration of -8.39%. Moreover, a significant population decrease of -38.40% occurred during the 1930s, with a loss of 5,890 persons. From 1930 to 2010 the parish has never again reached that peak population level seen in 1910. The 2010 Census reveals that population within St. James Parish increased by 886 persons between the years 2000 and 2010. That is a 4.01% population increase.

Table 8: St. James Parish Historical Population Trends

Year	Population	Absolute Numerical Change	% Change
1900	20,197		
1910	23,009	2,812	12.22%
1920	21,228	-1,781	-8.39%
1930	15,338	-5,890	-38.40%
1940	16,596	1,258	7.58%
1950	15,334	-1,262	-8.23%
1960	18,369	3,035	16.52%
1970	19,733	1,364	6.91%
1980	21,495	1,762	8.20%
1990	20,879	-616	-2.95%
2000	21,216	337	1.59%
2010	22,102	886	4.01%

University of Virginia Library and US Census. U.S. Census Bureau American Fact Finder Population and Housing Status 2010

Population Measurement

The information provided in Table 9 takes a comparative look at the total population change for the nation, the state, and the South Central Planning and Development Commission (SCPDC) Regional Planning District 3, of which St. James Parish is a part. The parishes that comprise the regional area are Assumption, Lafourche, St. Charles, St. James, St. John the Baptist and Terrebonne Parishes. For the purpose of this plan, this district may interchangeably be referred to as the SCPDC district or the "regional" area. In 2010, the nation showed an absolute numerical increase in population of 27,323,632, a percentage change of 8.8%. Louisiana's statewide population grew by 64,396 persons, a 1.4% change in population since the 2000 census.

The SCPDC regional area experienced an absolute numerical growth rate of 22,208 persons which represents a population increase of 6.3%. Additionally, the region represents 7.8% of the state's population. Based upon the 2010 U.S. Census data, the population of all the parishes comprising the regional area showed a growth increase. St. James has had nominal population growth as compared to the other parishes in the SCPDC district. The parish's absolute numerical growth in population was by 886 persons a change of 4.0%. The percentage change is the best measure of St. James Parish growth performance because it reflects the total growth ratio from 2000 to 2010. St. Charles Parish had the highest percentage change at 8.9%. Assumption Parish showed the least growth, with an increase of only 33 people, a change of 0.1%. Within the regional area, Terrebonne Parish had the greatest numerical increase in population with an additional 7,357 new residents

Figure 6: St. James Parish Historical Population Trends

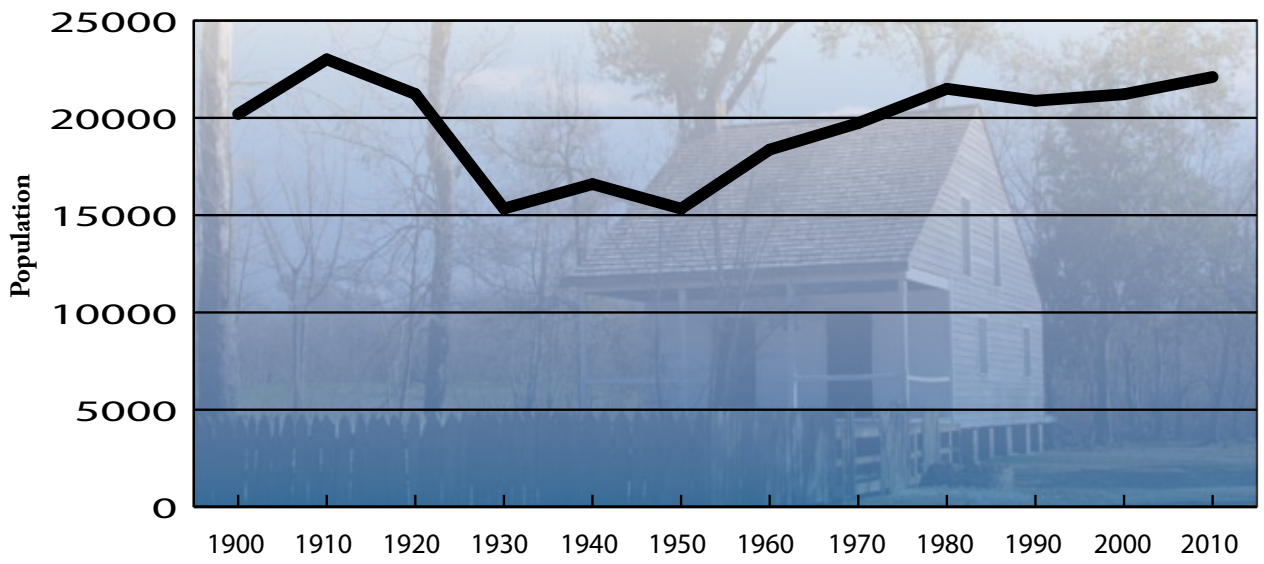


Table 9 SCPDC District 3 Measurement of Population Change

Comparative Areas	2000 Total Population	2010 Total Population	Absolute Numerical Change	% Change	2000 Share of Regional Population	2010 Share of Regional Population	% Change in Regional Share
Assumption Parish	23,388	23,421	33	0.1%	7.1%	6.6%	-0.4%
Lafourche Parish	89,974	96,318	6,344	6.6%	27.2%	27.3%	0.1%
St. Charles Parish	48,072	52,780	4,708	8.9%	14.6%	15.0%	0.4%
St. James Parish	21,216	22,102	886	4.0%	6.4%	6.3%	-0.2%
St. John the Baptist Parish	43,044	45,924	2,880	6.3%	13.0%	13.0%	0.0%
Terrebone Parish	104,503	111,860	7,357	6.6%	31.6%	31.7%	0.1%
Regional Total	330,197	352,405	22,208	6.3%	7.4%	7.8%	0.4%
Louisiana	4,468,976	4,533,372	64,396	1.4%	1.6%	1.5%	-0.1%
Nation	281,421,906	308,745,538	27,323,632	8.8%	100%	100%	0.0%

Source: U.S. Census Bureau P1 Total Population [1] 2000 Census Summary File 1 (STF 1) 2010 U.S. Census Bureau Resident Population Data 2010 U.S. Census Bureau American Fact Finder Population and Housing Occupancy Status

2010 -2030 Population Projections

The Louisiana Parish Population Projections Series, 2010-2030 is developed by the State of Louisiana and produced by Louisiana State University. The following methodology was used to determine future population estimates and was obtained from the www.louisiana.gov website.

"These are projections of the population by age (five year categories through age 85), race (white, African American/black, and other), and sex for Louisiana Parishes between 2010-2030. The race category 'other' includes Asian or Pacific Islanders and North American Indian or Eskimo

For these projections, the 2005 estimated population for each parish is projected forward in five-year intervals through 2030. The effects of hurricanes Katrina and Rita are taken into account.

The projections are designed to present three population scenarios. Rates of birth and death are based on vital statistics data from 2000-2004 and are held constant between 2010 and 2030 across all three scenarios; however, each scenario depicts a different assumption regarding migration patterns by age, race, and sex. These scenarios include:

1. Middle Series [2000-2005 Net Migration Scenario]: In this scenario, the observed rate of migration between 2000-2005 is assumed to remain constant through 2030.

2. Low Migration Series [Half (.5) 2000-2005 Net Migration Scenario]: In this scenario, the rate of migration through 2030 is assumed to be one-half (.5) of the 2000-2005 migration rate.

3. High Migration Series [One and One-Half (1.5) 2000-2005 Net Migration Scenario]: In this scenario, the rate of migration through 2030 is assumed to be one and one-half (1.5) times that of the 2000-2005 migration rate".

Based on long term trends derived from comparisons of the 1990 and 2000 U.S. Census, state-level population projections produced by the U.S. Census Bureau, and recent revisions to the 2007 Population Estimates for the New Orleans area, we recommend the following population projections scenarios:

1. Orleans, Jefferson, and St. Bernard Parishes: Use the "High Series" for 2010- 2020 and the "Medium Series" for 2025-2030

2. All Other Parishes: Use the "Middle Series" for 2010-2030.

3. Statewide: Use the "High Series" for 2010-2020 and the "Medium Series" for 2025 and 2030

With the exception of Orleans, Jefferson, and St. Bernard Parishes, the "Low" and "High" series provide the user with the necessary information to evaluate what population changes may occur given a marked increase or decrease in net migration. Users should carefully assess past and current population trends for a given parish before using the "High" or "Low" series as a likely population scenario for planning purposes. We recommend the "High Series" in certain time periods for Orleans, Jefferson, St. Bernard, and the State of Louisiana to account for a revision to the 2007 Population Estimates that occurred after the development of these projections.

Without the ability to predict major future occurrences that would impact migration trends, this report utilizes the middle series of the migration scenario. However, it should be noted that a natural disaster or shifts in economic activity could increase or decrease population migration.

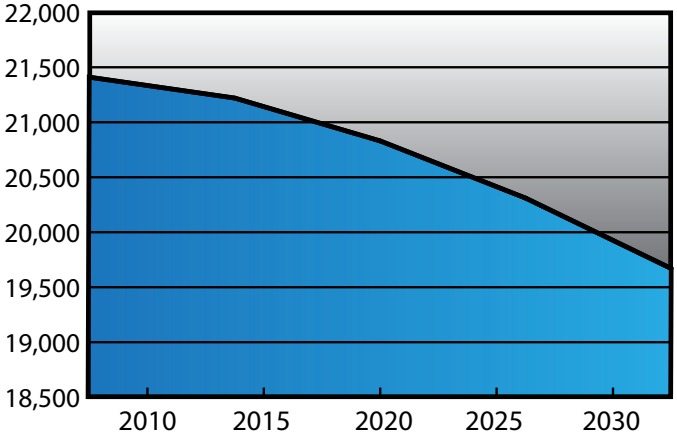
Population estimates for the years 2010 -2030 show a steady decrease in the number of people residing in St. James Parish. Data suggest that between the years 2010 and 2030, St. James Parish will have lost 1,740 residents. As illustrated in the historic population figures of the past 100 years (Table 8), these future projections reveal a continuous decrease in population. Moreover, it appears that any population growth that may have occurred within the parish post Hurricane Katrina has not been sustainable and will not reverse this trend. However, until the 2010 Census data is released, it will be difficult to analyze such impacts.

Table 10: St. James Parish Population Projections

Year	Population
2010	21,410
2115	21,220
2020	20,830
2025	20,310
2030	19,670

Source: Louisiana State University

Figure 7: St. James Parish Population Projections



Median Age

The mid-thirties appear to be the median age for all comparative areas. The median age in the U.S is approximately 36.8. While the median age for the state of Louisiana is 35.6. The SCPDC district has a median age of 36.5, while the median age for St. James Parish is 36.8.

Table 11 reveals that the age group comprising the largest share of the regional population is individuals between the ages of 40-49, who make up 15.1% of the population. The next largest group is youth aged 10-19, who make up 14.9% of the population. . The age structure for St. James Parish appears to mirror that for the population in the rest of the regional area. As can be seen in Figure 3, men between the ages of 10-19 years of age outnumber all other age categories within the parish (1,565). Ethnic Makeup of St. James Parish

Table 11: 2008 SCPDC District 3 Median Age of Population

Comparative Area	Median Age
Nation	36.8
Louisiana	35.6
Regional Total	36.5
Assumption Parish	37.3
Lafourche Parish	36.3
St. Charles Parish	36.7
St. James Parish	36.8
St. John the Baptist Parish	33.2
Terrebonne Parish	34.2

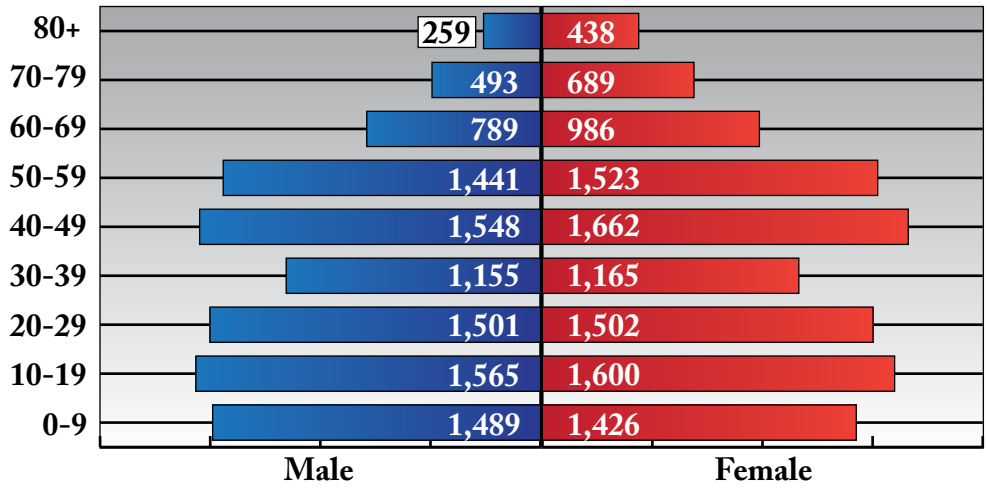
Source: U.S. Census Bureau 2008 American Fact Finder Median Age by Sex Population Estimate Program

Table 12: St. James Parish Population Age Structure

	SCPDC Regional District 3			St. James Parish		
Age Group	Male	Female	% of Population	Male	Female	% of Population
0-9	24,684	23,715	14.1%	1,489	1,426	13.7%
10-19	25,880	25,084	14.8%	1,565	1,600	14.9%
20-29	24,821	25,453	14.6%	1,501	1,502	14.1%
30-39	20,536	21,843	12.3%	1,155	1,165	10.9%
40-49	25,076	26,929	15.1%	1,548	1,662	15.1%
50-59	22,724	23,325	13.4%	1,441	1,523	14.0%
60-69	13,576	14,783	8.3%	789	986	8.4%
70-79	7,010	8,823	4.6%	493	689	5.6%
80+	3,430	5,988	2.7%	259	438	3.3%
Total Population		343,680	100%		21,231	100%

Source: Sex by Age 2008 Population Estimates Population Estimates Program

Figure 8: St. James Parish Age Structure Pyramid



Ethnic Makeup of St. James Parish

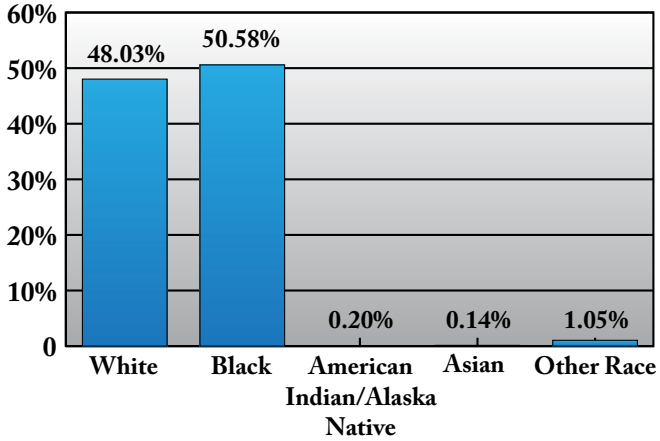
According to the 2010 U.S. Census, 10,615 or 48% of residents in St. James Parish were white and 11,180 or 50.6% were African-American (Census 2010 Race Hispanic or Latino Age, Housing Occupancy American FactFinder). Individuals who classify themselves as Native Americans, Asians and persons of more than one race comprise 5.8% of the parish population.

Table 13: SCPDC District 3 Race Distribution

Race	SCPDC	% of Race	St. James Parish	% of Race
White	237,327	67.3%	10,615	48.0%
Black	90,833	25.8%	11,180	50.6%
American Indian/Alaska Native	9,544	2.7%	45	0.20%
Asian	2,700	0.77%	31	0.14%
Other Race	12,001	3.4%	231	1.0%
Total	352,405	100%	22,102	100%

U.S. Census Bureau 2010 Race,Hispanic or Latino Age, and Housing Occupancy: 2010 Redistricting Data

Figure 9: St. James Parish Percentage of Race



Housing Trends

Again, it should be noted that the following information is based upon data from the 2000 and 2005 -2009 Census American Community Survey 5-year estimates. While it is the most reliable and comprehensive source of data currently available, it may not adequately portray the impacts of recent events that have significantly affected housing trends. These include the national housing crisis, the major hurricanes of 2005 and 2008 that devastated the Gulf Coast region and the recent Oil Spill. Therefore, the data utilized in this table should be considered an estimated snapshot of housing activity during the years 2000 and 2009. Real time housing activity may contrast slightly.

As can be observed in Table 14, the number of owner occupied housing units grew in all of the comparative parishes. This is in line with the national trends. U.S. Census data shows that housing tenure in the Nation grew by 6.76%. In Louisiana, housing tenure decreased by -0.72%. However, in the regional area, it grew7.47% between 2000 and 2009. St. James experienced growth in housing tenure of 7,569 units or 8.25% and an increase in homeownership of 12.91%. Among the six parishes in the SCPDC district, the homeownership rate was 77.24%. St. Charles had the greatest growth in housing tenure of 107% and the highest rate of homeownership (85.8%). Assumption Parish had the fewest homes built, but 80.86% of their residents are homeowners, the second highest rate in the district. St. Charles Parish had the greatest growth in housing tenure, with 10.71%. Out of the parishes in the SCPDC district, Terrebonne had the smallest percentage of home owners at 73.64%

The parish participates in the South Central Construction Code Council, a regional code enforcement program administered by SCPDC, the regional planning district. As a more current indicator of housing activity, the table below shows new residential building permits from early 2007 to late 2010, with information obtained from the parish, the two municipalities and the code council's permit tracking website, www.mypermitnow.org. While some permits may represent families moving within the parish, this level of activity is extremely significant in an area which previously experienced little or no growth. [4]

Table 15: 2007 - 2010 New Residential Building Permits

	'07	'08	'09	'10	4 Year Total
St. James Parish	43	39	34	32	148
Gramercy	12	3	5	4	24
Lutcher	0	0	1	3	4
Parish-wide Annual Total	55	42	40	39	176

Table 14: 2000 and 2005-2009 Housing Tenure

Comparative Area	2000 Housing Tenure		2005-2009 Housing Tenure		Absolute Change	% Change	Absolute Change	% Change	% of Owner Occupied	
	Total Tenure	Owner Occupied	Total Tenure	Owner Occupied	Owner Occupied	Owner Occupied	of Tenure	of Tenure	2000	2005-2009
Nation	105,480,101	69,816,513	112,611,029	75,320,422	5,503,909	7.88%	7,130,928	6.76%	66.19%	66.89%
Louisiana	1,656,053	1,124,995	1,644,094	1,120,844	-4,151	-0.37%	-11,959	-0.72%	67.93%	68.17%
Regional Total	113,990	90,032	122,501	94,619	4,587	5.09%	8,511	7.47%	78.98%	77.24%
Assumption Parish	8,239	6,928	8,593	6,948	20	0.29%	354	4.30%	84.09%	80.86%
Lafourche Parish	32,057	24,988	33,670	25,835	847	3.39%	1,613	5.03%	77.95%	76.73%
St. Charles Parish	16,422	13,370	18,180	14,933	1,563	11.69%	1,758	10.71%	81.42%	82.14%
St. James Parish	6,992	5,984	7,569	6,013	29	0.48%	577	8.25%	85.58%	79.44%
St. John the Baptist Parish	14,283	11,569	15,787	12,391	822	7.11%	1,504	10.53%	81.00%	78.49%
Terrebonne Parish	35,997	27,193	38,702	28,499	1,306	4.80%	2,705	7.51%	75.54%	73.64%

Source: US Census Bureau H008 Tenure Data Set 1990 Census STF 3 US Census 2005-2009 American Community Survey 5-Year Estimates

[4] *St. James Parish School Report by South Central Planning and Development Commission*

Education and Economic Trends

Information utilized in this section was obtained from the St. James Parish School Report written by South Central Planning and Development Commission.

Economic Prospects

St. James is affected by the same demographic factors that affect rural communities across the nation and around the world. Limited labor markets encourage out-migration. St. James has historically had the highest unemployment rate of all six parishes in the six-parish SCPDC district. Some parish residents lack the skills and education to qualify for skilled or even semi-skilled jobs. Many have access only to seasonal, temporary agricultural employment. Over the past decade, well-paid chemical industry employment in Louisiana has been shrinking, with a number of in-state plants closing as parent companies downsize or move production of highly price-sensitive basic chemicals out of the country.

Conditions in St. James are in line with those common to rural communities. Many such communities have what have been described as "dual labor markets." The primary labor market, like the chemical and other manufacturing industry, requires education and skills, pays higher wages, and offers stable employment, safer working conditions and opportunities for advancement. The secondary labor market employs unskilled or semi-skilled workers, pays low wages, offers less safe working conditions and employment may be seasonal or short-term. In 1999, an estimated one in four wage and salary workers in rural areas had low-wage jobs. Many worked in the "informal" economy. Rural families are thus more likely to be employed and still poor. Very low rural wages have the greatest effect on those with high school or less education. In 1999, 27% of rural workers over age 25 received wages that if earned full-time, year-round, would not lift a family above the poverty line.

High poverty rates among young adults (often parents) in rural areas mean high poverty rates among children. Single mothers have respective poverty rates of 40% (White), 49% (Black) and 53% (Hispanic). Low wages and lack of daycare make it difficult to maintain employment. Transportation problems are also a factor. Many who do have their own cars drive old, unreliable gas guzzlers that add to their cost of working. Rural isolation requires driving considerable distances to get groceries and other necessities. Rural housing may often be cheap, but it is also frequently older and dilapidated. Housing costs may lock families into rural communities, since they can't afford to move for better employment in areas where housing costs are higher.

Strong public schools like those in St. James play an important role in building a local labor force that enhances the community's ability to attract and support new business enterprises. A strong local economy makes it possible for young people to stay in the community, rather than leave in search of opportunity. The same workforce issues are recognized as critical factors in maintaining the United States' national competitiveness. Investment in human capital by the local community enables young people who might otherwise be limited to the "secondary economy," with little hope for advancement, to gain the skills they need to adequately provide for their own needs and those of their families. Strong public schools can simultaneously create other local benefits like somewhat higher home values and per capita incomes. Smaller schools like those in St. James Parish can also be helpful in reducing youth violence, substance abuse and criminal activity that can result in felony convictions that further limit employability.

Unemployment

Factors in St. James' historically high unemployment rate include the parish's rural, somewhat isolated location and the related, limited availability of jobs. The annual, seasonal increase in employment related to sugar cane harvesting is typically low-paying manual labor, temporary and of limited duration.

Unemployment tends to have a more severe impact on some segments of the population than on others. In the current recession, as in the rest of the country, minority unemployment in St. James is significantly higher than the parish's general unemployment rate. In December 2008, the difference was a full four percentage points. In the current economic downturn, the Washington Post reported a shocking November 2009 national jobless rate for young black men aged 16 to 24 of 34.5%.

A key factor contributing to the high unemployment rate is the significant percentage of the parish population with limited education. While St. James has done better than Louisiana as a whole, it still lags behind the rest of the country in this critical factor.

Less-educated men could once find entry-level, manual-labor jobs in manufacturing, but those opportunities have dwindled as the manufacturing sector continues to shrink and technology and globalization change labor markets. Wages for unskilled workers have fallen as the nature of work shifts from routine, assembly-line production to cooperative work teams. Employers increasingly demand computer, literacy, and problem-solving math skills, as well as communication skills critical to working as part of a team. Those who do not complete school typically lack informal networks and supports and have less access to the informal networks which have become employers' primary means of generating job applicants and trainees.

As it strives to build a solid future, St. James Parish's greatest need is for an educated, trained workforce with the capacity to meet changing labor market demands. In addition

Table 16: Comparative Unemployment Rates: St. James, South Central Planning District Parishes, State and National Rates.

	January 2007	December 2007	January 2008	December 2008	January 2009	December 2009	January 2010	December 2010
St. James	6.5%	6.1%	6.6%	7.6%	9.1%	10.1%	11.7%	11.4%
Assumption	5.1%	4.0%	4.9%	6.1%	7.3%	9.4%	11.4%	10.8%
Lafourche	3.0%	2.5%	3.1%	3.4%	3.8%	5.2%	6.0%	4.9%
St. Charles	3.7%	3.1%	3.9%	5.0%	5.7%	6.7%	7.7%	6.3%
St. John the Baptist	5.1%	4.3%	5.4%	6.6%	7.6%	9.3%	10.7%	9.4%
Terrebonne	3.0%	2.5%	3.1%	3.6%	4.0%	5.5%	6.5%	5.3%
Louisiana	4.4%	3.7%	4.3%	5.2%	6.1%	7.2%	8.2%	7.2%
United States	5.0%	4.8%	5.4%	7.1%	8.5%	9.7%	10.6%	9.1%

Source: LA Works—Civilian Labor Force—Not seasonally adjusted.

Table 17: St. James Minority Employment 2008

Total Labor Force	Minority Labor Force	Minority as % of Total Labor Force	Minority Unemployment	Minority Unemployment Rate
9,019	3,969	44.01%	503	12.7%
Black Labor Force Data	3,912	43.38%	501	12.8%

Source: Louisiana Labor Force Diversity Data 2009. Louisiana Workforce Commission. Distribution By Minority Population & Median Family Income—by Census Blocks

to public school system efforts, St. James has taken an innovative approach to training out-of-school and young adults. The St. James Department of Human Resources (SJDHR) applied for and was granted Community Development Block Grant funding to create a mobile classroom, equipped with computers, to take training programs to residents of low-income communities. The SJDHR also operates a bus system to help workers who lack their own transportation get to their jobs. In 2008-2009, the SJDHR operated the pilot YouthBuild program, to assist undereducated youth early in their work lives, before discouragement and alienation takes hold. To date, the small, pilot program has helped over 30 young men enter employment or post-secondary education, obtain their GEDs and improve their literacy. The SJDHR is currently studying potential for creating satellite training centers in areas of the parish identified as "pockets of poverty."

Table 18: Educational Attainment of Adults 25 and older: St. James Parish, Louisiana, United States (American FactFinder; 2007-2008 District Composite; Calculations)

	Less than High School	High School But Less Than Bachelor's	Bachelor's and Higher
St. James	17.9%	68.1%	14.1%
Louisiana	20.1%	59.5%	20.4%
United States	15.5%	57.0%	27.5%

Income Data

Median household income in St. James is high relative to the state and nearly at the national level. However, 20.7% children and over 13.2% of adults in St. James live in poverty. The parish's poverty rates are lower than for the rest of Louisiana, and slightly higher than the national poverty rates (2005-2009 US Census American Community Survey).

Table 19: Income and Poverty—St. James Parish 2005-2009

Income Level	St. James Parish	Louisiana	United States
Median Household Income (2009 inflation adjusted)	$49,883	$42,167	$51,425
Persons Below Poverty	13.2%	18.4%	13.5%
Children Below Poverty	20.7%	24.5%	18.2%
Families Below Poverty	10.4%	14.4%	9.9%

CAZENAVE

Plan Elements

What Are the Goals of the Comprehensive Plan?

The goals contained within the comprehensive plan are written in expansive terms so as to establish the direction for future actions. The goals express the interests, aspirations and values of the community. The goals are not mandates but rather are expressions of the ideals the community is striving to achieve over time.

Strategies within the Comprehensive Plan describe the actions needed to achieve the goals. The strategies serve as guidelines and help to steer decisions and the development of programs, regulations, activities, and budgets. The strategies cover a multitude of interests and actions. They provide consistency for legislative decision making and administrative actions.

It should be noted that the strategies need to be read within the context of the Comprehensive Plan as a whole and in relation to other parish and regional strategies. Individual strategies may appear to be in conflict when applied to a specific action, activity or location. Strategies do not exist in isolation and must be understood in the context of all other relevant strategies and the goals they support.

Preserving Community Assets

The "Preserving Community Assets" element of the Comprehensive Plan relates closely to quality of life and "sense of place." Both are key factors in helping define a community and what it means to its residents. Achieving consensus on which assets should be preserved is important to defining community character, which is itself an important step in comprehensive planning. For St. James Parish, this process only begins with the label "rural." It continues with complex association of visual and functional assets that create the unique sense of place valued by parish residents. Assets identified as worth preserving include: (1) historic buildings, history and architecture; (2) natural features like the Mississippi River and levees; (3) roads, corridors and connectivity; (4) landmarks, special places and landscaping; (5) public areas like sidewalks, benches, meeting places; and (6) parks and recreational areas.

Identifying assets helps start community visioning, in which residents articulate desired goals for the parish's future and strategies for advancing those goals. Identifying assets also highlights negative factors and undesirable outcomes, such as blight and other "visual liabilities" residents would like to see reduced or eliminated.

Focus Groups: SWOT Analysis

As previously discussed, the SCPDC team facilitated two Focus Group meetings involving community stakeholders in the SWOT (strengths, weaknesses, opportunities, threats) analysis for the Plan. Participants in the SWOT analysis focused on the following key points. At the end of the SWOT analysis, a ranking exercise established priorities.

Strengths

- **Sense of Community:** St. James Parish's strong sense of community received two priority points. Former residents still consider the parish home and continue to be interested in local affairs, even if they move away. The parish has abundant green space and a unique, slow-paced lifestyle. The parish also has strong church communities and still has two local newspapers, owned by the same company, to keep people informed and connected. The French language continues to link local people together.

- **History:** St. James Parish has a rich history with many of the first written records beginning about 250 years ago with the first landing of Louisiana's original Acadian settlers. However, human settlements existed long before as evidenced by prehistoric sites and archaeological studies. River Road is historic and has scenic appeal. Participants gave old, historic structures two priority points. Specific properties cited include Little Texas and the St. James Church, and plantations like Laura, Oak Alley, Felicity, St. Joe, Poche,' as well as historic cemeteries. Focus Group participants noted the importance of maintaining the traditional Christmas bonfires on the levees and linked this to preserving the levees. Both were recognized as key assets and integral to the St. James Parish "brand." Enhancement of such assets can help tell the parish story and increase its potential to draw tourists.

- **Location and Access:** St. James Parish's central proximity and highway access to New Orleans received one priority point. The parish has two major bridges over the Mississippi River to facilitate the flow of traffic and commerce. There are some sidewalks along River Road, dating to the Works Progress Administration era, that help connect communities along the River front.

Weaknesses

- **Limited Access to Basic Services:** Some parts of St. James Parish lack community assets like grocery stores. Residents currently must drive significant distances for access to basic services.

- **Abandoned/Derelict Buildings:** Removal of abandoned and derelict buildings received three priority points, with participants expressing the goal of making the parish look better. Such deteriorating structures, along with litter, were recognized as affecting the appearance of and negatively impacting the sense of place in some parish communities.

- **Hazardous Cargoes:** Limiting hazardous cargoes on certain parts of River Road received two priority points. Focus Group participants indicated that problems occur frequently and that alternative truck routes are available and their use should be required.

Opportunities

- **Metro Area Growth:** New Orleans and Baton Rouge are growing toward each other and will meet in St. James, with two priority points going to this item. St. James becoming the possible location of a New Orleans to Baton Rouge high-speed rail stop received one priority point. Another priority point went to enhancing the parish's day-trip capacity, with additional attractions to draw tourists from New Orleans and Baton Rouge.

- **Historic Properties:** Participants raised a number of questions: How can historic properties be preserved? How can such properties be adaptively reused? Which properties may be eligible for National Register of Historic Places designation? Can private property owners be encouraged, and possibly provided with incentives, not to demolish historic properties or let them deteriorate through "demolition by neglect?"

- **Increasing Community Connectivity and Enhancements:** Participants assigned three priority points to the need for sidewalks, which they would like to see throughout the parish. Participants also recognized potential for making greater use of the levees. This includes potential for developing amenities such as bike/walking trails on top of the levees. Participants raised the question of how River Road and the levee can be enhanced to help tell the parish's story. One priority point went to preserving community parks and recreation facilities, with potential to partner with local industry in this effort. Landscaping and beautification of parks and public places also received a priority point.

Threats

- **Natural Disasters:** Proximity to the Gulf of Mexico makes St. James vulnerable to natural disasters.

- **Industrial Hazards:** St. James Parish is subject to the effects of chemical plant accidents, as well as the previously noted hazardous substance transport accidents.

- **Corporate Mergers:** Corporate mergers and consolidations might lead to closure of plants and/or employee layoffs that could affect the parish.

- **Population Loss:** Like other rural areas throughout the world, St. James Parish could be affected by economic shrinkage and loss of population. This would affect the parish's tax base and ability to provide services within the community.

Preserving Community Assets Goals and Objectives

A second set of Focus Groups was conducted to obtain community input in developing goals and objectives based on the SWOT analysis. The summary below highlights major themes from the second set of Focus Group meetings. These discussions also identified a number of proposed strategies for advancing the identified goals and objectives.

- **Goal 1: Create strong community ties by the preservation of local history, historic architecture, and plantation homes to create a sense of place.**
  - Objective: Develop resources to support hiring a consultant to create a plan for construction of additional sidewalks and other amenities.
    - Strategy: Link bike paths on the levee to connect with neighboring parishes.
    - Strategy: Create a volunteer task force to re-establish and energize the parish Historical Society and research potential for creating local historic district(s) to focus preservation and promotion/marketing of irreplaceable community assets like historic architecture, cemeteries and churches.
- **Goal 2: Capitalize on the historic culture and the geographic location of the parish to strengthen the local tourism industry.**
  - Objective: Create an inventory of existing local assets.
    - Strategy: Historical sites like plantation homes already conduct marketing. There is an opportunity to combine marketing efforts to further capitalize on St. James' advantageous location. In addition to additional targeted marketing in the New Orleans and Baton Rouge markets, this could include innovative and low-cost use of social networking media.
- **Goal 3: Preserve and protect the environment from hazardous materials.**
  - Objective: Create legislation that would limit the dangerous impact of hazardous materials on the community.
    - Strategy: Establish parish hazardous material ordinances and work with industry and state regulators to limit use of River Road and designate alternate transport routes for hazardous materials.
- **Goal 4: Continue and expand the existing parish program to demolish derelict properties to reduce blight.**
  - Objective: Improve the aesthetic appeal and enhance the "sense of place" throughout the parish.
    - Strategy: Research and consider adoption of best-practice models already in place in communities like Baton Rouge for streamlining determinations on adjudicated properties.

- **Goal 5: Enhance the parish's day-trip capacity, with additional attractions to draw tourists from New Orleans and Baton Rouge.**
  - Objective: Position the parish, based on its location equidistant between New Orleans and Baton Rouge, as the appropriate site of a "transit center" for LaSwift transit service and potential high-speed rail service.
    - Strategy: Develop a parish logo and an easily recognizable system of signage to be placed at the "transit center" and other parish gateways to promote the parish "brand."
- **Goal 6: Become a more resilient and sustainable community.**
  - Objective: Reduce vulnerability to severe weather.
    - Strategy: Continue participating in SCPDC's Regional Code Enforcement Council to improve construction standards and reduce vulnerability to severe weather events. Develop parish ordinances assigning routes for transport of hazardous cargoes to reduce potential for industrial accidents.
- **Goal 7: Develop a vigorous tax base.**
  - Objective: Mitigate against the negative impacts of corporate mergers with the potential for plant closures and reduction in the local workforce, and population loss that could affect the parish tax base and ability to provide services.
    - Strategy: Continue expanding the inventory of assets for tourism to help promote economic diversification and counter potential population loss with targeted training programs to develop a skilled and resilient workforce.

Preserving Community Assets: Key Recommendations

St. James' challenge in comprehensive planning is to honor, reflect and preserve its rural heritage, while at the same time generating economic, environmental and community benefits for both current and future residents. The comprehensive plan can help guide development that reflects the parish's cultural character and what makes it distinctive. A number of the recommendations summarized here also offer volunteer opportunities for parish enhancement. All recommendations are based on key topics that emerged in Focus Group discussions.

Increased Walkability: Participants in the Focus Group indicated strong support for development of a parish-wide sidewalk and trail system to link neighborhoods and communities. Design standards should allow for safe and convenient pedestrian access. Providing alternate commuter routes protected from high-speed roads will expand transportation options, while also serving as recreational and tourism resources.

Highlight the Mississippi River as an Historic Asset/ Institute Context-Sensitive Design/ Create One or More Historic Districts in the Parish: These three, linked, recommendations relate to increased walkability. Stakeholders recognize the Mississippi River, River Road and the levees as key economic, cultural and historic assets. An historic district focused on the River, River Road and the levees will help the parish capitalize on these historic assets, and increase attraction to other assets, like the iconic Christmas bonfires on the levees.

Context-sensitive design within the historic district(s) can highlight treasured historic and architectural assets, while also linking adjacent land uses. Design standards based on local vernacular architecture can help enhance the existing sense of place, while also responding to local design details like streetscapes, facades and landscape. Small, model design and landscaping projects at public places like parks or community centers on both sides of the River can offer simple, practical examples for replication throughout the community. Design projects can offer sponsorship opportunities for business and industry, neighborhood, civic and garden clubs and have the potential to create "halo effects," with design improvements spreading throughout the parish.

Reuse of Historic Structures: Vacant and unused historic buildings are likely to be demolished or to succumb to demolition by neglect that makes them unsalvageable. Given new life, older structures can be transformed into assets with positive impacts on parish residents, while also enhancing the parish's potential to attract tourists. A re-established parish Historical Society can provide a focus for historic preservation efforts. This can begin with developing an inventory of historic properties, which can then be matched with prospective new owners. Tours of properties "we don't want to lose" and adopt-a-building programs, with sponsorship by industry and civic organizations, can raise public awareness and help keep buildings viable until they can transition to new owners. Federal and state tax credits can help make projects financially feasible.

Develop a Volunteer Corps of Trained Tour Guides to Tell the Parish "Story": St. James should develop a pro-active corps of volunteer guides, to tell the story of the parish they call home. Local people, with hometown enthusiasm, can serve as gracious hosts and hostesses, welcoming visitors and explaining historic links that might otherwise be missed. Training for the volunteer guides can be coordinated by the parish Economic Development and Tourism Department, the newly revitalized Historical Society and key tourist attractions like the plantation homes. Tours can be offered in a range of formats, including driving tours of the entire parish, walking tours in suitable areas, and step-on bus tours for tourists. Over time, opportunities may arise for interested guides to serve as historic re-enactors for special events and for the use of smaller vans, with economies of scale through sharing of costs by a number of tourist attractions.

Community-Industry Advisory Panel: The Community-Industry Advisory Panel (CAP) model, originally developed as a vehicle for building relationships between chemical facilities and nearby communities, has proven to be effective in fostering direct, personal relationships between industry managers and community residents. Given the importance of industry to St. James Parish, establishing a local community-based CAP could provide the parish with a forum for cooperating with industry to develop mutually acceptable policies on issues like chemical transport policies and practices that are protective of public health and safety. Once in place, the CAP infrastructure would give the parish an established framework for addressing any future environmental issues that affect the community. Establishing this infrastructure in the community will require building long-term relationships that take account of the different ways laypeople, scientists and engineers understand the world. Going forward, the CAP process creates potential for collaboration, in which local residents' health and environmental concerns may sometimes contribute to novel ways of understanding and addressing issues.

Human Services

The Human Services element of the comprehensive plan is closely linked to quality of life within the St. James Parish community. Human services contribute to enhancing and preserving quality of life by integrating environmental, economic and social equity principles into public decision making within the parish. Human services are generally most needed by the community's most vulnerable members, but other members of the community may have need of specific services at specific times. Effective delivery of human services further contributes to quality of life because it requires the formation of partnerships within the community, which help build confidence in local government by creating opportunities for citizen participation and coordination among public and private organizations. Effective delivery of human services requires establishing methods for being responsive and accountable to the citizenry, the programs' "customers."

In reviewing the comments referencing the school system made during the public meetings, members of the steering committee and the St. James Parish School Board administration noted that many of the problems stated by meeting participants have been addressed. With that in mind, it would probably be beneficial if the school system intensified their public relations efforts to increase public awareness regarding the various programs offered.

Focus Groups: SWOT Analysis

During the focus group meetings, participants in the Human Services SWOT analysis focused on the following points and ranked their findings to establish priorities.

Strengths

- **A One-Stop Shop for Human Services:** St. James Parish has a Human Resources Department, which provides a wide range of services under a single umbrella. The department has a number of convenient, easily accessible locations where residents can access human services throughout the parish. Services address a variety of age groups, ranging from three years of age with Head Start to age 60 years and older with Senior Centers and nutritional and recreation programs. The transportation program serves all age groups.

- **Departmental Collaboration:** The St. James Parish Human Resources Department collaborates with other departments of parish government to provide services within the community.

- **Industry Partnerships:** Industry is a good corporate partner in St. James Parish, actively participating in programs such as Shelter-in-Place during severe weather events, youth education programs, and fire prevention programs.

- **Good Financial Resources:** The St. James Parish Human Resources Department has received strong and consistent financial support from parish government. The department has also built strong, supportive relationships with private foundations and business and industry. It participates with neighboring parishes in regional programs.

Weaknesses

- **Educational System:** Participants identified the parish's educational system as a very high priority, with five dots. Many participants perceived the education system as lacking or below average. Concerns included a high school curriculum perceived as not preparing students who are not going to college. Concerns about the education system were also seen as discouraging people from moving into St. James Parish.

- **Limited Services for Some Age Groups:** A high priority, with three dots, was given to lack of more diverse recreational programs for youths aged 16 to 24, both boys and girls. Priority ranking, with two dots, was given to the gap in health care services for parish residents living below the poverty line. Transportation services are available, but limited, to aid in accessing both human and medical services. Participants also noted a gap in services for adults aged 40 to 49. Participants additionally noted that working, middle class families cannot afford health insurance.

- **Geographical Barrier:** The Mississippi River, which divides the parish, makes it difficult to provide services parish-wide with the parish's relatively small population and tax base. Cultural attitudes and travel patterns established before construction of two bridges across the river still work against provision of services as individuals are reluctant to cross from one side to the other. Distribution of recreational services throughout the parish is perceived as unequal.

Opportunities

- **Ability to See the "Big Picture":** Participants applauded the parish's existing strengths in providing human services and saw opportunities to continue expanding resources to provide what is needed to the parish as a whole.

- **Increase Awareness of Human Service Programs:** Participants suggested creating a campaign to increase knowledge of available services. This could include increased media coverage and possible development of a public access channel, which the parish currently lacks. Other tools for expanding awareness include increased use of social media networks.

- **Potential to Increase Transportation Services:** Increased transportation services would increase parish-wide access to human and medical services.

Threats

- **Declining Population:** Reduced population could limit tax base, which could affect financial resources and lead to budget cuts that limit the parish's ability to provide human services. St. James Parish could eventually become a bedroom community. Four priority points went to the potential for future limited tax base to provide the human services.

- **Lack of Media Access:** Limited access to certain types of technology, such as high-speed internet access, limit the parish's opportunities for certain kinds of technology-based business development. Limitations also make it difficult for the St. James Parish Human Resource Department to partner with larger, similar departments in the New Orleans and Baton Rouge metropolitan areas.

- **Over Dependence on Certain Resources:** Some participants voiced concerns and gave priority, with one dot, to a possible assumption and sense of entitlement, among disadvantaged populations in the parish, that the Human Resources Department can "fix" all problems. Participants also voiced concerns and gave priority, with two dots, about possible over dependence on industry to pay the bills for services and resistance among parish residents to paying taxes to support services.

- **Mental Health Services:** The parish currently has limited access to mental health services. Specialized human services to meet the needs of the 19 to 45 age group are also lacking.

- **Emergency Services:** Participants raised concerns about emergency transportation services having problems finding the correct location and address in an emergency. This appears to be a possible E911 issue

Goals and Objectives

A second set of Focus Group meetings was conducted to obtain community input in developing goals and objectives based on the SWOT Analysis. The summary below highlights major themes from this second set of meetings. These discussions also identified a number of proposed strategies for advancing the identified goals and objectives.

- **Goal 1: Improve awareness and accessibility of human service opportunities.**

  - Objective: Increase the public's knowledge of the advantages of the Parish Human Resources Department as the one-stop access to services

  - Objective: Capitalize on collaborative relationships with other parish departments and local industry.

  - Objective: Build strong financial support, both public and private.

    - Strategy: Develop and implement a marketing campaign to raise awareness of available services by working with churches and using flyers and other basic and inexpensive marketing methods, as well as electronic media.

    - Strategy: Develop and distribute a St. James Parish Resource Directory.

    - Strategy: Develop a process for matching needs to service access points throughout the parish and region.

    - Strategy: Use new/multi-media resources, including electronic media, to raise awareness of available human services in the parish.

- **Goal 2: Improve the public perception of the educational system and the perceived division in accessing educational and medical services between the two sides of the river.**

  - Objective: Increase access to services to all parish residents in all areas and among all age groups.

  - Objective: Improve awareness and accessibility of educational opportunities to improve vocational workforce development.

  - Objective: Improve awareness of and access to educational and training opportunities to raise the level of employable vocational skills among youth and other residents of St. James Parish.

    - Strategy: Develop a marketing campaign to improve awareness among parish residents of educational enhancements implemented by the parish school system, student test scores, outcomes, etc.

    - Strategy: Develop and implement a marketing campaign to increase awareness of available educational and training services, including church programs.

- Strategy: Develop joint agreements between St. James Parish School System and Nicholls State University in Thibodaux, University of Southeastern Louisiana at Hammond, and the Louisiana Community and Technical College in Reserve to provide for dual enrollment and improved educational and training opportunities.

- Strategy: Continue and expand dual enrollment, distributive education and other programs that help students accelerate their education and skill acquisition.

- Strategy: Expand transportation services to provide parish students access to educational institutions within the region and reduce the perceived geographic barrier in accessing services between the two sides of the river.

■ **Goal 3: Improve accessibility and affordability of medical services throughout the parish.**

o Objective: Capitalize on the opportunity to increase human services and awareness of their availability parish-wide.

- Strategy: Increase access to medical services parish wide.

- Strategy: Re-establish and enhance medical services, such as parish health clinics, on both sides of the river.

- Strategy: Market available human services, especially the new hospital.

o Objective: Increase transportation services to the hospital.

- Strategy: Encourage Louisiana Rural Health Services program to partner with the parish hospital to expand access to medical services in the parish.

■ **Goal 4: Develop strategies to stop and reverse the population and tax base decline.**

o Objective: Make the parish more attractive to people considering relocating to the area by enhancing the educational system and creating awareness of human services available in the parish.

- Strategy: Pursue other strategies identified in this section to diminish the potential of continued decline in the parish population and tax base by providing residents with skills training to increase the number of parish residents qualified to be hired by local industry.

Human Services Key Recommendations

St. James' challenge, in a time of tight budget constraints, is to continue to provide the level and quality of human services that help make the parish a special place. If, as is anticipated, funds become more limited, this is likely to require review of existing strategies to place the greatest emphasis on programs that: (1) provide the greatest immediate community benefit; and (2) have potential to aid poverty reduction.

Primary recommendations for Human Services all focus on four main elements.

o Increase the visibility of the St. James Parish Human Resources Department and the services it provides.

o Continue ongoing improvements in services to the community.

o Improve availability and accessibility of services in the community, especially to affordable health care.

o Continue to develop creative and innovative programs that expand the quantity and quality of services offered to the community.

Specific identification of community needs: Use tools such as surveys, needs assessments, focus groups, and continued goal setting to ensure programs are well focused and well located for accessibility to maximize cost-effective community benefit.

Community Information and Education: Implement the community education approaches described above to increase the community's awareness, use of and support for the human services program and for specific programs and resources within the overall human services system.

Specific community benefits: Focus on programs with potential to provide the greatest "return on investment," either immediate or long-term. Among the strategies outlined for Human Services, programs offering immediate community benefit might include expanded senior services and transportation. Programs with long-term potential to aid poverty reduction include Head Start and vocational education and training programs, which will also require transportation support.

Accountability: Focus on activities that meet applicable performance and accountability standards and provide measurable outcomes. Treat programs as investments and community residents as investors. Focus on programs whose outcomes demonstrate the best return on investment of scarce community resources, for both immediate and long-term futures.

Expand and diversify funding sources: Dependence on a single funding source, whether public or private, could threaten future continuation of vital programs. Local business and industry, which often have corporate donation programs and foundations, can probably aid in broadening the base of support through their own resources and contacts with other possible funding sources.

Coordination: Effective programs include coordination and partnership formation within the community. Active support by program participants, other parish residents, government and the private sector creates strong support and input to ensure that programs are most effective in making a difference in the community.

Affordable primary health care: Promote efforts that assist with access to primary health care with an emphasis on prevention, especially for low-income and disadvantaged populations. Educate the residents on affordable health care options.

Affordable accessibility: Bring affordable health care programs, such as a Louisiana Rural Health Services clinic, into the community.

Collaborative Partnerships: Identify and utilize non-financial parish government resources (grant applications, parish buildings, sharing of space) to support primary health facilities within the parish.

Day care and after-school programs: Encourage efforts to develop affordable day care and after-school activity programs.

School, training and work linkages: Coordinate development of linkages that promote student work, including distributive education programs, job training and retraining, internships, the Workforce Investment Board (WIB), and similar opportunities for training and placement. Consider adding possible late-night and/or vacation activities to keep young people active and involved. A good resource for the development of policy for such programs is the Manpower Demonstration Research Corporation (MDRC).

Programs for older adults: Continue support of senior centers and nutritional and recreational programs for seniors. Include information on aging concerns in community human services awareness campaigns.

Housing Element

Housing is critical to meeting basic human needs for shelter, security and a sense of connection within communities. Furthermore, the availability of a suitable range of housing contributes to a community's ability to function in efficient, equitable, prosperous and sustainable ways. Adequate and appropriate housing is thus fundamental to vital, livable and successful communities. This section provides guidance on formulating housing goals and objectives suited to addressing the issues raised in the St James Parish Focus Group meeting held in August, 2010. The purpose of the Housing Element is to ensure that each problem is addressed by a goal and a set of objectives. Following each objective is an associated strategy for its achievement.

Focus Groups and SWOT Analysis

The Housing Focus Group held one session that involved a SWOT (strengths, weaknesses, opportunities, threats) analysis of St. James Parish. Participants in the SWOT analysis focused on the following key points. At the end of the SWOT analysis, a ranking exercise established priorities.

Strengths

- **Historical Homes:** St. James Parish's River Road plantations set the theme for housing in the parish.
- **Easy Access to Economic Generators:** St. James Parish is mid-way between New Orleans and Baton Rouge area employment centers. Major industries are located along the River. Two Mississippi River bridges facilitate access to interstate highways heading east, west, north and south.
- **Housing Choices:** A variety of housing choices are available to homeowners seeking to live in new subdivisions and traditional neighborhoods. Large lots are available for new construction or placement of manufactured homes until a new slab-built home can be constructed.

Weaknesses

- **Limited Public-subsidized Housing:** Rental income based on 30% of income is not considered "affordable". Current stock of public housing does not meet the needs of the community.
- **Housing Assistance Programs:** St. James Parish does not administer a Section 8 voucher program. St. John the Baptist Parish allowed its residents to utilize their vouchers in St. James Parish. If St. James Parish added a Section 8 program, education and encouragement will be necessary to encourage owners of rental units to participate in the Section 8 Housing Program. Higher rents can be achieved through the free market. Limited rental choices drives up the price of affordable housing.
- **Depletion of Housing Stock:** Housing stock loss due to hurricanes has not been replaced or repaired. Lack of sufficient insurance settlements prevented some homeowners from rebuilding.
- **Credit Crisis:** After October 2009, there was limited availability of mortgage loans. Buyers must have near perfect credit scores and 20% down payments to be eligible for a loan.
- **Issues with Parish Housing Authority:** Poor tenant evaluation processes were noted.

Opportunities

- **Need for a Community Housing Survey:** A complete assessment is needed to address the full range of housing issues in the parish.
- **Section 8 Program:** Need to educate owners about the benefits of the Section 8 subsidized rental assistance program.
- **Manufactured Home Parks and Communities:** Manufactured and modular homes can be an affordable option. There is the potential for development of attractive manufactured and modular home parks and communities.
- **Need for Financial Education:** Buyers' training programs offering financial management courses, USDA subsidized mortgages and down payment assistance will permit qualified buyers to most effectively pursue the homeownership option.
- **Public Private Partnerships:** There are opportunities to create partnerships with private and non-profit developers to create senior and workforce housing.

Threats

- **High Rents:** Residents leave the parish to find affordable housing choices.
- **Few Job Opportunities:** Limited well paying jobs for locals.
- **Heavy Industry Proximity:** Need green space between heavy industry and residential sections.
- **High Land Costs:** Developers have few choices for creating new residential subdivisions. Most desirable land is purchased by industry or in use for agriculture. Low land sites for residential development have high risks of flooding episodes. Increased costs of FEMA (flood) insurance (or the prospect of no insurance at all) hampers new residential development.
- **Zoning:** Zoning exists in municipalities only.

Housing Goals and Objectives

- **Goal 1: Support a housing needs assessment to determine quality of available housing stock and recommend strategies for development.**
  - Objective: Create a scope of work for a parishwide housing needs assessment.
    - Strategy: Develop an inventory of public housing, below market rate housing, subsidized housing, market rate apartments and single-family homes.
    - Strategy: Assess market conditions to develop a 20-year housing development plan.
    - Strategy: Make recommendations regarding locations of new neighborhood development in coordination with the comprehensive land use planning team.
  - Objective: Retain a housing or planning consultant to conduct the needs assessment.
    - Strategy: Publish an RFQ to solicit and contract with a qualified firm.
- **Goal 2: Encourage the development of a mix of adequate and affordable housing types including mixed income and facilities for seniors on both sides of the Mississippi River.**
  - Objective: Ensure that market rate and below market rate housing selections are available.
    - Strategy: Coordinate housing planning and strategy efforts with local economic development plans to ensure sufficient housing availability for work force.
    - Strategy: Develop an action plan to challenge" NIMBYISM" ("not in my backyard") from established neighborhoods
  - Objective: Encourage development of workforce housing for teachers, fire and police and government employees.
    - Strategy: Expand and support parish programs to assist first time homebuyers.
    - Strategy: Identify non-profit developers to build work-force housing.
    - Strategy: Facilitate the formation of public private partnerships to expand the number of work-force housing options.
  - Objective: Encourage accessible, affordable, attractive senior housing adjacent to retail amenities and governmental services.
    - Strategy: Create a public private partnership to study the feasibility of senior housing.
    - Strategy: Develop a senior housing demonstration project for implementation.
    - Strategy: Create a neighborhood strategy that offers a mix of housing ranges, from small starter homes and senior housing to homes for larger families.
  - Objective: Support quality public housing with adequate funding and management training.
    - Strategy: Create a community-based committee of residents and knowledgeable experts to study the conditions of public housing.
    - Strategy: Create a plan of best practices for public housing.
    - Strategy: Create guidelines for the operations and management of public housing.
  - Objective: Identify potential funding sources for individuals to pursue homeownership opportunities.
    - Strategy: Continue to support the St. James Parish Housing Authority to enable more residents to access funding sources, loan packaging and other financial options.

- Strategy: Expand the parish's home buying training course for additional residents to develop knowledge and skills to pursue homeownership.

o Objective: Encourage redevelopment of low-density residential housing to medium and high density housing in appropriate areas within the land use guide plan.

- Strategy: Designate appropriate areas along transit corridors and near commercial service areas for high and medium density residential development.

- Strategy: Designate in-fill development in appropriate areas.

■ **Goal 3: Develop culturally sensitive designs and housing developments suitable for St. James Parish environment.**

o Objective: Develop appropriate land use regulation for mixed use developments.

- Strategy: Support financial incentives for the development of town centers composed of needed retail and housing.

- Strategy: Encourage the creation of public private partnerships to identify and support sustainable housing and economic development.

- Strategy: Encourage mixed used development to create town centers and village developments on both sides of the Mississippi River.

■ **Goal 4: Preserve and enhance the vitality and desirability of St. James's residential neighborhoods.**

o Objective: Create the appropriate zoning to preserve residential neighborhood integrity.

- Strategy: Adopt the appropriate zoning to limit the intrusion of heavy industry into residential neighborhoods.

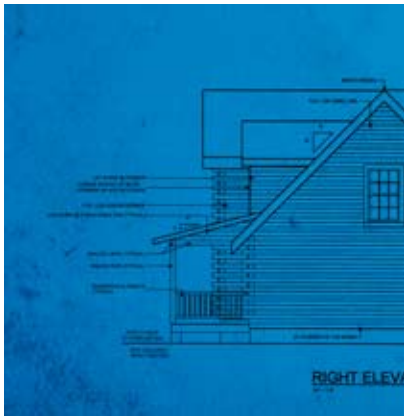
- Strategy: Adopt the appropriate zoning to allow for mixed use of residential and commercial areas to develop a village-type ambiance.

o Objective: Support the expansion of the amount of housing rehabilitation.

- Strategy: Develop policies for the condemnation and seizure of abandoned properties.

- Strategy: Establish a revolving loan fund for the purchase of abandoned housing.

Housing Key Recommendations:



Housing goals are broad statements of intent, focused on addressing the problems and harnessing the opportunities identified in the problem statement, and providing an overall direction to orientate more specific, practical and measurable housing objectives. An example might be where the analysis of the housing market shows that not enough housing choices exist to satisfy different needs and demands. A housing goal might therefore be "to support successful communities through a variety of housing choices, price ranges, adaptability, accessibility and sustainability." At the conclusion of the Focus Group meetings, an overall statement recognizing the importance of the Housing Element could be summarized as:

> "Enhancing St. James Parish's livability by ensuring a diverse choice of residential housing for all of the population, including the elderly and disabled, and adapting to the changing population, being adjacent to governmental and social service centers, having an abundance of nearby retail activities, while protecting the character of our communities. Any new development should encourage community interaction and cohesion."

Without a mix of appropriate and affordable housing, communities cannot accommodate the range of people needed to maintain social cohesion, support the functioning of local economies, or sustain local services and businesses. For example, a shortage of affordable housing limits the ability of a parish and its municipalities to attract new industry and employment generators, and the needed well-trained and well-paid workers who can sustain the local economy. In every neighborhood, a variety of housing types are needed to achieve the concentration and diversity of people that support a full range of local services and facilities.

Most important is the contribution that appropriate housing makes to community cohesion. Without a suitable range of housing, that is reasonably priced, some households or whole segments of the community may be forced to move out of the parish if their needs or financial position change. Young people leaving home or couples starting a family are most vulnerable. In addition, older residents and empty nesters who can no longer maintain their existing homes may choose to move to smaller, less expensive homes with better access to essential services. A lack of housing diversity can work to exclude entire sections of the population from particular locations. This leads to spatial concentrations of disadvantaged and the polarization of society.

Contract for a Housing Inventory and Needs Analysis: It is unclear from the responses at the focus groups meetings whether St James Parish needs new housing developments. However, what was clear was the kind of housing that is currently available is inadequate. A market analysis conducted by SCPDC between August 2010 and January 2011 presented between 15-25 units at any particular time ranging from $25,000 for homes needing major repairs to $300, 000 for homes located in new developments.

A housing inventory and needs assessment would help the parish refine the information generated during the development of this plan. A current housing inventory will identify the quality, quantity and type of housing stock. The needs assessment will determine what future housing constructed in St James Parish should look like. Also the needs assessment will determine the needed price point based on the population's demographics and what the new choices should be including the following:

- **Rental**
  - large private sector developments – apartment complexes
  - small private sector developments- 2-plex, 4-plex
  - government subsidized public housing
  - Section 8 subsidized rental assistance program
- **Purchase**
  - new construction
  - existing homes
  - rehabilitation of damaged or older housing
- **Undeveloped Land**
  - single parcels for "in fill" development
  - large parcels for completely neighborhood development

Plan for a Variety of Housing Types: Since the St. James Parish population is not expected to grow substantially, it appears that a change in the kind of housing may address the issue of inadequate housing. The Focus Group participants noted the problem is not so much the lack of housing but the need to create a greater variety of housing choices to adapt to the changing needs of the population. A strategy focused on developing a variety of housing types or re-developing existing housing may be a suitable alternative to new construction. A variety of housing incentive programs to consider includes the following. These are examples of strategies related to zoning ordinances but with other incentives, could be adopted even without zoning.

Inclusionary Housing

Inclusionary housing programs are intended to encourage private developers to provide housing for moderate-, low- and very low-income households in exchange for density bonuses or zoning changes. Generally, a residential developer seeking a higher density than what is normally allowed under the zoning ordinance is required to set aside a certain percentage of the units for lower-income households. Many inclusionary housing programs also require a certain percentage of the units to be designated for elderly or disabled households.

By including a small number of moderate- and low-income units within a mix of market rate units, the community avoids the problems associated with over-concentration of subsidized housing. The families that occupy the units are integrated with the greater community, and provided with the same level of maintenance and public facilities and services as the general population. Furthermore, programs that also encourage the provision of elderly and handicapped housing, as well as one, two and three-bedroom rental units, allow for an even greater integration of household types. In this way, the housing needs of most family types, including various age and income groups, can be accommodated within a single residential development with only minimal public sector involvement.

Elderly Housing Districts

The elderly housing district is a planning option that is increasingly being used by communities to address the need for specialized housing for the elderly without allowing for general multi-family housing or overall increases in density. These districts usually take the form of overlay zones and function in a way that is similar to cluster ordinances. In a few communities, actual parcels of land have been zoned for elderly housing. In most cases, elderly housing ordinances provide for a far higher density than would be allowed in the underlying zone, and contain a separate set of regulations and restrictions than those found in other zones.

Accessory Housing

An accessory housing unit is generally defined as a small additional housing unit located within what is otherwise considered a single-family home. Accessory apartments are increasingly allowed in traditional single-family zoning districts as a means of providing inexpensive housing, usually for older or younger single relatives of the resident of the home, in higher priced housing areas. Because such units are frequently intended for related individuals, they are sometimes known as "in-law apartments" or "granny flats." The latter term is used because elderly relations are the most common occupants of such units. Although such units are usually apartments within a single-family home, the conversion of other buildings or the construction of a small detached home on the same lot is sometimes allowed. Zoning ordinances allowing for accessory housing usually include a number of restrictions on their development.

Accessory dwelling units offer a housing alternative to serve a wide range of needs. For the elderly, an accessory apartment can allow the individual to maintain a degree of independence while still receiving the support of family members. The same is true for younger family members. Where student housing is scarce, accessory dwelling units can provide a housing alternative within a family setting. For older or younger homeowners, the modest rent that may be received for such a unit may make home ownership a possibility that would otherwise not exist. Provisions that restrict the size of the unit, its entrance, and other features keep the unit from being rented as a traditional apartment, thus maintaining the single-family character of the area. Furthermore, because such units are usually not separated from the principal residence, they can readily be reincorporated into the main dwelling.

Group Homes

Group homes are an important means of providing housing for the elderly and special needs groups such as de-institutionalized individuals, the homeless, disabled individuals and other special needs groups. Generally, a group home is a single-family home housing several unrelated individuals with common needs. This allows for mutual support for people of common needs within a family-type setting. The homes provide individual or shared bedrooms with common living areas.

A provision for group homes usually requires a community to amend its zoning ordinance to provide a definition of "family" that would allow for a group home to be placed in a single-family area. Because group homes are not subdivided, they are considered to be multi-family housing. A typical ordinance may provide a definition, for example, that would allow ten unrelated elderly, handicapped or de-institutionalized individuals to be considered a family for zoning purposes, provided the home is not subdivided and the individuals live together as a single housekeeping unit. An alternative way to provide for group homes would be under a special exception provision.

Manufactured Housing

Manufactured housing is a relatively new term that for the sake of this discussion also includes what are traditionally known as trailers or mobile homes. In general, manufactured housing is situated either in higher-density parks, on individual lots or in manufactured housing subdivisions.

Manufactured housing parks can provide an important housing alternative for low- and moderate-income groups. The purchase price is relatively low for individuals because the lots in the park must be rented. As a result, many residents in manufactured housing parks face eviction if the land is sold. The lack of new manufactured housing parks makes relocation nearly impossible unless the family can afford to purchase a lot. Manufactured homes on individual lots or within subdivisions provide only a limited form of affordable housing due to the very high land costs within the region. Although a manufactured home on an individual lot may be only 10% less expensive than a conventional home on a similar lot, this can make the difference in affordability for many moderate- and middle-income families. This option is also popular in rural and farming communities where individuals may be able to locate a manufactured home on family owned property.

Public Private Partnerships: The parish should create a public private partnership to review the housing study and needs assessment. This group would be responsible for developing a housing strategy, identifying funding sources, applying for grants and other assistance, assisting in implementing the housing plans of St James Parish, and updating future plans as economic and demographic circumstances change.

The typical role of local governments in such public private partnerships is providing research, planning and design expertise; offering land, housing or financial incentives created through planning instruments or mechanisms; contributing resources from surplus land, enforcement actions, or land banking; and offering technical assistance to pursue other funding or resources from state or federal grants.

The role of the private and non-profit sectors is to contribute real world experience and best practices in the development of the housing strategy. The non-profit sector can include faith based and community groups who will advocate on the behalf of the residents and constituents. Also non-profits have access to financial resources that a government or strictly for profit venture would not.

The private sector can contribute its knowledge of financing, and best practices for management and operations. The private sector is the key to the partnership opportunities sought for mixed use developments, including the engagement of the retail and other commercial sectors.

Economic Development

The St. James Parish economic development strategy intersects with the community's overall comprehensive plan in significant ways and at strategically important points. The strategy does not exist in a vacuum and affects and is effected by decisions and policies embedded within the comprehensive plan. This is the way the SCPDC team has approached this element of the comprehensive plan with a view to ensuring that as it unfolds and is implemented, the economic development ramifications of initiatives engendered by the plan take into account how they may help or hinder the community's ability to grow and diversify its economic base and attract new capital investment from a wide range of sources and for a variety of strategic purposes.

At a minimum, the community's economic development strategy is a means of improving the quality of life in St. James Parish through the fundamental process of wealth creation that flows through every segment of its socioeconomic structure. This is most fundamentally driven by the creation and retention of jobs, the diversification of the economic base (i.e. the "engines" that drive job growth) and the attraction of new capital investment which builds, improves, expands and sustains critical physical, human, intellectual, institutional and financial infrastructure. The critical role and contribution of the economic development strategy to the overall comprehensive plan is no different in St. James Parish than in any other community. The goals are closely linked and both essential to the community's long term sustainability, viability and economic resilience.

Infrastructure is the foundation for the community's economic development success going forward. The St. James Parish comprehensive planning process recognized this essential truth throughout the many community meetings conducted to gather input on a wide range of subjects such as land use, transportation, housing, community services and assets. . Each of these areas is critically linked to the economic development strategy in that successful implementation of strategic initiatives is facilitated by and/or generates resources to support continuous improvement in all areas.

For example, sound land use planning offers a more predictable set of guidelines for those seeking to invest and develop assets (i.e. housing, commercial real estate, manufacturing, etc.) that ultimately improve the job and capital creation platform for the community. The development of such assets also can go a long way in improving the community's built environment and thus in making St. James Parish a better place to live and work.

Likewise, successful economic development depends upon and directly influences the community's human capital resources. This is most evident in the role of public education at all levels and is thus a critical element of the community's institutional and intellectual infrastructure. Without properly and effectively functioning educational assets (whether actual or perceived), the community will be regarded as one incapable of producing

a competent, motivated and technically prepared workforce for businesses considering new location opportunities as well as those evaluating their options with respect to staying and/or expanding. In a global marketplace, St. James Parish is not necessarily competing with neighboring parishes for economic development attention, but more importantly is competing with "global neighbors" in China, India and rapidly emerging countries throughout Asia and Africa.

The St. James economy is one where both small businesses and large industrial plants have traditionally thrived side by side. Small businesses often provide employment and are owned by people of all races, genders and education levels. These businesses ride the highs and lows of the local economy and must keep up with modernization of our society. With the effects of the 2009 recession, such enterprises increasingly need the help of small business development services and training to thrive and/or survive. Large industry has historically provided some opportunity for lower skilled contract labor, but changes in technology are shifting required skill sets and these plants are increasingly looking for a higher level of technical ability and education.

Unemployment is recognized as a major issue in St James Parish. Unemployment figures for the parish far outpace those of neighboring parishes, particularly in the Black community. At a March 2011 level of 13.4%, St. James Parish has one of the highest unemployment rates in Louisiana. GED and technical school training should be made as easily available as possible to lift the education and skill level of unemployed parish residents. As agricultural and low skill job opportunities diminish, growing concern persists that a sector of the population will become and remain unemployable. This is an unfortunate and economically costly outcome which inevitably leads to the need for more costly public support. In an environment of increasingly strained state and federal budgets, much of this burden could very well fall on St. James Parish.

Focus Groups and SWOT Analysis

The local economy is relatively stable, but population trends show that some sectors of the community are slowly moving out of the parish. Although the parish grew by 4.2% or 886 people between 2000 and 2010, most of this gain can be attributed to net natural increase and not net migration. Focus Group participants suggested that when people find well-paid jobs, they tend to move to neighboring parishes to live and commute back to their former communities for employment. Members of the public were given the opportunity to address conditions in the St. James economy and the following is a summary of this input regarding its strengths, weaknesses, opportunities and threats.

Strengths

- **Plentiful Existing Small Businesses:** (398 business establishments)
- **Many Large Plants W/Diverse Products/Outputs**
- **Good Transportation Linkages Including:**
- **The Mississippi River (147 miles of river frontage)**
- **Interstate Highway 10**
- **Railroads (Illinois Central, Kansas City Southern & Union Pacific)**
- **State Highway Network**
- **River Crossings (Veterans Memorial and Sunshine Bridges)**
- **Tourist Destinations, most notably Oak Alley and Laura Plantations**

All of these recognized strengths are assets which can be leveraged and built upon to help grow and diversify the local economy.

Weaknesses

- **Lack of awareness regarding Small Business Support Services (i.e. SDBC)**
- **Insufficient Broadband, Internet and/or Cable services throughout the parish**
- **Little Value-Added Manufacturing/Processing/Assembly**
- **High Unemployment**
- **Perceived deficiencies in the parish's public education system**
- **Lack of growth in the parish Property Tax Base**
- **Resistance to Change among many residents**
- **Available Land Suitable for Development Limited by Agricultural Use**
- **Difficult to Retain Workers – employed move to neighboring parishes**

Opportunities

- **Using existing Small Business Support Services**
- **Increase awareness of Small Business Development Center (SBDC), Service Core of Retired Executives (SCORE) and SCPDC's Revolving Loan Program and other state and federal programs**
- **Available Workforce with skills and experience**
- **Access to Workforce Training Resources (Workforce Investment Board)**
- **Recruiting Businesses Requiring Low/Moderate Skill Sets**
- **Encouraging Parish School System to Adopt Dual Diploma Program (College and Non-College Tract)**
- **Residential Development to increase availability of workforce housing**
- **Relationship with Film Industry using sites in St. James as background for movies, TV and video production**

Threats

- **Continuing or Prolonged Economic Downturn and Distress**
- **Limited Financial Resources**
- **Program Cutbacks at Federal and State Levels**
- **Inability to Retain Workers as Residents**

Economic Development Goals and, Objectives and Strategies

During the Focus Group meetings, it was noted that people who work in St. James Parish are increasingly prone to live elsewhere. Participants felt that the reasons are probably more than personal and may indicate other communities offer amenities such as shopping, recreation, and educational opportunities that are preferable to that offered in St. James.

A local economic base can only be sustained and grown through the expansion of new job opportunities for residents. Focus Group participants noted the need to create jobs that will bring much needed income in the short term and build wealth over the long term. Local economies that rely heavily on a limited variety or range of businesses are increasingly vulnerable to unexpected changes in technology, consumer preferences or regulation which places the economic "engines" at risk. Long term economic growth and sustainability are best assured in local economies through continuous efforts to diversify the business and industrial mix. Leveraging local assets and recruiting new enterprises which bring diversity to the business mix is absolutely essential to the success and sustainability of a community's economic development strategy. Public infrastructure, community services and private sector investments are the framework upon which local economies are built and sustained and St. James Parish has some strategic transportation assets that can be improved and expanded to support new entrepreneurial initiatives, job growth and investment opportunities. The Port of South Louisiana is a significant economic development asset in the state and region. It controls or influences a large inventory of strategic acreage along the River Corridor that represents a formidable opportunity to attract industry and new capital investment and create new jobs.

Successful economic development strategies require deliberate and coordinated implementation. The Parish's Economic Development Board (EDB), established by ordinance in 1988, is the most appropriate existing authority to oversee and take responsibility for guiding the implantation of the economic development strategy. This body, working in conjunction with the River Region Tourist Commission, and the River Region Chamber of Commerce as well as civic, business and professional organizations, can marshal the necessary human resources to work on timely implementation of specific tasks outlined in the strategy presented here and others that will inevitably arise going forward. Participants recommended that the St. James EDB engage more regularly with representatives of the Port to maintain open lines of communication, coordinate economic development initiatives and cooperate on local, state and national legislative and fiscal issues and policies that are of mutual interest and concern. To ensure proper roles for the EDB are effectively carried out, it is recommended that the St. James Parish Council review the ordinance creating the Board to ensure that its mission is clearly defined. This may require formal amendments to Ordinance 88-8 which legally established the Board.

The following objectives and strategies begin to address these issues.

■ **Goal 1: Improve the Quality of Life in St, James Parish**

- Objective : Promote and encourage continuous improvement in the parish's public education system
  - Strategy : St. James Parish should work with representatives of its school district to adopt a dual diploma option that would encourage industrial arts education in addition to the current college bound curriculum. Form a task force to explore this option by September 30, 2011.
  - Strategy: Work with St. James Parish School Board to prepare and publish press releases that document positive events, activities, and successes within the school system to counter the perceived inadequacy of school system. This should document any and all improvements in test scores, graduation rates and teacher accomplishments.
  - Strategy: Work with the St. James Parish School Board to secure corporate sponsors to partner with local schools to improve school campuses, expand programs (i.e. industrial arts, specialized career academies, etc.) and to provide supplemental and supportive human and financial resources.
  - Strategy: Develop a Cooperative Endeavor Agreement (CEA) that forms a partnership with the regional Technical College and St. James Parish Libraries to bring classes and other academic and training opportunities to St. James Parish via distance learning.
  - Strategy: Establish a partnership agreement with the River Parishes Transit Authority to improve student access to educational facilities
- Objective 2: Encourage development of new residential communities targeted to a wide range of household types and price ranges.
  - Strategy: Support and promote policies, procedures and local ordinances that focus on expanding the availability of affordable housing through new residential construction.
  - Strategy: Form a Task Force to ensure interaction between the parish's planning and zoning authorities and the economic development board.
  - Strategy: Secure and promote initiatives and financial resources that focus on increasing the availability of affordable housing by improving its existing inventory of dwellings through initiatives such as weatherization.

- Objective 3: Encourage development of shopping and recreational/entertainment opportunities in the Parish .
  - Strategy: Develop a retail promotion initiative for the parish.
  - Strategy: Include St. James Parish vendors in River Region Chamber's marketing and outreach efforts. Form a Task Force to coordinate this effort.
  - Strategy: Develop a retail recruitment and expansion program. Form a Task Force to oversee refinement and expansion of the preliminary retail analysis presented elsewhere in this document. Use this type of analysis to identify gaps in retail business offerings on both the east and west banks of the river. Use the results to attract the location of retailers into the parish and/or as a means of expanding local retail businesses.
- Objective 4: Work with parish service providers to improve access to communication technologies.
  - Strategy: Negotiate with communication service companies to improve available communication services in all areas of St. James. Form a Task Force including major employers to provide leverage in the negotiations process.
  - Strategy: Install a remote computerized SCPDC Kiosk in St. James Parish to improve the building permit process and to apply and/or obtain other assistance from the SCPDC (i.e. Revolving Loan Fund Program) and other local, state and federal programs.

■ **Goal 2: Increase Job Opportunities.**

- Objective 1: Promote Value-Added Production and Manufacturing.
  - Strategy: Inventory products made at local plants and research opportunities to provide upstream or downstream enhancements to the production process.
  - Strategy: Recruit manufacturers to St. James that can provide value-added production.
- Objective 2: Encourage business recruitment and expansion that requires low to medium skill labor.
  - Strategy: Identify and recruit manufacturers that require a labor force with local technical skills.
  - Strategy: Based on the parish's strategic location between Baton Rouge and New Orleans, recruit companies focused on warehouse and distribution activities.

■ **Goal 3: Improve Parish Infrastructure**

- Objective 1: Work with parish and state officials to improve the parish's transportation linkages on regional, national and global levels.
  - Strategy: Support development of high-speed rail between New Orleans and Baton Rouge to include a stop in St. James Parish.
  - Strategy: Support development of a North/South Highway Corridor connecting Interstate Highway 10 to U. S. Highway 90 in the Terrebonne/Lafourche area.
  - Strategy: Secure funding to redesign and/or improve the Gramercy Interstate exit to enhance their ability to support greater business and economic opportunities.
- Objective 2: Work with parish and state agencies to continually improve and expand local infrastructure.
  - Strategy: Increase the number of access roads between the River Road and La. Highways 3127 and 3125.
  - Strategy: Install and/or improve sidewalks in residential areas.

■ **Goal 4: Encourage and Pursue Greater Economic Diversification in St. James Parish.**

- Objective 1: Promote the cultural heritage of the parish as a means of growing its tourism sector.
  - Strategy: Promote the parish's scenic byways.
  - Strategy: Provide incentives to have St. James Parish used as a location for film, TV and video production.
- Objective 2: Create a "Local Brand."
  - Strategy: Enhance and promote local festivals.

■ **Goal 5: Strengthen the role of the Parish's Economic Development Board.**

- o Objective 1: Work with parish and business leadership to encourage Small Business Retention and Expansion and Entrepreneurial initiative.
  - Strategy: Analyze existing property tax millages and sales tax rates to determine if there are any opportunities for creating local incentives to attract businesses to St. James from surrounding areas.
  - Strategy: Ensure that all local economic development initiatives emphasize the availability and mix of state level incentives that apply to business interests considering expansion within or relocation to St. James Parish.
  - Strategy: Form a Task Force consisting of representatives from the EDB, Parish Council, River Region Chamber of Commerce, and large and small resident businesses to review state incentives and prepare necessary promotional materials.
  - Strategy: Identify specific resources and incentives that would be particularly beneficial to development/redevelopment initiatives in low/moderate income areas.
  - Strategy: Form a Task Force consisting of representatives from the EDB, the Parish Council (particularly those representing targeted areas) and civic and business leaders from within the targeted areas to develop a list of resources needed and available to undertake immediate and longer term initiatives focused on redevelopment, business expansion and community improvement.
- o Objective 2: Work with the EDB to encourage frequent communication and transparency as it pursues its mission as defined by the Parish Council.
  - Strategy: The St. James Economic Development Board should publish a bi-monthly newsletter and press releases that document the outcomes/results of their initiatives as well as items of interest to local businesses and the community at large.
  - Strategy: Form a Task Force to take responsibility for overseeing the design, publication and form of distribution for the EDB newsletter.
  - Strategy: Recruit volunteers to assist the EDB gather and organize information for the newsletter.
  - Stategy: Secure assistance through the Parish Council for timely distribution of special news releases announcing significant events and development successes for the EDB.
  - Strategy: Secure financial resources from the Parish Council to design and keep updated website for the EDB.

■ **Goal 6: More closely coordinate the Parish's economic development strategy with master planning efforts of the Port of South Louisiana.**

- o Objective 1: Work with the Port of South Louisiana to identify priorities and initiatives adopted by the Port that are complimentary to and supportive of the St. James Comprehensive Plan and specifically its economic development strategy.
  - Strategy: Establish a working group to review existing plans for Port development.
  - Strategy: Meet with Port representatives to identify and discuss areas of cooperation and coordination that will be meaningful and beneficial. Consider terms that could be embodied within a formal Cooperative Endeavor Agreement between the Port and St. James Parish through its EDB.
  - Strategy: Work with the Port to identify and secure funding to prepare and update a master development plan.

Infrastructure

Infrastructure is the basic physical and organizational structures needed for the operation of societies or enterprises. The St. James Parish Comprehensive Plan Steering Committee identified Infrastructure as one of its focus areas. This also included the sub-category of Transportation. The Infrastructure category focuses on "hard" infrastructure. "Hard " Infrastructure is considered to be the physical systems necessary to the operations of societies roads, sewers, water distribution, drainage systems, communication systems, and solid waste systems. "Soft" Infrastructure is considered to be the institutions which are required to maintain the economic, health and cultural/social standards of a community, such as the financial system, the education system, the health care system, the system of government and law enforcement, as well as emergency services.

This element of the comprehensive plan addresses the previously noted "hard" infrastructure St. James Parish Government provides. The goal in this section is to give local officials and the general citizenry a guide for improvements to sustain the community as a whole. A major issue the parish faces in providing and maintaining its infrastructure system is the need to support residential and commercial activities on both side of the Mississippi River, which divides the parish in two. This often results in redundant systems, with duplication of facilities that would not otherwise be necessary considering the small size of the parish population.

Focus Groups and SWOT Analysis

The Focus Group participants were given a brief overview of the SWOT process and were asked to assess the current situation of the parish in order to proceed with the establishment of priorities.

Strengths

- **Good Water Distribution:** The parish's water treatment and distribution is a strength because it enables businesses and residents to locate almost anywhere within the parish. Participants feel the parish has done a very good job in trying to augment and ensure sustainability of the water system with projects such as connecting the two distribution systems (one on each side of the river) with a waterline to be run under the Mississippi River and hardening of treatment plants by elevating controls and electronic devices above potential flood levels.

- **Retrofitting Key Facilities:** Parish efforts to harden public facilities have included water treatment plants, government offices and other essential facilities.

- **Deep Water Port:** The Port of South Louisiana is identified as a major asset to all of the River Parishes. It was suggested that the parish should work with the Port to expand facilities within the parish.

- **Transit System:** St. James Parish Transit Service is recognized as one of the best rural systems in the state. It provides transportation for the general public, elderly and those seeking jobs. Coordination with the newly created River Parishes Transit Authority (RPTA) system offers an opportunity for further growth of transportation services.

- **Recreational Public Docks:** The parish has several public recreational dock facilities that provide easy access to the parish's abundant water and wetland resources for recreational purposes.

- **Good Natural Drainage:** Due to the high ridges along the Mississippi River, flooding has been rare in the parish.

- **Road Network:** The parish has an excellent transportation network. The parish is located midway between Baton Rouge and New Orleans, both of which are easily accessible via federal and state roads. Travel across the Mississippi River is also very easy given that there are two bridges located in St. James Parish. In fact, St. James is one of only three parishes in the state with more than one bridge across the river.

- **Decentralized Community Facilities:** The parish has two libraries and two government facilities that afford parish residents opportunities to access information and participate in the public process.

- **Excellent Volunteer Fire Services:** The parish has an excellent Volunteer Fire District program with a large number of volunteers who man equipment at a much reduced cost to the parish.

Weaknesses

- **Lack of Rural Communications:** The lack of a parish-wide communication network (high speed internet, wireless communications, and cable television) limits the commercial development without substantial costs. It also lessens the ability of residents to participate in the new information age and to prosper through technological advancement.

- **Lack of Recreational activities for youths:** a There is a recognized need for more youth sports services.

- **Aging Facilities:** Some facilities within the school system are in need of major repair, but limited funding puts major constraints on the rehabilitation process.

- **Dead-end Streets:** Development patterns along the Mississippi River have caused dead-end streets to be created with few interconnecting cross streets. Railway lines further compound the problem by segmenting streets, isolating all or portions of neighborhoods. The result is limited access and,

especially in emergency and evacuation situations, difficulty in moving traffic quickly and efficiently.

- **Limited Pedestrian Paths:** Lack of pedestrian paths and sidewalks in some areas cause residents to utilize unsafe passages along roadways.

- **Limited Warehousing Space for Emergency Supplies:** In the wake of hurricanes or other emergency events the parish is forced to use local convenience stores for staging distribution of supplies and materials. This causes conflicts with other uses of these facilities. Creation of a central distribution center on each side of the river would facilitate emergency response and recovery activities.

- **Lack of Developable Land at Parish Interstate Off-ramp:** There is one access point to I-10 in St. James, located at La. Highway 641 in Gramercy. A second access point is located just across the parish boundary in Ascension Parish at La. Highway 61. Neither of these interchanges are conducive to spurring further development due to the lack of suitable land and the location of both in areas surrounded by wetlands. The result is the loss of economic opportunities for retail locations as is common at most such interchanges.

Opportunities

- **Increased Water Capacity:** The parish is pursuing the construction of a waterline under the Mississippi River to connect the two water systems, which will provide for continued water service in emergencies. Expansion of treatment capacity is currently underway at the Convent Plant.

- **Four Lane La. Highways 3125 and 3127:** Widening either or both highways to four lanes would give the parish an improved conduit for shipment of goods and provide for better hurricane evacuation.

- **Creation of Industrial Parks:** The parish should consider the development of one or more sites as industrial parks. This would help conserve valuable local resources and reduce conflicts between differing land uses.

- **Improved Communications:** The parish should investigate long-term cooperative endeavor agreements or franchise agreements with communication companies to provide an incentive for constructing communication infrastructure in the parish.

- **Location Equidistant Between Baton Rouge and New Orleans:** St. James is ideally situated midway between the Baton Rouge and New Orleans metropolitan areas. The parish is also close to the Houma Metropolitan Area. This makes St. James an attractive location for construction of transportation infrastructure such as high speed rail stops, transit stations and intermodal facilities.

- **Improvements to Subdivision Regulations:** The parish should consider investigating amendments to its subdivision regulations to require installation of pedestrian pathways and better utility easements to reduce the need for parish expenditures to retrofit such amenities and needs.

Threats

- **Dwindling Volunteer Fire Force:** Although the parish has a well equipped volunteer fire program, there is a concern that smaller numbers of young adults are joining the ranks of volunteer firefighters to fill the vacancies left as older members

retire.

- **Small Population:** St. James' population has remained relatively static as compared to other like areas within the state. This can result in no or little growth in sales tax revenues to support needed government services and facilities. The burden would then be placed upon business and industry to fund all needed revenue to support the parish government. This could cause an exodus of existing businesses and possibly hurt the ability to attract new business to the parish.

- **Rising Insurance Rates:** The threat of increased insurance rates continues to affect the building rate throughout Louisiana. Programs directed at taking political intervention out of building construction will assure insurance companies that enforcement of building codes will help to lessen the risk of building in flood and hurricane prone areas.

- **Lack of Hurricane Protection:** St. James lacks a parish levee system. The parish previously had very limited risk of flooding, but is now witnessing increased backwater flooding as storm waters are pushed around levee systems serving other communities.

Infrastructure Goals and Objectives:

Goal 1: Capitalize on St.James' natural resources by enhancing existing infrastructure and building new facilities where needed.

- Objective: Focus on development of multi-modal transportation infrastructure that promotes connectivity of modes, including water, rail, road, pedestrian, bicycle and transit.
  - Strategy: Improve Interstate interchange and connecting roads between the port, railways and interstate.
  - Strategy: Coordinate parish comprehensive planning efforts with the Port of South Louisiana.
  - Strategy: Investigate the possibility of expanding rail terminals at oil storage facilities and at the sugar refinery.
  - Strategy: Prepare for the completion of the Panama Canal widening project by creating a bulk cargo container facility in the parish with access to air and road transportation networks.
  - Strategy: Investigate potential for support by parish residents for a tax to finance transportation and other infrastructure improvements.
  - Strategy: Investigate opportunities to finance infrastructure improvements through development impact fees.

■ **Goal 2: Provide for improved mobility and connectivity especially for transit dependent households.**

- Objective: Create a feeder transit system from the parish west bank and points south to the proposed high speed rail line along the Interstate 10 corridor
  - Strategy Create a corridor perseveration process for light rail transit.
  - Strategy: Create park and ride lots for public transit users.
  - Strategy: Work with neighboring transit systems including the River Parishes Transit Authority, Ascension Parish, and Good Earth Transit, to create a truly regional transit system with connectivity to New Orleans, Baton Rouge and the Thibodaux / Houma area.
  - Strategy: Complete the proposed North South Corridor Roadway connection between U. S. Highway 90 in the Houma/Thibodaux area and Interstate 10.
  - Strategy: Include provision of pedestrian amenities and sidewalks in the parish's subdivision regulations

■ **Goal 3: Improve existing and create more recreational opportunities within the parish.**

- Objective: Create regional recreational facilities which will draw tourists and users from the New Orleans and Baton Rouge markets while providing recreational opportunities for the residents of St James Parish.
  - Strategy: Develop and continue regional multi-use, recreational trails on top of the levees throughout St James Parish.
  - Strategy: Create camping, hiking, biking and motocross opportunities within the parish.
  - Strategy: Encourage privatized ancillary facilities within the parish that accentuate activities such as that found in neighboring Pleasure Bend.
  - Strategy: Investigate the possibility of a regional sportsplex facility featuring baseball, soccer and other sports, capable of accommodating regional tournaments that will draw participants from the New Orleans, Baton Rouge and Houma/Thibodaux markets. Investigate feasibility of incorporating an automobile racing component in such.
  - Strategy: Include provisions for enhanced pedestrian and greenspace requirements within the parish's subdivision regulations.

■ **Goal 4: Prevent point and non-point pollution especially with regards to wastewater treatment.**

- Objective: Control pollution created by improper maintenance of individual wastewater treatment plants.
  - Strategy: Support existing efforts to provide parish-wide wastewater treatment facilities.
  - Strategy: Investigate ways to be more proactive in ensuring compliance with current regulations regarding maintenance of private community and individual wastewater plants.
  - Strategy: Include enhanced provisions for wastewater in the parish's subdivision regulations
  - Strategy: Provide for the formulation of a regional air quality attainment public--private partnership to help guide parish initiatives in compliance with air quality regulations and standards.

■ **Goal 5: To improve the overall communication infrastructure throughout the parish.**

- o Objective: Create communication infrastructure that will reduce the cost of future development and improve the flow of information to residents.
  - Strategy: The parish should try to encourage local cable providers to provide faster high speed connectivity to the World Wide Web.
  - Strategy: The parish should explore opportunities to provide for a parish owned and operated government access cable channel.

Infrastructure Key Recommendations

Participants in the "Infrastructure" Focus Group were very complimentary about the infrastructure of the parish and, for the most part, agreed the parish has done a really good job in keeping up most existing infrastructure in a cost effective manner. The majority of those in attendance at the meetings focused on improving and expanding communication infrastructure, providing better linkages with surrounding parishes through improved transportation services, expanding recreational opportunities by providing more diversity of programs and bettering the delivery of programs within rural areas, and creating a variety of funding opportunities to help accomplish the infrastructure needs of the parish.

Following are recommendations for further evaluation:

Bridging the Digital Divide: The parish should seek grants to help create a fiber optic system that serves all households and businesses.

Identification of key locations for various developments: Consideration should be given to preparing a land-use plan that enables both private and public interests to know where infrastructure exists or is needed to support development.

Possible taxing district incentives: The parish may want to consider exploration of special taxing districts like Tax Increment Financing Districts as a way to support infrastructure and amenities that attract businesses to a particular location.

Distribution of Informational Exchange Kiosks: While St. James Parish in many instances has done a great job in bridging the divide of the Mississippi River, there is a great opportunity for the Parish to explore the use of Information Exchange Kiosks around the rural parts of the Parish. SCPDC has begun an initiative to develop locations throughout its 6 Parish Region that will be used to interact with various activities that the Commission sponsors. These areas will be mainly in code enforcement and business development. It is also envisioned that citizens will be able to access and interact with central governmental locations like in Convent Permitting Office for building permits, and also to interact with the Commission in the development of loan requests as well as developing business plans. This use of technology will offer to citizens who are transportation deficient and have limited internet access the opportunity to interact with public opportunities.

Multi-Modal Facilities: The use of one or more modes of transportation delineates the term multi-modal. The parish is ideally situated for creation of transportation connections and multi-modal facilities.

Controlled Access Provisions: Consideration should be given to adopting regulations regarding controlling access along major thoroughfares to help avoid congestion problems as growth occurs.

ITS Improvements: The parish should consider adopting rules concerning installation of the framework necessary to support intelligent transportation systems at major intersections ; such as intelligent signals, variable message signs, solar powered instruments in rural areas and in-pavement/ metal detection actuators

Coordination with Port Plan: The parish should ensure that the Port of South Louisiana plans are in step with the parish's new comprehensive plan.

Creation of a Regional Environmental Committee: A Committee should be formulated with a mix of business and industry and government to explore methods of combating air quality non-attainment issues.

Create Rural Planning Organization Initiatives: The parish should investigate and working through the La. Department of Transportation and Development, advance the creation of a rural planning organization, a sister agency to a Metropolitan Planning Organization.

Explore Mitigation for the Interstate Interchange: Explore the use of land banking techniques as a way to free property around the parish interstate exchange for further development.

Improve Roadway Designs: The parish should encourage traffic calming and environmental controls in roadway designs that will improve safety for other modes of transportation and reduce impacts on the environment, such as the school system using parish transit, car-pooling initiatives, local gasoline option tax, incentives to industry to consider alternative modes of transportation, rail dummy cars for sugar cane harvesters and job platooning.

Creation of a Pedestrian/Bicycle Plan: The parish should prepare a Pedestrian and Bicycle Plan to help identify future improvements to all streets. This would provide for identification of rights-of-way needed to provide for additional pedestrian pathways or bike lanes.

Land Use

The topic of land use in St. James Parish generated lively discussion among participants in the various Focus Group sessions. Land use was considered by the Steering Committee at its July 12, 2010, meeting where it expressed opinions about the issues concerning land use, and then was led through a SWOT analysis regarding this topic. Regarding some of the issues surrounding land use, the Steering Committee expressed concerns that residents in the parish were afraid of zoning and confused about its impacts, although there was consensus that it was important to reduce or eliminate the land use conflicts that exist or will certainly develop as more industries (chemical plants particularly) move next door to residential areas. The Steering Committee believed that a land use plan would be better than zoning primarily because of the confusion and fear surrounding the word, "zoning."

In reviewing land use in terms of the SWOT analysis, the Steering Committee viewed all the diverse industrial operations in the parish as a land use strength, but saw the lack of a land use plan as a weakness, probably contributing to the lack of economic diversity in the parish, the general lack of residential development, and the lack of diversity of choice in the existing housing market in the parish. For this reason, young adults were leaving the parish to find other places to live, to find more diverse housing choices. With the general lack of residential lots on the market, buyers were restricted to buying acreage that they did not want or need. Regarding opportunities, the Steering Committee agreed that there was a need for both additional small business development as well as affordable (and generally sustainable) residential development in St. James Parish. This opportunity, however, was offset by the threat seen in the size of available lots. Much of the land for sale was in tracts that were not appealing to developers, i.e., in tracts 96 feet wide by 80 arpents deep, which did not lend themselves to efficient subdivision development. More often than not, these tracts became "family" subdivisions. Another threat was seen in industry's willingness to pay top price for adjacent land, forcing the real estate developer to offer un-economic prices in order to acquire a tract of land suitable for residential development. This situation sometimes put the land owner at the mercy of industry because his land, in close proximity to, or adjacent to the industrial site, became unattractive to the residential developer

Focus Groups and SWOT Analysis

After this meeting, the Planning Team held a Focus Group session for the public on July 26, 2010, to identify the issues surrounding land use in the parish and to put the topic through a SWOT analysis. Participants identified industrial-residential land use conflicts and the need for zoning to separate land uses as issues. It was also pointed out that industry was generally attracted to the Mississippi River and many of the residential areas of the parish tended to front the river as well. The reason for this could be traced, at least in part, to the linear, spread-out nature of residential development patterns resulting from the arpent system of land division. The resulting lack of population density works against the efficient and economical establishment of community amenities including more affordable housing, community services, commercial nodes, schools, and recreational opportunities for school age children. The group indicated that major highway crossroad locations in the parish would be ideal sites to maximize development densities utilizing the mixed-use, cluster development model for residential and commercial growth.

When this session turned to the SWOT analysis for land use, flexible land use decisions and no zoning in the parish were seen as both strengths and weaknesses. Land use strengths included the fact that the parish maintained its rural character, and that development in the parish appears to have followed a natural development pattern (possibly making the future segregation of land uses easier to accomplish). This sentiment may be buttressed by a perceived weakness: industrial development was not suitable for all locations on the river, meaning that, in addition to a deep water location, the proximity to rail and highway access was also necessary.

Participants thought that clustered development, "village-style," walkable communities which incorporated higher densities and various types of residential and commercial development would be a type of land use opportunity that could be exploited. Threats or constraints to land use development in the parish were seen in the lack of a parish-wide master drainage plan, flooding caused by blocked rail road culverts, unprotected (exposed) pipelines, and the lack of community sewerage in the unincorporated areas of the parish. This condition can lead to larger residential lots and higher costs to the consumer, not only for the larger lot, but for the installation and periodic maintenance of on-site sewage treatment and disposal equipment.

The next Focus Group session was held on August 9, 2010. In discussing land use issues at this meeting, it was pointed out that much of the land in the parish held in private tracts was suitable only for agriculture or sale to adjacent industry, due primarily to the size and shape of the tract, and relatively narrow roadway frontages with considerable depths to the rear. Such tracts were very difficult, if not impossible to develop into efficient and economical residential sites. In addition, the land owner had little incentive to sell to real estate developers for subdivision development, given industry's propensity to pay top price for such tracts. Overall, this situation tended to restrain housing development in the parish and made the need for affordable housing even more pressing. Although zoning was seen as helpful in reducing residential-industrial conflicts, there was concern about the restrictions it could place on the property owner.

Strengths

- **Flexibility and land use (no zoning)**
- **Parish appears to have a natural development pattern**
- **Still largely rural**
- **Industry is attracted to river**

Weakness

- **Flexibility and land use (no zoning)**
- **Not all river locations are suitable for industrial development**
- **Need some type of land use regulations**
- **Conflict between economic needs and quality of life. Giving away more than the parish is getting back**
- **Land with no restrictions – companies does not have to contend with land use regulations**
- **Industrial –Residential Land use Conflicts**
- **Housing located near industry. Currently there is lots of industry and a need for more affordable housing (Romeville, Convent, etc).**
- **There is a need for zoning (separate uses into industrial, commercial and residential)**
- **Needed:** Community service commercial (amenity type services); schools
- **Needed:** Amenities (educational, recreational, etc.) for school age kids.
- **Lack of density of population in local communities works against establishments or urban/community amenities.**

Opportunities

- **Not enough affordable housing**
- **Need for quality of life regulations for land use**
- **Available land – assessor needs to identify**
- **Not enough recreation**
- **Need some type of land use regulations**
- **Mitigatiion banks or borrow pits land is being taken out of commerce**
- **Maximizing development at crossroads – cluster development (residential and commercial) – opportunity. IDEA:** Detailed land use by district
- **Clustered development-village style walkable communities which would incorporate various housing types and commercial development**

Threats

- **Concern about proposed industry site next to residential areas.**
- **Uncertainty about adjacent land use.**
- **Lack of parish oversight**
- **Conflict between economic needs and quality of life. Giving away more than the parish is getting back.**
- **Land with no restrictions- companies does not have to contend with land use regulations.**
- **Need some type of land use regulations.**
- **Lack of parish wide master drainage plan**
- **Railroad culverts broken and blocked causing flooding**
- **Unprotected pipelines**
- **Lack of community sewerage in unincorporated areas**

After reviewing the results of the land use SWOT analysis, participants in this Focus Group turned to the development of land use goals and objectives. Most goals articulated were also accompanied by an objective and a strategy. It was pointed out that, in general, a great deal of the industry in the parish was located upriver of the Convent area (Manresa), on both sides of the river to the Ascension Parish line, including announced expansions and new industrial developments. Also, this area contained a great deal of land to support continued industrial growth, and it was well served by water, rail, and highway access on both sides of the river.

Land Use Goals and Objectives

Goal 1: Reduce the potential for land use conflicts between residential and industrial land uses

- o Objective: Create land use tools that will direct growth and separate conflicting land uses.
  - Strategy: Zoning which identified industrial land and required buffer zones to protect designated residential areas would be appropriate. Buffer zones may also be accomplished in certain circumstances through the use of agricultural conservation easements (discussed in detail elsewhere in this section.)

■ **Goal 2: Preserve historic properties and traditional land uses (residential and agricultural) on both sides of the river downriver from the Convent area.**

- o Objective: Discourage industrial growth (location and expansion) in these areas of the parish.
  - Strategy: Encourage lower development densities (in general) to preserve rural character of the parish.

■ **Goal 3: Promote more residential development and some higher densities in specific areas of the Parish, along both sides of the river in a downriver direction.**

- o Objective: Focus on the incorporated communities and existing neighborhoods in the parish for housing development.
  - Strategy: Promote infill development in these areas to reach higher densities, maximize the availability of existing infrastructure, and create more walkable communities.

■ **Goal 4: Encourage commercial and mixed-use development in the La. Highway 20 corridor between the Mississippi River and South Vacherie.**

- o Objective: Take advantage of opportunities for increased densities, infill development, and mixed-use development.
  - Strategy: Encourage activity and development "nodes" in the corridor, particularly at major intersections to create additional housing and commercial development without creating additional sprawl.

■ **Goal 5: Encourage mixed use development at appropriate major highway intersections in the Parish.**

- o Objective: Create locations for mixed use and commercial development at selected intersection locations.
  - Strategy: Encourage higher density mixed-use nodes to maximize use of existing infrastructure and generate opportunities for convenient, lower cost housing alternatives.

Land Use Key Recommendations

Throughout the Comprehensive Plan development process, large landowners in St. James Parish have expressed concerns about the plan's apparent contradiction of their intended use(s) for their property, and the potential loss of the significant sums they have expended to secure state and/or federal permits (some of which are still pending) necessary for the development of their property in the chosen manner.

Through an open and public collaboration process this Comprehensive Plan discusses proposed future land-uses throughout St. James Parish. Based on this open process, the public has indicated the general locations of various types of land use activities which they believe would be most conducive to sound development in the Parish. Although St. James Parish currently has no zoning regulations, and only basic subdivision regulations, the adoption of a Comprehensive Plan would not impose zoning, nor would it render null and void existing subdivision regulations. Nor would the Comprehensive Plan negate past and ongoing efforts of individuals or corporations to develop their properties, especially in those instances where landowners and others have invested extensively in the pursuit of federal or state permits. Furthermore, the Comprehensive Plan is not intended to impose retroactive restrictions on properties so as to create non-conforming land-uses upon adoption. Only the adoption of zoning regulations by ordinance may create such legal, but non-conforming land uses.

Rather, the Comprehensive Plan, once adopted provides local decision makers, such as the Planning Commission, and the governing authority, the St. James Parish Council, with insight regarding the public's desire to see St. James Parish develop in such a manner which will take full advantage of efficiencies in existing and planned infrastructure. The Comprehensive Plan, therefore, serves merely as a guide to the public at large, and to the decision makers who are appointed or elected to serve them.

Based on the discussions that took place among participants of the Focus Group sessions, and as summarized in the previously listed goals, the following general or overall land use recommendations are stated for St. James Parish.

Preservation of Agricultural Lands, Historic Sites and Rural Character: Focus group participants discussed their desire to preserve rural character of the parish by preserving agricultural land and historic sites. This goal might be realized best through the use of zoning requiring lower densities in some of these areas while selectively promoting higher densities at specific location. Zoning could be used to "freeze" industrial development to its existing footprint if the site is considered inappropriate for industrial development according to the land use plan. Industrial buffer zones could be encouraged as well.

One way to preserve the rural character of the parish is through the usage of agricultural or conservation easements. In addition to protecting productive agricultural land, such easements can also protect ground and surface water resources, wildlife habitat, historic sites, and scenic views. A conservation easement is a deed restriction placed voluntarily on property to protect resources by the landowner. The owner would donate or sell his property in return for foregoing future development of other uses. Sometimes the owner is compensated through tax deductions or right offs. The owner authorizes a qualified non-profit conservation organization or public agency ("grantee") to monitor and enforce the restrictions set forth in the agreement. In general, such conservation easements are designed to keep land available for agricultural or another stated purpose. Development of an easement program has the added benefit of limiting other urban or suburban development not compatible with commercial agriculture or other conservation goals. Such easements are usually permanent, but can be imposed for a specified term. Regardless of duration, the agreement is legally binding on future landowners for the agreed-upon time period.

Obviously, the widespread use of agricultural or conservation easements in St. James Parish would tend to preserve its rural character, but it could also limit the expansion of residential and commercial development to new land areas. While this may limit the number of new housing developments, such easements will have the added effect of encouraging in-fill development which makes use of existing infrastructure, thereby reducing the need for additional public resources to expand infrastructure into new areas.

Agricultural or conservation easements could be used to establish permanent buffer zones around industrial sites, thereby limiting industrial expansion and reducing residential-industrial conflicts.

The concept of creating buffer zones around industrial sites was discussed in one of the Focus Group sessions. This may be something that can be written into a zoning or other regulatory ordinances. While this could work for new industrial developments, it would have only limited utility with existing industrial sites because of the probability of little agricultural land around the industrial site.

Residential Development: Relative to the community's desire to create more residential development this could be accomplished through code enforcement, capital improvement programming, and other incentives that encourage infill development, particularly in the incorporated communities of Gramercy and Lutcher. This would take advantage of existing infrastructure, and reduce the need for new infrastructure to support development. It could also generate additional commercial developments in existing structures, or on vacant lots in support of increased residential densities.

Most traditional zoning ordinances require the separation of land uses. This tends to encourage sprawl. However, zoning can be used to encourage the type of mixed-use or infill developments that support smart growth. For example, overlay zones, which allow a special application of land use and building design standards in a targeted area, or planned unit developments, are two methods or "tools" that can be used to create "village centers" by encouraging higher densities through mixed-use infill.

LA Highway 20 Commercial Corridor: Although La. Highway 20 between the Mississippi River and South Vacherie is a linear corridor, the opportunity exists at several locations, including major highway intersections to develop higher density, mixed-use nodes which take advantage of existing infrastructure, create destination locations for transit, and offer additional housing options in the parish.

Overlay zones could be tailored for the identified development nodes. The idea is to concentrate mixed-use development at specific locations in the parish. In these areas higher densities would be encouraged through a combination of special land use and building design standards. This could lead to more housing opportunities and encourage alternative modes of transportation such as walking and biking. Concentrated development tends to lower the cost of any new infrastructure necessary to support the development, or otherwise makes more efficient use of existing infrastructure.

Mixed Use Developments: The creation of such activity nodes at selected intersection locations throughout the parish can maximize the efficiency of existing infrastructure, reduce the need for additional automobile trips, thereby helping to improve air quality while reducing congestion, reduce the need for expenditures on roadway capacity measures, create convenient and efficient transit destinations due to higher densities, and provide additional and lower cost housing alternatives. Overlay zones would also work for these activity nodes.

Achieve Appropriate Land Use Mix In St. James Parish: This goal is discussed in terms of a series of land use objectives, each designed, if achieved, to realize the overall land use goal for the parish. In addition, each objective is followed by a strategy which, in turn, is followed by a series of actions which will cause the strategy, then the objective, and in time the land use goal to be realized.

- Objective #1: Adopt a parish-wide zoning ordinance (excluding Lutcher and Gramercy.)

  - Strategy: Explore adoption of a relatively uncomplicated zoning code, but one with specific-purpose overlay districts. Proposed land use categories for consideration in the zoning ordinance are as follows:

    - Open Land: Open water, flood hazard areas, wetlands, forest areas, pasture/grazing land; not under cultivation.
    - Agricultural Band: Land currently or traditionally under cultivation. Very low-density residential uses and land uses associated with agriculture are permitted. This land is to be conserved to preserve St. James' rural character. Public parks are allowed in the Agricultural Band.
    - Residential: Two basic types of residential land uses are identified. The first is large lot or very low density single-family residential, associated with agricultural uses. The second type is medium to high density residential development associated with subdivisions, manufactured home parks, and duplex developments. Also allowed are public facilities, churches, and schools.
    - Mixed Use Node: This is a designated area of the Parish allowing higher density, mixed use development. In mixed use nodes residential (single and multi-family), offices, supporting commercial/retail/personal services land uses are encouraged. Mixed land uses are encouraged in the same structure, such as upper floor residential uses above first floor retail uses. Also encouraged is adaptive reuse of existing buildings in the developed communities, such as Vacherie. Nodes typically focus on existing major transportation intersections and in existing communities to take advantage of existing infrastructure. Also allowed are public facilities, churches, and schools.
    - Commercial: Areas designated to support more intense commercial developments largely to the exclusion of other land uses, except for multi-family residential complexes. These areas are designed to take advantage of special conditions or circumstances that may present opportunities for directed commercial growth. Traditional downtown areas fall into this classification. Also allowed in this classification are public facilities, churches, and schools.
    - Recreational: Focuses primarily on camp-type residential development, but allows ancillary and supporting recreational land uses (boat launches, bait stores, restaurants, motels, etc.) and supporting commercial/retail development, such as convenience stores and retail shops, etc.). Public facilities, churches, and schools are also allowed.
    - Industrial: Land uses associated with, or land that is reasonably expected to be used for extraction/exploration, manufacturing and/or fabrication, refining, chemical or steel manufacturing and/or processing, and land uses that produce heavy rail and/or truck traffic and/or that require access to the Mississippi River for shipping and/or receipt of manufactured, refined, or raw materials. In addition, industrial land uses also include warehousing and distribution facilities. Commercial land uses are permitted in industrial areas. Further, industrial operations and sites are to be subject to the provisions of an overlay district when they are adjacent to residential and other sensitive areas. Commercial land uses are permitted in industrial zones.
    - Action: Set up an Advisory Committee to work with a zoning consultant, develop draft of zoning ordinance and zoning map for parish for public review.
    - Action: Hold public meetings on proposed zoning code and map.
    - Action: Based on public comment, revise zoning code and map as appropriate and adopt by ordinance in accordance with state and local procedures.

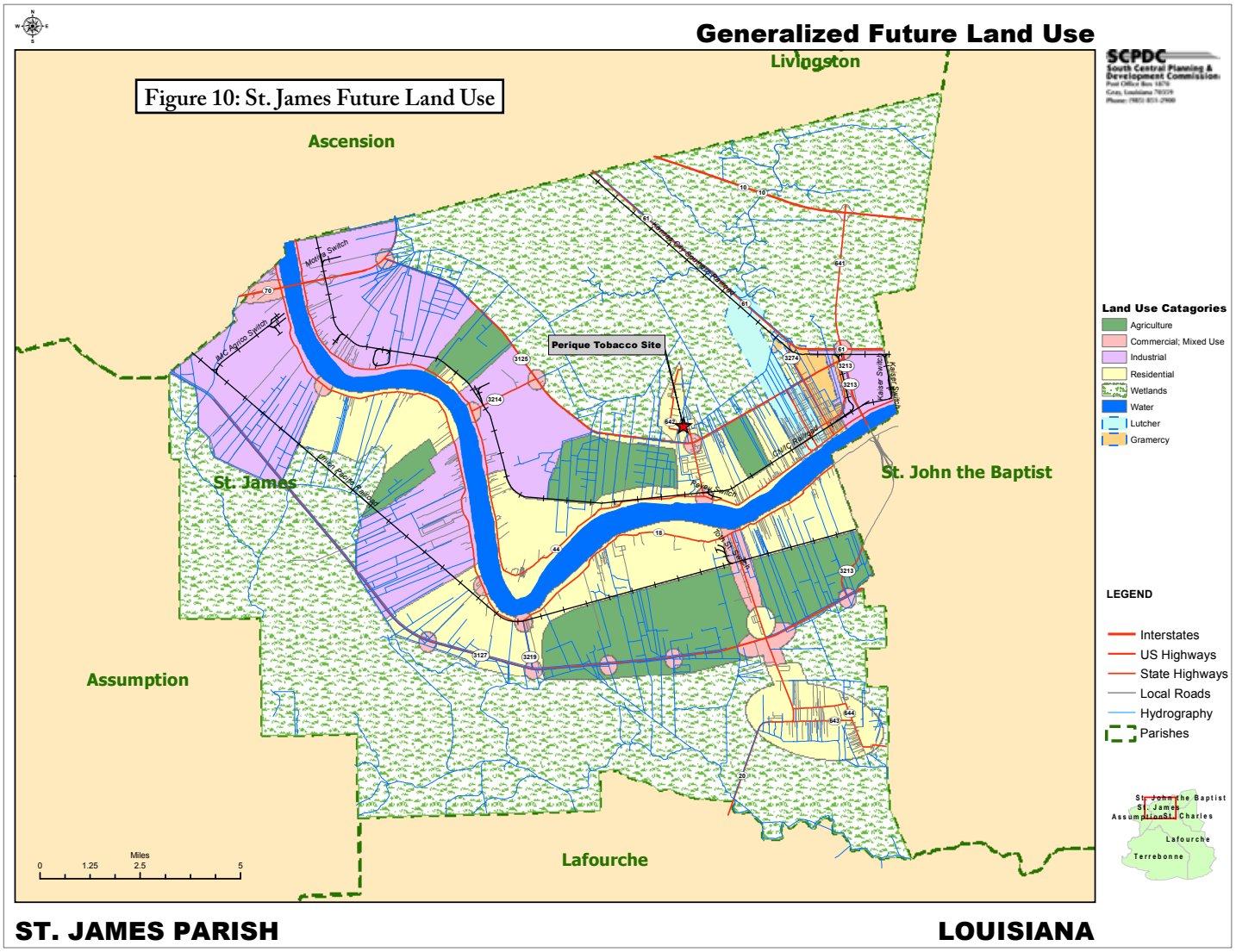
- Objective #2: Promote industrial expansion and location of new industry in specific areas of parish.
  - Strategy: Direct industry location and expansion to selected areas on both sides of the river above Convent/ Manresa areas to Ascension Parish on the east bank and from St. James Co-op Road to Highway 70/Sunshine Bridge on the west bank (refer to the future land use map).
    - » Action: Produce future land use map showing preferred general area for industrial development.
    - » Action: Adopt zoning ordinance for parish with appropriate use districts.
    - » Action: Utilize overlay districts within the zoning ordinance to more effectively regulate industrial uses.
- Objective 3: Discourage industrial-residential land use conflicts in all areas of the parish.
  - Strategy: Require industry to provide buffer zones of sufficient depth and width around plant sites.
    - » Action: Adopt overlay zoning provisions for existing and future industrial sites which specify, among other things, the amount and type of buffering required to reduce, mitigate, or eliminate adverse impacts (caused by emissions of any type light, noise, fumes, odors, particulate) from industrial sites on adjacent residential, commercial or recreational properties.
- Objective 4: Encourage land use patterns that are compatible with existing development
  - Strategy: Promote mixed-use "nodes" in appropriate locations throughout the parish.
    - » Action: Update parish subdivision regulations to incorporate best practices for efficient land uses.
    - » Action: Identify locations such as major intersections or high traffic crossroads where higher densities can be efficiently served by existing utilities and infrastructure.
    - » Action: Utilize land use regulations, such as overlay districts, to promote clustered, mixed-use, and infill development.
    - » Action: Set up a revolving loan fund to offer incentives in the form of low-cost loans to promote/ encourage in-fill development to take advantage of existing utilities and infrastructure.
    - » Action: The same revolving loan fund can be used to encourage mixed-use development and adaptive re-use of older/abandoned structures.
    - » Action: Designate neighborhoods in the parish where Smart Growth principles can be applied in redevelopment. Utilize zoning overlays and revised subdivision regulations to achieve "village center" development.
    - » Action: Update comprehensive plans on a regular basis, approximately every 5-7 years, depending on growth.
    - » Action: Streamline parish regulatory practices and permitting procedures to reduce extra time and resources expended. This will tend to lower development costs in general, and also favor the small developer who can usually bring housing to the market at a lower cost.
- Objective 5: Develop a "Sense of Place" for St. James Parish.
  - Strategy: Utilize various programs, historic districts and other techniques to identify the "sense of place."
    - » Action: Parish government should encourage through co-sponsorship parishwide and/or local festivals to promote a unique sense of place for St. James Parish.
    - » Action: Encourage owners of appropriate properties to seek National Register of Historic Places designation for their properties.
    - » Action: Partner with Gramercy and Lutcher to create and implement Main Street programs to help with economic revitalization and historic preservation.
    - » Action: Working with Lutcher and Gramercy, identify properties that are good candidates for historic designation and areas that may qualify for establishment historic districts.
    - » Action: Jointly promote downtown Gramercy and Lutcher as cultural and entertainment centers for the parish.
    - » Action: Partnering with Lutcher and Gramercy, develop local incentives in conjunction with façade grants available through the Main Street program, to promote unique, locally owned small businesses.
    - » Action: Prepare, adopt, and implement unique and distinctive signage and landscape plans for each "gateway" location in St. James Parish.
    - » Action: Encourage "rural character" preservation in appropriate areas of the parish through large minimum lot size.
    - » Action: Preserve and enhance scenic views in the parish through conservation and/or agricultural easements.
    - » Action: Promote the establishment of one or more rural historic districts to protect recognized properties of historic value that are located outside the town setting.
    - » Action: Through use of a historic district or some other overlay district, ensure that new proposed

development is architecturally compatible with nearby or adjoining/adjacent historic properties, neighborhoods, and districts.

» Action: Support signage and other uniform recognition of important historical sites and areas in the parish.

o Objective 6: Encourage a land use pattern that helps to assure a high quality of life in St. James Parish.

- Strategy: Implement land use practices that avoid hazards, minimize the creation of nuisances, and which do not contribute to environmental degradation.
- Action: Adopt effective land use regulations to reduce land use conflicts and nuisances.
- Action: Support development using "Smart Growth" principles in appropriate areas of the parish.
- Action: Update as appropriate and continue to implement the parish hazard mitigation plan.
- Action: Prohibit land uses that have significant adverse environmental impacts that cannot be eliminated or minimized.
- Action: Promote best management and prevention practices for potential groundwater protection programs.
- Action: In flood hazard areas without public sewage disposal systems in place, encourage low-density development in order to minimize hazard to life and property through environmental contamination.
- Action: Continue to enforce floodplain management regulations and participation in the Community Rating System program so that property owners continue to be eligible for inexpensive flood insurance under the National Flood Insurance Program.



TOURIST INFORMATION
St. James Parish

OLIVE JEANETTE

Implementation

Implementation of the Comprehensive Plan

The St. James Parish Comprehensive Plan is the result of an exhaustive community involvement process; it embodies the values, goals, objectives and strategies created to achieve the vision. Throughout the planning process residents repeatedly articulated their skepticism about the accountability of their leaders relative to the enforcement of this plan. A comprehensive plan is only as good as its implementation. Successful implementation of the plan will require new ways of thinking and working together to attain the goals. This section provides recommendations for the day-to-day methods in which land use planning policies are interpreted and utilized. Execution of the plan includes development review, short and long term planning, land use regulations and citizen participation activities that are used to carry out the comprehensive plan policies and strategies.

Adoption of Future Land Use Map and Policy Map: Adopt the St. James Parish Comprehensive Plan and Future Land Use Map. If there are any inconsistencies in land use map designations between the illustration on the map and the textual description of the map designation that is contained in the adopted comprehensive plan, then the discrepancy should be resolved in favor of the text.

Development Review: Essential to the enforcement of the comprehensive plan is the development review process. Development that necessitates a review by staff and the planning commission may be connected to findings of consistency with the comprehensive plan, or at a minimum to assessments that considers the relevant plan policies. The development review process provides a means of evaluating the influence of major projects on public services and the natural environment, and measuring the compatibility of proposed design with adjoining land uses and neighborhood character. This tool can be extremely important for areas the parish may choose to protect as historic districts or in connection with a conservation easement program.

Currently the parish does not have zoning regulations which may inhibit the ability to consistently enforce the comprehensive plan as new developments occur. In the future, methods of increasing the scrutiny of land use development projects may be needed, particularly with respect to urban design and environmental impacts. Consequently, this may encompass creating a new threshold for industrial developments. Perhaps the parish could utilize an "Environmental Impact Screening Form," and enforce additional standards to ensure that development sufficiently mitigates its effects on the environment, infrastructure, and public service needs.

Mitigation of Development Impacts: The development review process can be utilized to ensure that the impacts on neighborhood sustainability and environmental quality are assessed and adequately mitigated.

Development Approvals and the Comprehensive Plan: Whenever relevant, the goals and policies sited within each element of the plan should be referenced in the approval of all land use development decisions; i.e proposed residential and industrial developments should be reviewed in context of the plan and approvals or denials should reference the plan.

Land Use Case Approvals: Ensure that proposed land use development approvals are based upon the recommendations of environmental, land use and infrastructure studies to mitigate against potential negative impacts and agreements for financing any necessary improvements, including public and private responsibilities. Also many residents voiced their frustrations relative to the difficulty in finding employment with industrial companies located within the parish. They believe that many of the local jobs go to workers that live outside of the parish. The parish should implement agreements with industrial companies to comply with "first choice employment" requirements and other regulations to maximize the benefits to local residents. This would allow St. James residents first opportunity for employment and training with big industries seeking to locate within the parish.

Updating Land Use Controls: The planning commission should regularly review and update the parish's land use policies and building codes to eliminate obsolete regulations and develop new regulations that address emerging issues, land uses, building types, and technologies.

District Government Compliance: Ensure continued compliance by the parish with the provisions and standards of its building and land use regulations in all parts of the parish.

Long-Range Planning: Long range planning is vital to the continued viability of the comprehensive plan. The parish government must monitor the plan's effectiveness, and collect and examine data to help steer land use decisions. It is important to utilize the long range planning goals as a guide for the capital improvement process, public facilities plans, and transportation, housing, and economic development efforts. The comprehensive plan is measureable and should serve as a quantifiable benchmark. Part of the function of long-range planning is to ensure that such benchmarks are realistic and are based on accurate sources, research, and analysis. At least once every five years, the planning commission should prepare a "Comprehensive Plan Progress Report" for the parish council that documents the progress being made on implementation of the plan.

Long range planning also serves the purpose of advocacy for the parish on a regional level. To be successful the parish may have to develop collaborative relationships with the state and/or neighboring parishes within the regional area. The parish should ambitiously pursue discussions about regional housing, transportation, social, and environmental issues. It should advocate for greater equity at the regional level, stronger measures to balance jobs and housing across the region, and transit improvements which improve regional mobility, and environmental quality.

Citizen Participation

To build community trust the parish should encourage the community to take a more proactive role in planning and development review, and to be involved in the comprehensive plan development, amendment, and implementation. A variety of means should be used to secure community input, including advisory and technical committees, community workshops, review of draft texts, public forums and hearings, and other means of discussion and communication.

Churches: Recognize the importance of churches to neighborhood life in the parish, including their role as neighborhood centers, and community anchors. Work collaboratively with local churches in neighborhood planning and development initiatives, both to address community needs and to reach residents who might not otherwise participate in local planning initiatives.

Transparency in Decision-Making: Strongly encourage transparent decision-making in all land use and development matters, making information available and accessible to residents and maintaining open lines of communication with the public as plans are developed.

Capital Improvement Program and Planning: A capital improvement plan (CIP) is a multi-year plan identifying capital projects to be funded during the planning period. Capital improvement planning provides one of the most important means to establish and implement the comprehensive plan as the guiding document for future public investments.

The CIP provides government with a process for the planning and budgeting of capital needs. It answers such questions as what to buy, build, or repair and when to buy or build it. The basic function of a CIP is to provide a formal mechanism for decision-making, a link to the Comprehensive Plan, and a financial management tool for setting priorities for capital projects.

The CIP is generally organized around major program categories such as Parks and Recreation; Transportation Initiatives; Housing and Community Development; Public Facilities; Infrastructure, etc. The CIP identifies each proposed capital project to be undertaken, the year the improvements or assets will be acquired or the project started, the amount of funds to be expended each year, and the way the expenditure will be funded. A CIP is not a static document. It is reviewed and updated on a regular basis (commonly on a yearly or two-year cycle) to reflect changing priorities, unexpected events, and new opportunities. The CIP includes investments in the repair and rehabilitation of existing infrastructure and facilities as well as the construction of new infrastructure and facilities. It can include capital items such as buildings, utility systems, roadways, bridges, parks, and other large investments such as land.

All capital budget requests should be reviewed and considered for their consistency with the recommendations of the comprehensive plan and the link between the CIP and the comprehensive plan. Comprehensive plan priorities should be more effectively embedded within the CIP to ensure that public dollars are spent as efficiently and effectively as possible.

Monitoring the Comprehensive Plan

It is vital to the success of the plan that the parish be able to measure achievements and challenges in comprehensive plan implementation. The planning commission should be responsible for preparing an overall implementation calendar for the comprehensive plan, scheduling individual items with planned start and planned completion dates. The implementation calendar should include assignment of parish staff or other agency responsibilities for ensuring that the various necessary actions across the parish government are undertaken. The best way to measure progress would be to evaluate implementation status in an annual report prepared by the planning commission and presented to the parish council and to consider revisions to the plan once every five years.

This is the key to keeping the planning process open, transparent, and responsive. Annual and five year reports can also be a vehicle for review and refinement of implementation priorities, notation of completed actions, and the addition of new actions or policies. The planning commission should make the comprehensive plan progress report a highly publicized effort to demonstrate the important role the comprehensive plan plays in decisions that affect the change, growth and development of the parish. This will also keep the comprehensive plan process a topic of public discourse.

Appendix A: Steering Committee Meeting Minutes

Contents

1. April 11, 2011 Steering Committee Meeting Minutes and Sign-in Sheets
2. April 18, 2011 Steering Committee Meeting Minutes and Sign-in Sheets
3. May 9, 2011 Steering Committee Meeting Minutes and Sign-in Sheets

April 11, 2011 Steering Committee Meeting

Attendance – See attached Sign-in Sheets

Meeting Open

Mr. Blaise Gravois, St. James Parish Comprehensive Plan Steering Committee Chair opened the meeting and advised participants that this is one of two meetings to discuss the St. James Parish Comprehensive Plan Draft. The second meeting will be held at the West Bank Reception Hall on April 18, 2011 and will provide the public another opportunity to comment on the draft. He reminded the audience that this is just a draft of the plan and their input is critical in finalizing the plan.

St. James Parish Comprehensive Plan Presentation Timeline Update

Ms. Simonne Caesar of South Central Planning and Development Commission (SCPDC) again reminded everyone that the plan was in draft form and the purpose of the meeting was to solicit public input on the document. She showed a power point presentation which explained the comprehensive planning process and how the draft plan was developed. At the end of the presentation, she invited the public to comment.

Open Discussion

Historical Sites

ACTION ITEM: Participants requested that sites such as St. Michaels Church and Poche Plantation on the east bank and the Freetown and Baytree communities on the west bank be included as historical areas on the future land use map.

Land Use

Bobby Faucheux advised that he is involved with a group of 190 investors who own a piece of property in Vacherie called Homeplace Plantation. The group has been working since 2006 to prepare this site to sell for industrial use. This site has been designated on the future land use map as residential. The Department of Environmental Quality (DEQ) has issued the group an air and water permit and they will go to the act of sale in two weeks. He asked the committee to acknowledge the site on the future land use map.

Mr. Faucheux further advised that zoning is not the answer for every place. The City of Houston does not have zoning and has a tremendous amount of economic development. The City of New Orleans has zoning and look what is happening in that place. It is not getting better. If citizens listen to the government about handling their affairs, there would be no south Louisiana because this is a wetland area.

A participant advised that the community located near the Homeplace site was advised back in the 1980's that the Hunt Brothers was interested in developing the site to bring good economic development opportunities that would not be harmful to the environment. The local community was against this development. The community was told that the development would bring jobs to the area; however, local residents had an opportunity to visit an existing plant in St. Louis owned by the developer. The St. Louis plant was computerized and only seven workers ran the plant. The participant warned that many developers exaggerate the number of potential jobs they will bring to make the deal more attractive.

The participant further advised that the residents objected to the project and successfully fought the Hunt Brothers in court. The community asked the parish to develop some type of plan to prevent the mismatch in land use. The land has never been available to the community to purchase; furthermore, if it was available for purchase, it would have been too expensive for the community to purchase. The community has always been against any "smoke stack" industry in the area. The participant explained that Mr. Faucheux would like to have his project to have grandfather status. She too would like to have the community's objections grandfather into the plan.

Mr. Faucheux advised that older industrial sites within the parish were located near residential areas and workers could walk to work. Additionally, St. John the Baptist Parish is developing industry near the St. James/St. John Parish line that will impact the parish as well. He advised that residents should consider that historically residential and industrial uses have coexisted within the Parish.

One of the owners of the proposed tank farm to be developed on the Homeplace Site advised that the site currently has the designation of foreign trade zone. The facility will not be a producing type of facility. The facility will not have smoke stacks.

Mr. Nosauca advised that the plan is inconsistent. In the Land Use section of the plan, it states that lots sizes should be larger. In the housing section, it states that lot sizes should be smaller to make them affordable. Those are the inconsistencies that exist in the plan.

ACTION ITEM: Ms. Dianne Brathwaite, St. James Parish Steering Committee Co-Chair, informed the audience that there is a statement in the plan that stipulates that some sections may seem to be contradictory because more emphasis may be placed on one section over another. There may be no need to spend a whole lot of time making one section read like another. However, this statement may need to be placed in bold print.

Mr. Greg Blakley asked what happened to the agriculture land on the future land use map? Ms. Caesar explained that the area portrayed as residential is really an effort to preserve the existing residential and agricultural land. Many residents expressed concerns about industrial sites infringing on residential and agricultural areas. The map was really drawing a line to

guide the direction of industrial development.

Mr. Gravois informed that this is just a draft of the future land use map. Some participants stated that they did not want any more industry to enter into the parish. This map is just illustrating where industrial uses should be placed if more locate within the parish. The dividing line for industry on the east bank is at Manresa down to the Ascension Parish/St. James Parish line. On the west bank, the line is from Co-op lane to the Ascension Parish/St. James Parish line.

The Comprehensive Plan is Not Zoning

A participant stated that there is a fundamental problem with the government telling a land owner what he can do with his property.

Mr. Michael Calabro asked for the facilitators to explain where we are with the draft plan and the difference between zoning and a comprehensive plan. He reminded the audience that this plan is not zoning. Also, if a land is designated for one use, in what other ways can a property owner use his property? A plan will protect both large and small landowner property rights. The population is not growing. All of the industry that is coming to the parish is not bringing more people here. It is only attracting more industry. Mr. Calabro advised that he agreed with the comments on education; however, that is a public relations problem.

Ms. Caesar explained that the comprehensive plan is not zoning. It is a prelude to zoning if the council decides that it wants to pursue zoning within the parish. The future land use map is just a bubble map that suggests the direction of land uses. Zoning is a separate process that would take the parish another eighteen months at least to complete. Zoning ordinances are more detailed than a comprehensive plan and it regulates land uses down to a parcel level. Zoning designates residential areas, and it can specify the type of home that is permitted in an area (single family, multi-family, or mobile home).

A participant asked what is the practical application of the plan without zoning. Ms. Caesar explained that the plan serves as the tool for the planning commission. The plan has gone through a public vetting process and the public determined the way they would like to see their community develop. When land use issues come before the commission, this will give them a basis to deny development that is conflicting with the future land use map.

Mr. Gravois explained that the Steering Committee was formed by the Council to prepare the comprehensive plan with the possibility of looking at zoning in the future. The plan is an eighteen month process which includes a future land use map. The Committee's role is to solicit input from the public and make a recommendation to the Planning Commission. The Planning Commission will look at the map and solicit input from the public. They could choose to review the plan for a while before making a recommendation to the Council. The Council will hold a public hearing and make a decision on the plan. There is no telling how long it will take either body to review the plan and make a decision. After the plan has been adopted, it is up to the Council to decide if they want to pursue zoning.

Mr. Calabro advised that some of the Planning Commission members thought that this comprehensive plan was a zoning plan. The word "zoning" tends to make the community lose focus on what is really important to the parish. The plan may not be the best but it is a starting point. If you want something better, put in a small note.

Ms. Coleman advised that even after the document has been adopted it must be revised and update regularly. Ms. Caesar explained that the document is fluid. In the implementation section, the plan explains that the Planning Commission should lead the updating process every five years. The plan also recommends that the Planning Commission work with a volunteer committee that could help them update the plan. Again, this is not zoning. You do not have to have zoning once you adopt a comprehensive plan. However, if you want to implement zoning, you first need a comprehensive plan.

Big Industry

Participants expressed concerns about industry locating in the parish and not hiring local residents.

School System

Ms. Becky Louque, Principle of Romeville Elementary School, expressed concerns regarding the public comments relative to the school system that are discussed in the plan. She advised that the St. James Parish School System has numerous programs that have been recognized around the State. She would like for the plan to include at least a paragraph of positive comments.

Ms. Eva Coleman, St. James Parish Steering Committee member, advised that the district takes issue with how the information has been phrased. She advised that there are students that are coming from Ascension Parish to attend schools in St. James Parish.

Ms. Caesar advised that several focus group participants expressed their opinions regarding the school system being inadequate and that the real problem may actually be perception. One of the recommendations in the plan is for the school system to intensify its public relations campaign.

Mr. Blaise Gravois advised that he has spoken to Dr. Luce, St. James Parish Schools Superintendent, and explained that this plan is still in draft form. Mr. Gravois invited Dr. Luce to provide a paragraph about the positive things happening in the school system to SCPDC to be included in the plan.

Mr. Steve Nosauca advised that the draft plan primarily consist of perceptions and he requested that the steering committee take more time to develop the comprehensive plan. He requested that the steering committee allow for the plan to circulate through parish departments and allow them to provide input for the plan.

Mr. Blaise Gravois advised that the Steering Committee was given a timeframe by the Council to complete the plan. The Committee held four focus group meetings that were open to the public. Now that the draft has been released people are coming to voice their concerns. They could have participated in the earlier meetings. The Committee is doing their job and by July the Planning Commission should receive the plan. They will hold additional public meetings.

Mr. Wilson Malbrough, St. James Parish Councilman, advised that understanding the perceptions of the public is important. If the public have a poor perception of any particular system, that is a matter that needs to be worked on. There needs to be advertisement to ensure that the public is informed about the "system(s)'. This is a plan of perception to utilize as a tool to put a plan of action together. If the perception is inaccurate, then address the root problem and resolve it. He advised that the purpose of the plan was to pull together the vision and ideas of all participants to create a document that would capture all that St. James residents hope to become. There may be some things in the document that are not pleasant, but it is up to the community to work on those perceptions.

Meeting Adjourn

ST. JAMES PARISH COMPREHENSIVE PLAN
PUBLIC OFFICIAL SIGN-IN SHEET
FOCUS GROUP MEETING 04/11/11

NAME	INITIALS
PARISH PRESIDENT	
Dale J. Hymel	
PARISH COUNCIL	
Ralph Patin, Jr.	RP
Jimmy Brazan	
Elwyn Bocz	EB
Wilson Malbrough, Jr.	WM
Charles "I Spy" Ketchens	
Jason Amato	
Ken Brass	
PLANNING COMMISSION	
Glen Millet	Glen Millet
Eugene Roussel	
Austin Dennis, Jr.	
Nicole Scott	
Dean Millet	
Anthony Boudreaux	
Arthur Matherne, Jr.	
Danny St. Pierre	DSP

Lutcher Senior Center

ST. JAMES PARISH COMPREHENSIVE PLAN STEERING COMMITTEE
SIGN-IN SHEET
4/11/2011

NAME	INITIALS
Bartley, Debra	
Borne, Terry	
Bourgeois, Tommy	
Brathwaite, Dianne	
Criddle, Kevin	
Coleman, Eva	
Favorite, Kathleen	
Garon, Elyse	
Gravois, Blaise	
Gravois, Ozane	
Guillot, Michael	
Harris, Clara Mae	
Hotard, Libby	
Mayhew, Zeb	
Moore, Lois	
Octave, Michelle	
Piliette, D'ara	
Steib, Nick	
Weidert, Chad	

ST. JAMES PARISH COMPREHENSIVE PLAN
STEERING COMMITTEE MEETING
Monday, April 11, 2011

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Gregory J Bleakley	Convent		
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ST. JAMES PARISH COMPREHENSIVE PLAN
STEERING COMMITTEE MEETING
Monday, April 11, 2011

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April 18, 2011 Steering Committee Meeting

Attendance: Sign-in sheet attached

Chairman Blaise Gravois opened the meeting and summarized the steps taken to date by the Steering Committee. He recognized Parish President Dale Hymel who addressed the audience about the purpose of the comprehensive plan.

Mr. Gravois recognized members of the audience as follows:

Lonnie Luce, Superintendent of St. James Parish Schools, resident of Gonzales.

Mr. Luce stated his issue with the way school district is portrayed in the draft plan. He wants to speak to the facilitators and committee. He mentioned the school boards dual enrollment program, where the district leads in enrollments at Nicholls. He discussed the visioning statement and suggested that the concept of "affordable housing" be addressed, what the community wants is "middle-class" housing. The plan speaks too much about give away programs instead of promoting a culture of work.

Randy Becnel of Vacherie asked to please explain maps. Gravois and Mart Black (facilitator with SCPDC) took time to go over the existing land use and future land use maps and explained their purpose and intent. They explained this is how the Steering Committee and participants in the focus group meetings thought land should be developed in the future.

Nolan Albert of Gramercy asked if residential areas would have buffers built in.

Carey (Keri??) Bourgeois of Paulina asked how will they know about what zoning is for individual lots? Where did the residential areas go in the future land use map that now shows large industrial areas? She and Luke Arceneaux asked about how they changed residential to industrial areas and what would happen to the residential properties already there?

Francis Becnel of Vacherie said he can't get to the plan online. We need to check on it. Also please explain land use, he is not comfortable with what it all means. Affordable housing is historically government subsidized housing. Reduce conflict between industrial and residential purposes.

Mr. Hymel said industry and agriculture can co-exist.

Messrs. Gravois and Black responded with explanations of how the current and future land use maps were derived and what that means.

Mr. Becnel asked about the creation of levee top bike trails, who will police the trails and where can these trails be created? Mr. Hymel discussed the projects in the works for this.

Bobby Faucheux 748 N. Millet Drive Gramercy. He is the attorney for the Town of Gramercy. He is concerned about infrastructure and the population estimates. The future plan forecasts we will loose 2,000 people in the next 20 years. It disregarded the existing land use in Gramercy and Lutcher. Since May 1, 2006, he has been working on a plan to bring industry to the community. The South LA Port Commission put on notice that Homeplace is available for industrial development since April 14, 1982. He identified Title 33:4780, concerning appropriate notice regarding zoning, and stated notice had not been given.

Gene Chauvin 1199 Simon Street. What is the time frame for the next phase?

Mr. Gravois responded that the planning commission sets the timeframe for the next phase.

Irvin Smith resident of St. James Parish. It will take 5 years to develop plan? He wouldn't want to live next to industry.

Lou Landry 3555 Baytree Street. Retired from Sheriff after 25 years. Children are leaving. What will happen now? Need some industry now to create jobs so kids can build houses.

Larry Clark, St. James Parish. Lived in industrial zone before. All of the residents were pushed out. There was no training to get jobs at the industries, they bring in outsiders.

Randy Becnel asked how much the plan cost the parish and Mr. Hymel responded $100,000.

Matt Zeringue a landowner from Vacherie said he doesn't want to live next to an industrial site.

Lonnie Luce said some movement out of the parish is already happening. In Romeville there were over 300 students now about 180? Perception is not reality. Education system should be the foundation. He talked about creating a "culture of work". Where will people live he asked. People don't want to live next to an industry or Section 8 Housing. *** has created areas of poverty.

Bobby Faucheux said the plan hasn't recognized Gramercy and Lutcher's existing zoning plans. It doesn't show the existing sugar refinery, Zapp's or ICR. Not reflective of existing land uses. The parish must specifically notify each property owner. The plan is flawed because they did not. Concerned about what is going on with the maps 1,477 acres already permitted by DEQ. On March 5, 2010, the Louisiana 1st Circuit Court of Appeals Judge Morvant public hearing. Industry and residential can co-exist. Gramercy developed for people who worked at the sugar refinery. County of Harris – Houston area- has no zoning, nothing at all.

Kenneth Prestenback 1234 St. James Vacherie. Site brought up by Mr. Bobby not a suitable site. It's residential around there. Build something not so hazardous to your health.

Irvin Smith doesn't want a sewer plant near his water hole.

Michael Calabro, St. James Street Vacherie said what we have doesn't work. Kids are leaving because there are no jobs. Industry employs people who live out of the parish. Plan is a start. Doesn't want to live next to an industry. Why are my values less important? Protections for industrial development, what about his? The plan is about doing what is right for the parish.

Steve Nosaka 606 S. Millet Gramercy. Several areas concern him. Land use is preserving agricultural land and historic sites. Private landowners have a right to develop their land. Thinks a good start but not a plan to move forward.

Donna Glass, Simon Street. They had no clue about the tank farm. Land values will go down. Thinks plan is a good start.

Steve Nosaka said the out migration has happened for years and it's due to job relocations.

Mr. Clark talked about the training institute???

Dr. Luce said the school board wants every student who graduates to have 3 hours of college credit.

Mr. Clark asked something about Nucor.

B. Faucheaux said the future land use plan does not takn into consideration ADM., John W. Stone in Paullina, Motive and Imperial

Councilman Jimmy Brazan gave comments.

Dale Hymel briefly discussed the remaining process.

Mr. Gravois closed the meeting at approximately 7:30 p.m.

ST. JAMES PARISH COMPREHENSIVE PLAN STEERING COMMITTEE -- APRIL 18, 2011

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ST. JAMES PARISH COMPREHENSIVE PLAN STEERING COMMITTEE -- APRIL 18, 2011

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ST. JAMES PARISH COMPREHENSIVE PLAN STEERING COMMITTEE -- APRIL 18, 2011

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ST. JAMES PARISH COMPREHENSIVE PLAN STEERING COMMITTEE -- APRIL 18, 2011

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Terry Borne	Committee	
Nick Steib	Committee	
Michelle McOctave	Committe	
Herbert Mitchell	Committe	
Robert Smith	Committe	
Lester Harry		
Mr. James R Perry	Committe	
Chad Weidert	committee	

ST. JAMES PARISH COMPREHENSIVE PLAN STEERING COMMITTEE -- APRIL 18, 2011

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ST. JAMES PARISH COMPREHENSIVE PLAN STEERING COMMITTEE -- APRIL 18, 2011

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May 9, 2011 Steering Committee Meeting

MEMBERS PRESENT	MEMBERS ABSENT	OTHERS
Jimmy Bourgeois	Debra Bartley	Jimmy Braazan
Dianne Brathwaite	Terry Borne	Kirk White
Eva Coleman	Kevin Criddle	Kate Stevens
Blaise Gravois	Kathleen Favorite	Michael Calabro
Ozane Gravois	Elyse Garon	Shandria Smith
Clara Mae Harris	Michael Guillot	Melissa Wilkins
Libby Hotard	Zeb Mayhew	Steve Nosauca
Nick Steib	Michelle Octave	Simonne Caesar
Chad Weidert	D'ara Pillette	

Meeting Open

Mr. Blaise Gravois, St. James Parish Comprehensive Plan Steering Committee Chair opened the meeting and informed everyone that the purpose of the meeting was to gather the final input from the committee regarding the draft of the plan. He open the floor for the public to make comments regarding the plan prior to the committee's discussion. There were no comments by the public. Mr. Gravois also advised that the Committee will finalize and vote on the draft at the next meeting and forward the document on to the planning commission.

Steering Committee Discussion

St. James Parish School System

Ms. Eva Coleman, St. James Parish Comprehensive Plan Steering Committee member, requested that a paragraph be inserted into the document on page 31 that will discuss the positive things that are being done by the school system. She advised that Dr. Lonnie Luce has provided South Central Planning and Development Commission (SCPDC) with a brochure to extract that information; however, the school system can provide the agency with a paragraph to insert into the document.

Ms. Coleman requested that editing be done to the sections in the draft pertaining to the comments made by the public relative to their opinions of the school system. She specified that statements in the document referencing participants' comments should be prefaced with the word "some" as to not give the impression that this is a common belief held by all residents. She advised that many students come from neighboring parishes to attend the elementary schools in St. James Parish.

Ms. Coleman requested that the following objective identified by the focus group be changed as follows:

"Promote awareness and accessibility of educational opportunities to expand vocational workforce development."

Mr. Chad Weidert, St. James Parish Steering Committee member, advised that he disagreed with the changing the second improve to expand because they have two different meanings. Expand means to add more programs to what already exist. Improve means to make it better. Mr. Gravois expressed that both words could be used in the statement – to improve/expand. Therefore, the statement should read as follows:

"Promote awareness and accessibility of educational opportunities to improve/ expand vocational workforce development."

Ms. Coleman requested that the strategy identified in the focus group be changed to state the following:

Continue and expand joint agreements between St. James Parish School System and Nicholls State, University of Southeastern Louisiana at Hammond, and the Louisiana Community and Technical College in Reserve to provide for dual enrollment and improved educational and training opportunities.

Ms. Brathwaite expressed that the statement should not include the specific names of the universities and colleges as to not limit joint agreements to these schools. Ms. Caesar advised that the committee should not change the words of the focus group participants. Each element has a prefacing statement that explains that these comments were made by the participants in the focus groups. The public was invited to the meetings to provide their opinions of the Parish. Their opinions did not have to be factually based.

Mr. Michael Calabro advised that changing the comments will not get to the heart of the problem. The committee would be better served if they drafted a response which encompassed the positive programs that are being offered by the school system and insert it as close as possible to the comments. Ms. Caesar

agreed that this would be a better approach and requested that the school system send SCPDC a paragraph stating the specific information that they would like to have included in the plan.

Mr. Steve Nosauca, meeting participant, expressed that there are no rules to doing a comprehensive plan. It is the committee's plan and the committee can change the language to something that will make better sense. Ms. Caesar advised that the committee has to be concerned about compromising the integrity of the plan. If the committee encouraged residents to attend the public meetings and to provide input, then engages in a process of changing the statements made by the public the plan looses all credibility. The document already states that the comments about the school system were the perceptions of the participants. The school system can simply provide a paragraph of the specific information they would like to have included in the plan that would dispel the myths.

ACTION ITEM: Ms. Coleman advised not to make the changes to the document referencing the school system that she had suggested. Instead she would have someone from the school system provide SCPDC with information to add to the plan.

Human Services

Ms. Coleman requested that a change be made to the comment made under "threats" in the Human Services focus group regarding "Over Dependence on Certain Resources". She asked that the word "some or several" be inserted before participants. Ms. Dianne Brathwaite, St. James Parish Comprehensive Plan Steering Committee Co-Chair, expressed that the word "participants" gives the impression that all members of the focus group had the same opinion. Mr. Gravois advised that the first sentence of that paragraph could be changed to include the word some; however, the second sentence should remain the same. Since members of the committee did not participate in that discussion and participants gave two priority dots to the second issue, it is difficult to know how many participants held this belief. Therefore, the first sentence should read as follows:

ACTION ITEM: "Some participants voiced concerns and gave priority, with one dot, to a possible assumption and sense of entitlement, among disadvantaged populations in the parish, that the Human Resources Department can "fix" all problems."

Mr. Gravois expressed that he did not understand the word "fix". Ms. Brathwaite advised that she was the previous department head for the Human Resource Department (HR) and she did not have this same perception of clients' attitudes. Mr. Gravois expressed that his concern is with the words that follow "all problems". There is no way that HR can solve all problems.

St. James Parish Comprehensive Plan

Ms. Clara Mae Harris, St. James Parish Comprehensive Plan Steering Committee member, explained that while she did not have an opportunity to digest the entire document, she did not remember all of the information mentioned in the draft being discussed at the meetings. She inquired about SCPDC's methodology relative to developing the plan. Ms. Simonne Caesar, SCPDC, advised that the information contained in the plan came from statements or questions that were asked by individuals that attended the meetings. Ms. Caesar advised that the element section of the plan was devised by the discussions that were held in the focus group meetings. The participants were asked to give input and by a vote provided consensus on the Strength, Weakness, Opportunities and Threats (S.W.O.T.) analysis. Additionally, each focus group prioritized issues that were important to them by placing red dots next to those issues. This process is discussed in the plan.

Ms. Caesar further advised that the section regarding the parish history was taken out of local history books. The steering committee drafted and voted on the vision statement that is included in the front of the document. Several people asked how to use the plan; therefore, a section of the plan is devoted to explaining the purpose and handling of the plan. State legislation has even been included that explains the role of the planning commission. Many people inquired about how to implement the plan with and without zoning. Thus, there is a section that discusses implementation of the plan with and without zoning. The plan was written in response to the public's input.

Ms. Brathwaite advised that in the land use key recommendation section of the plan under the "Achieve Appropriate Land Use Mix In St. James Parish" and Objective #2 is a strategy that states:

Direct industry location and expansion to selected areas on both sides of the river above Convent/Manresa areas to Ascension Parish.

She requested for the strategy to better define the boundary lines on the west bank side of the parish so the text part of the document would correlate with the future land use map.

ACTION ITEM: Direct industry location and expansion to selected areas on both sides of the river above Convent/Manresa areas to Ascension Parish, St. James Co-op Road to Highway 70/Sunshine Bridge (refer to the future land use map).

Ms. Brathwaite inquired about the future land use map as being a part of the comprehensive plan. She asked if the committee was responsible for producing a future land use map with this plan. Ms. Caesar advised that the purpose of a land use comprehensive plan is to produce a future land use map. Mr. Gravois advised that this is just the recommendation of the Steering Committee. It will be the Planning Commission and the Parish Council that will make the final decision on the future land use map. Ms. Brathwaite expressed her concerns that the map is basically saying that half of the parish is for sale to industrial developers. Mr. Gravois explained that this is just a plan and nothing is written in stone. In order to achieve the things that are discussed in the plan, a map to accompany the

discussion is necessary. The map illustrates the starting point before the plan and what the Parish is trying to accomplish. That is the reason the plan will be revisited every few years. This is just a plan to get started.

Mr. Ozane Gravois, St. James Parish Comprehensive Plan Steering Committee member, expressed that there is a lot of open land that is being proposed for residential use; however, the population is projected to decline. Preserving the land for residential use may not be logical. Perhaps it could be designated for industrial uses.

Mr. Weidert explained that the population in the proposed industrial areas is currently declining. There has been discussion relative to Romeville Elementary School remaining open. There appears to be a natural evolution occurring within the Parish where industry is choosing to locate in those desinganted areas. The map is only illustrating something that already exists. Ms. Coleman advised that currently administrators with the school system have been discussing the future of St. James High School due to the proposed tank farm that will possibly locate near the school. Mr. Gravois explained that the areas that are designated as residential are still permitted for agricultural uses. The residential designation is just to prevent industry from moving into the areas.

Mr. Calabro suggested that the recommendation to locate industrial uses to the proposed areas should be properly explained to the residents that currently live in the area. Additionally, industry should be encouraged to assist residents in relocating. While the map does look daunting, this development is something that is already occurring.

Vision Statement

Mr. Gravois advised that there were several comments requesting that a mention of protecting historical sites be included in the vision statement. St. Michael Church is located in the proposed industrial areas and should be preserved.

Open Discussion

Mr. Gravios advised that the next meeting is scheduled for Monday, June 13th and the Committee will vote on the approval of the plan. If the plan is approved, it will move to the Planning Commission for their July meeting. As of right now, the Steering Committee has a July meeting scheduled. If the Committee remains on this agenda, then the meeting in July will be to discuss next steps for the Committee. Would members of the Committee like to continue to work as a community planning group to ensure the implementation of the plan?

Meeting Adjourn

Welcome Senior Center

ST. JAMES PARISH COMPREHENSIVE PLAN STEERING COMMITTEE
SIGN-IN SHEET
5/9/2011

NAME	INITIALS
Bartley, Debra	
Borne, Terry	
Bourgeois, Tommy	
Brathwaite, Dianne	
Criddle, Kevin	
Coleman, Eva	
Favorite, Kathleen	
Garon, Elyse	
Gravois, Blaise	
Gravois, Ozane	
Guillot, Michael	
Harris, Clara Mae	
Hotard, Libby	
Mayhew, Zeb	
Moore, Lois	
Octave, Michelle	
Pillette, D'ara	
Steib, Nick	
Weidert, Chad	

ST. JAMES PARISH COMPREHENSIVE PLAN
STEERING COMMITTEE MEETING
Monday, May 09, 2011

NAME	ADDRESS	PHONE NUMBER	EMAIL ADDRESS
Kirk White	Lutcher, LA	222.776.7422	Kirkwwhite@bellsouth.net
Kate Stevens	Gonzales LA	(703)304-1115	kate_stevens@ive.com
MICHAEL CALABRO	VACHERIE		
Shandria Smith	VACHERIE	—	Ladysmiths@hotmail.com
I. Smith	VACHERIE	—	
Melissa Wilkins	Baton Rouge	225-206-1623	Melissa.Wilkins@stJamesLa.com
Steve Nosacka	Gramercy	225 9780556	STEVE_TRINITY@COX.NET
Simonne Caesar	SCPDC	(985)851-2900	Simonne@scpdc.org

ST. JAMES PARISH COMPREHENSIVE PLAN
PUBLIC OFFICIAL SIGN-IN SHEET
FOCUS GROUP MEETING
5/9/2011

NAME	INITIALS
PARISH PRESIDENT	
Dale J. Hymel	
PARISH COUNCIL	
Ralph Patin, Jr.	
Jimmy Brazan	
Elwyn Bocz	
Wilson Malbrough, Jr.	
Charles "I Spy" Ketchens	
Jason Amato	
Ken Brass	
PLANNING COMMISSION	
Glen Millet	
Eugene Roussel	
Austin Dennis, Jr.	
Nicole Scott	
Dean Millet	
Anthony Boudreaux	
Arthur Matherne, Jr.	
Danny St. Pierre	

Appendix B: Maps

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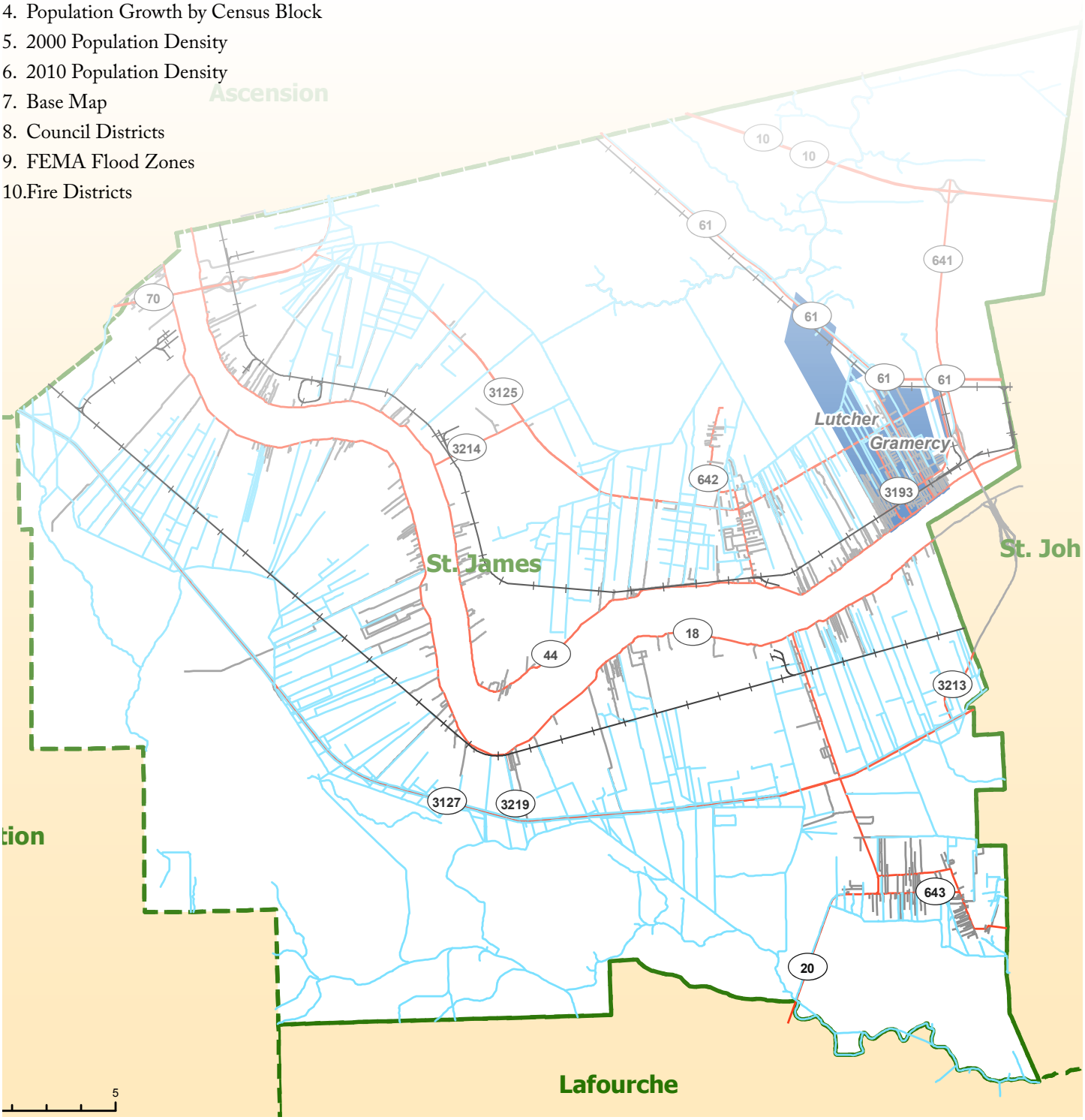
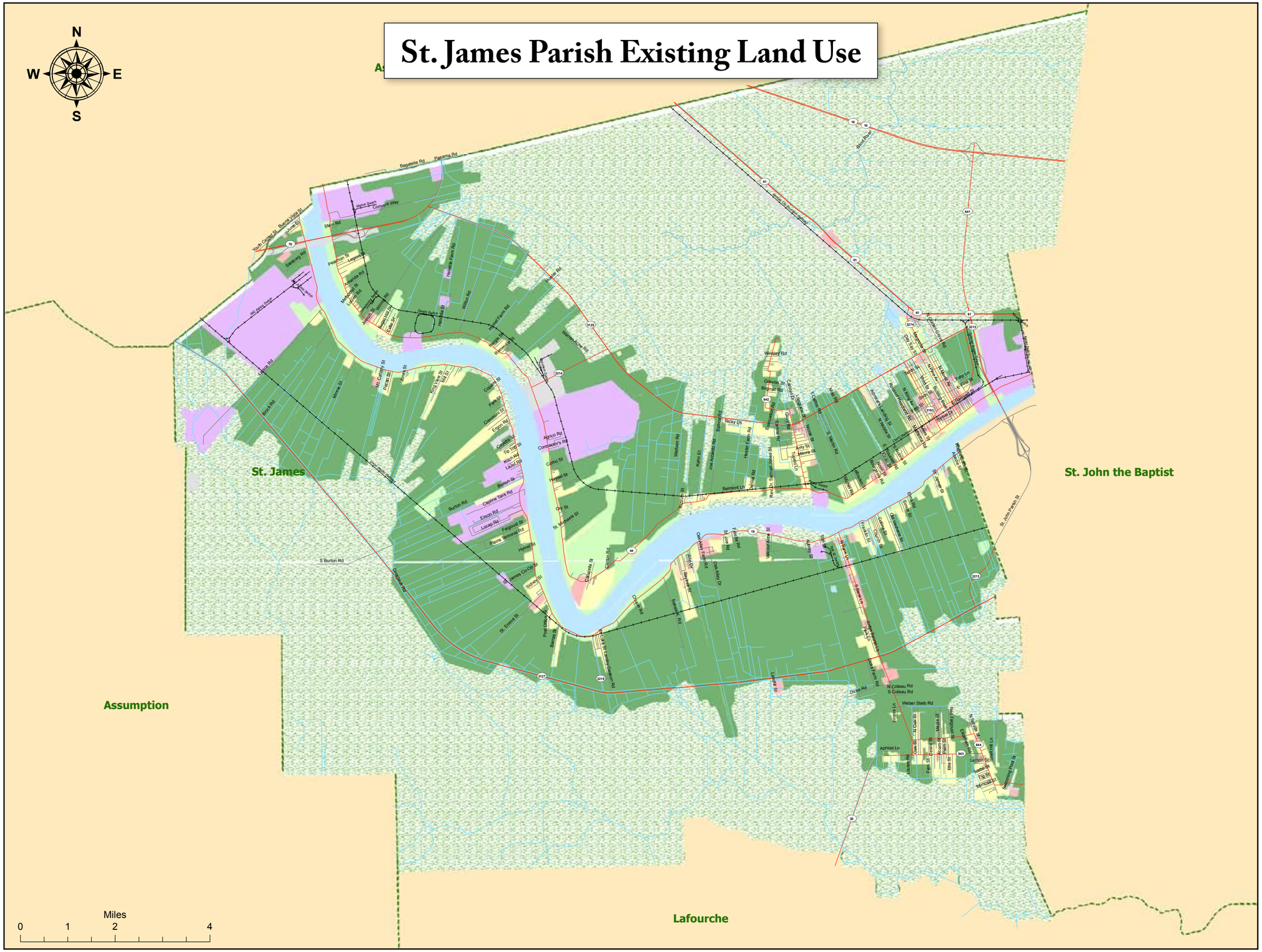
4. Population Growth by Census Block
5. 2000 Population Density
6. 2010 Population Density
7. Base Map
8. Council Districts
9. FEMA Flood Zones
10. Fire Districts



LEGEND

- Interstates
- US Highways
- State Highway
- Local Roads
- Hydrography
- Parishes

- Agricultural
- Commercial/Government
- Industrial
- Not Used
- Open Land
- Residential
- Trans/Comm/Util
- Transitional
- Water
- Wetland


St. James Parish Existing Land Use

St. James Parish Generalized Future Land Use

N
W E
S

Perique Tobacco Site

St. James

St. John the Baptist

Assumption

Lafourche

Motiva Switch
IMC Agrico Switch
Union Pacific Railroad
Kansas City Southern Railroad
GNOC Railroad
Pevey Switch
Kaiser Switch
Tow St. Switch

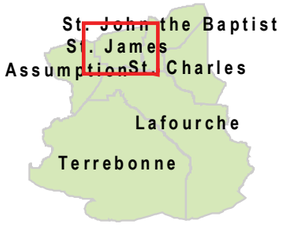
Miles
0 1.25 2.5 5

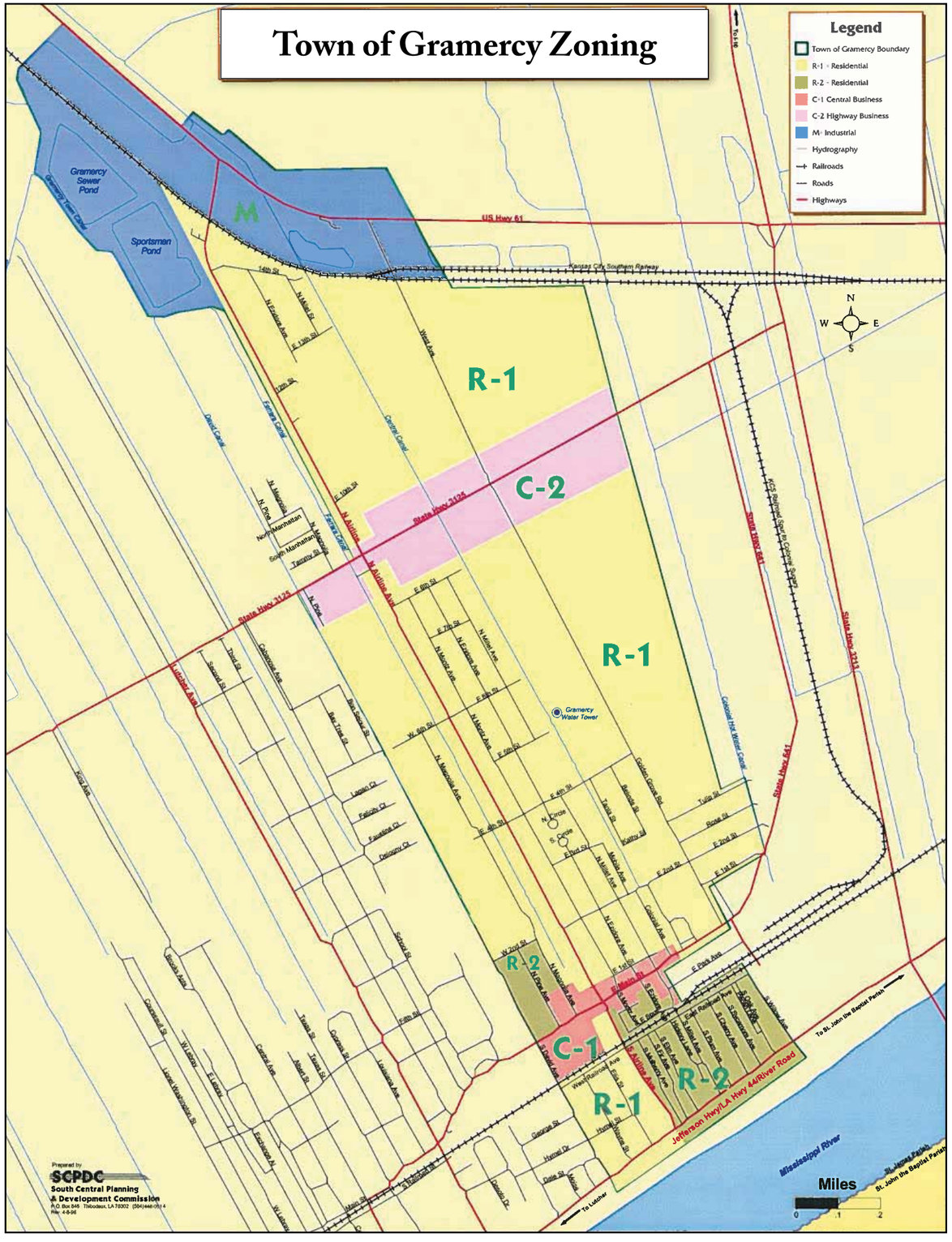
LEGEND

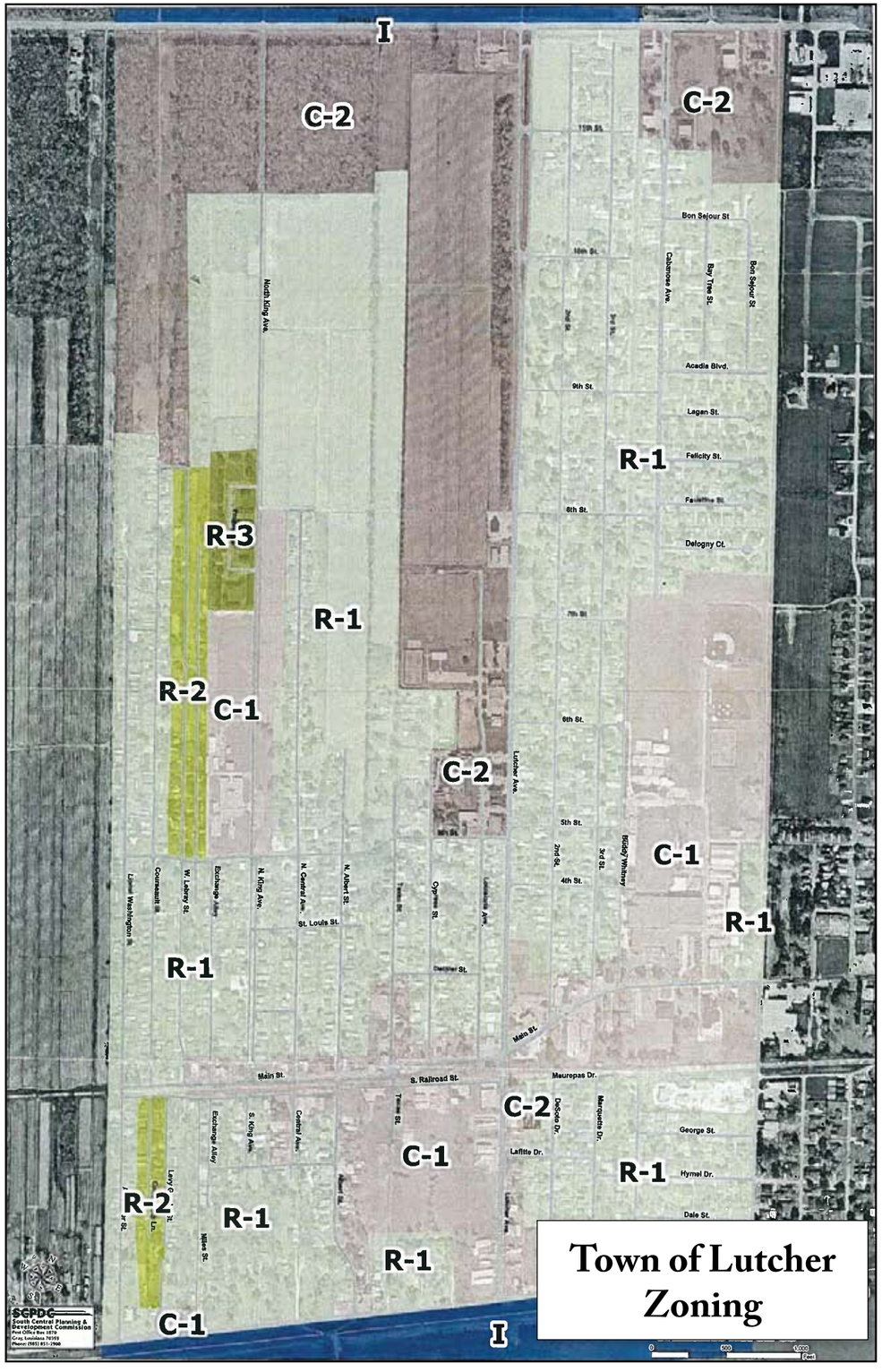
- Interstates
- US Highways
- State Highway
- Local Roads
- Hydrography
- Parishes

Land Use Catagories

- Agriculture
- Commercial; Mixed Use
- Industrial
- Residential
- Wetlands
- Water
- Lutcher
- Gramercy




Town of Gramercy Zoning
Legend
Town of Gramercy Boundary
R-1 - Residential
R-2 - Residential
C-1 Central Business
C-2 Highway Business
M- Industrial
Hydrography
Railroads
Roads
Highways
Gramercy Sewer Pond
Sportsman Pond
M
US Hwy 61
Kansas City Southern Railway
R-1
C-2
R-1
R-2
C-1
R-2
R-1
Gramercy Water Tower
Jefferson Hwy/LA Hwy 44/River Road
Mississippi River
Miles
Prepared by
SCPDC
South Central Planning & Development Commission


I
C-2
C-2
R-1
R-3
R-1
R-2
C-1
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C-1
R-1
R-1
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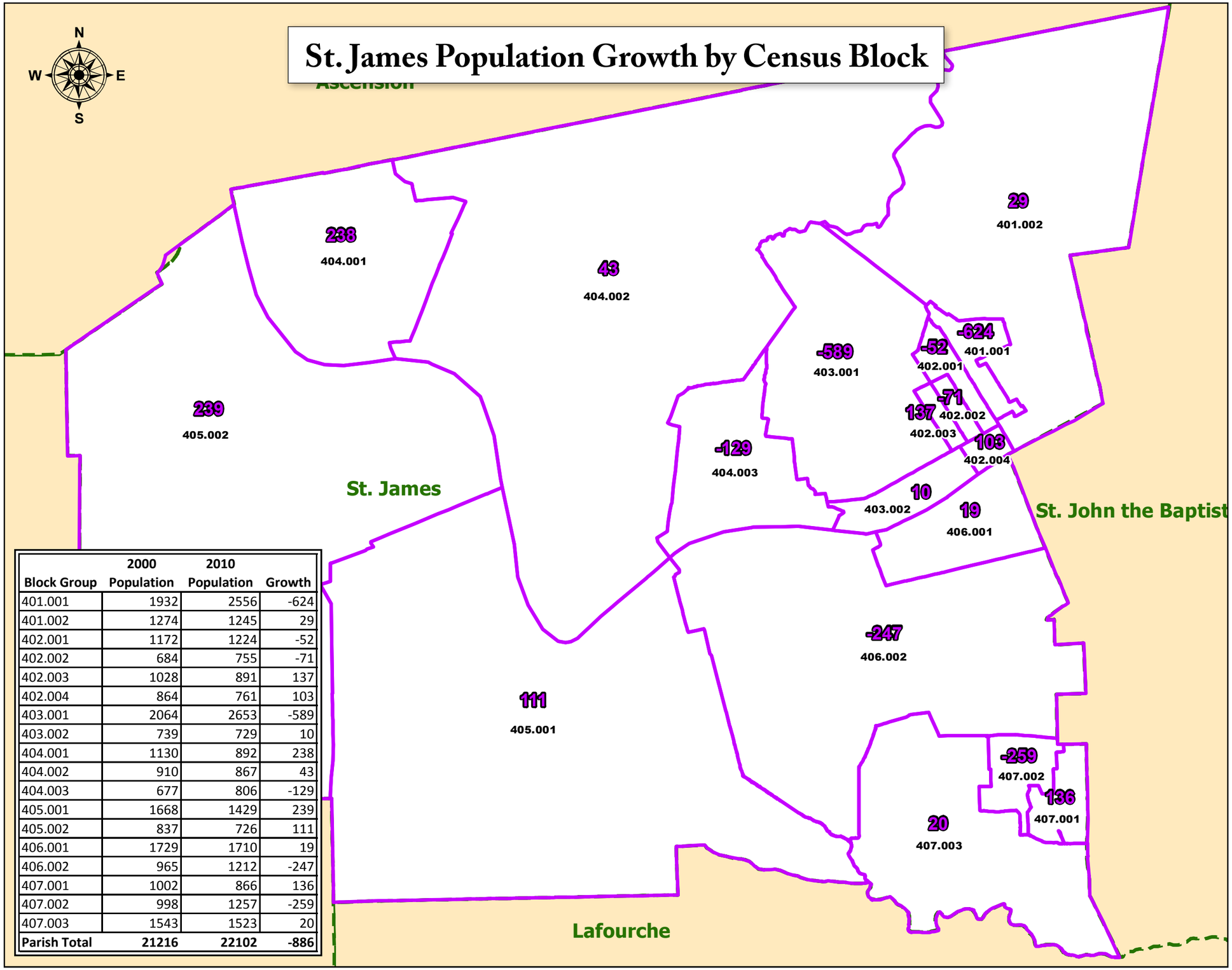
I
Town of Lutcher Zoning

St. James Population Growth by Census Block



Block Group	2000 Population	2010 Population	Growth
401.001	1932	2556	-624
401.002	1274	1245	29
402.001	1172	1224	-52
402.002	684	755	-71
402.003	1028	891	137
402.004	864	761	103
403.001	2064	2653	-589
403.002	739	729	10
404.001	1130	892	238
404.002	910	867	43
404.003	677	806	-129
405.001	1668	1429	239
405.002	837	726	111
406.001	1729	1710	19
406.002	965	1212	-247
407.001	1002	866	136
407.002	998	1257	-259
407.003	1543	1523	20
Parish Total	**21216**	**22102**	**-886**

Legend

2010 Census Block Groups

2000 Census Block Groups

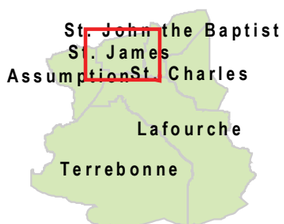
Parishes

Block Group Name Label

404.002

2000-2010 Population Growth or Loss

867



St. James 2000 Population Density

LEGEND

- Interstates
- US Highways
- State Highway
- Local Roads
- Hydrography
- Parishes

1 Dot = 1 Person

N W E S

Asce

St. James

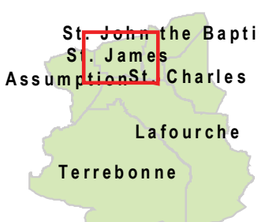
St. John the Baptist

Assumption

Lafourche

10 10 61 641 70 61 3125 3274 61 3213 3214 642 3193 18 44 3213 3127 3219 643 20

Miles
0 1.25 2.5 5



St. James 2010 Population Density

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S

Asce

St. James

St. John the Baptist

Assumption

Lafourche

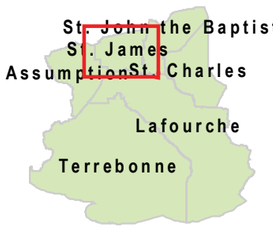
10 10 61 641 70 61 61 3274 3213 3125 3214 642 3193 18 44 3213 3127 3219 643 20

LEGEND

- Interstates
- US Highways
- State Highway
- Local Roads
- Hydrography
- Parishes

1 Dot = 1 Person

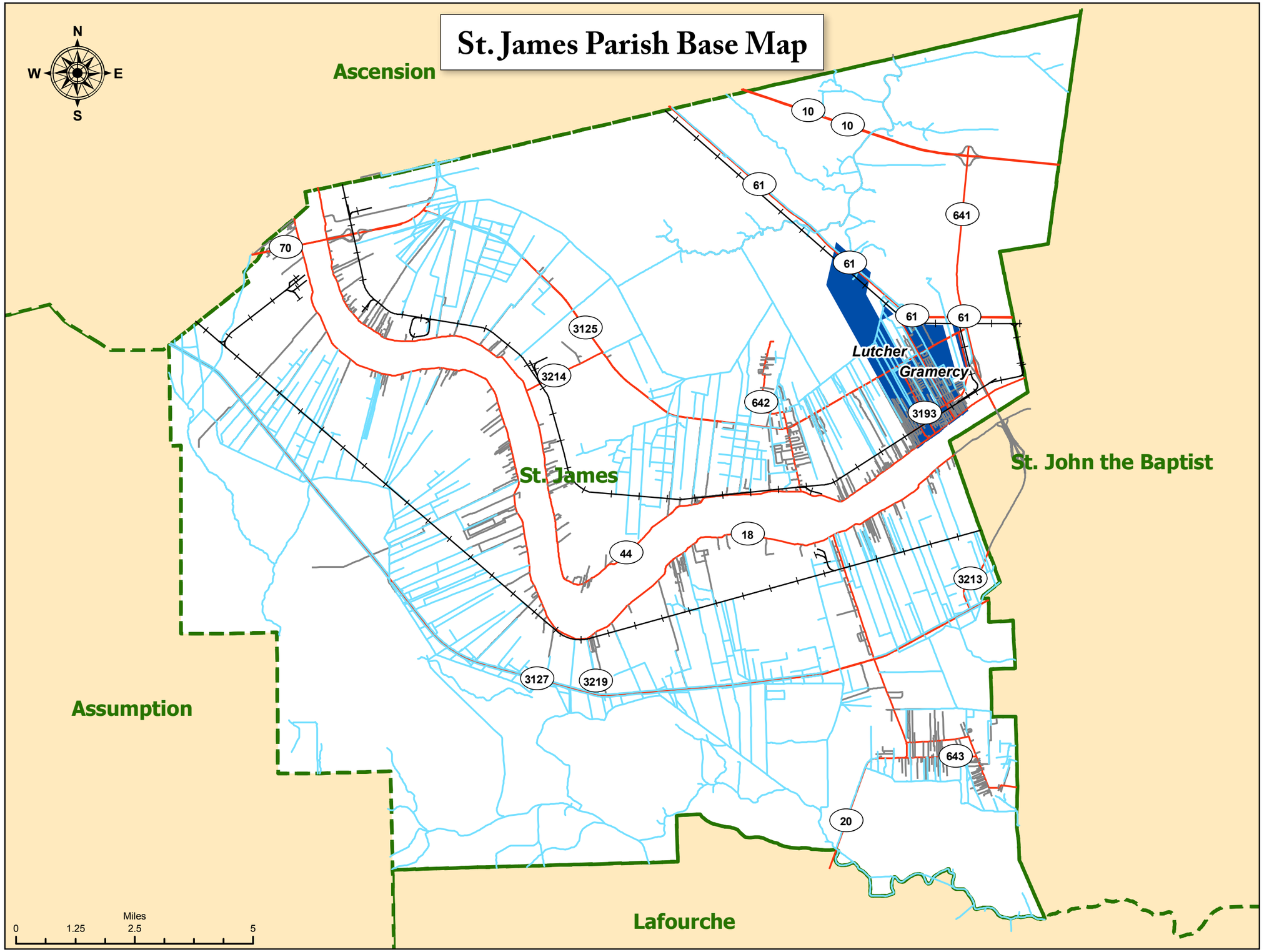
Miles
0 1.25 2.5 5



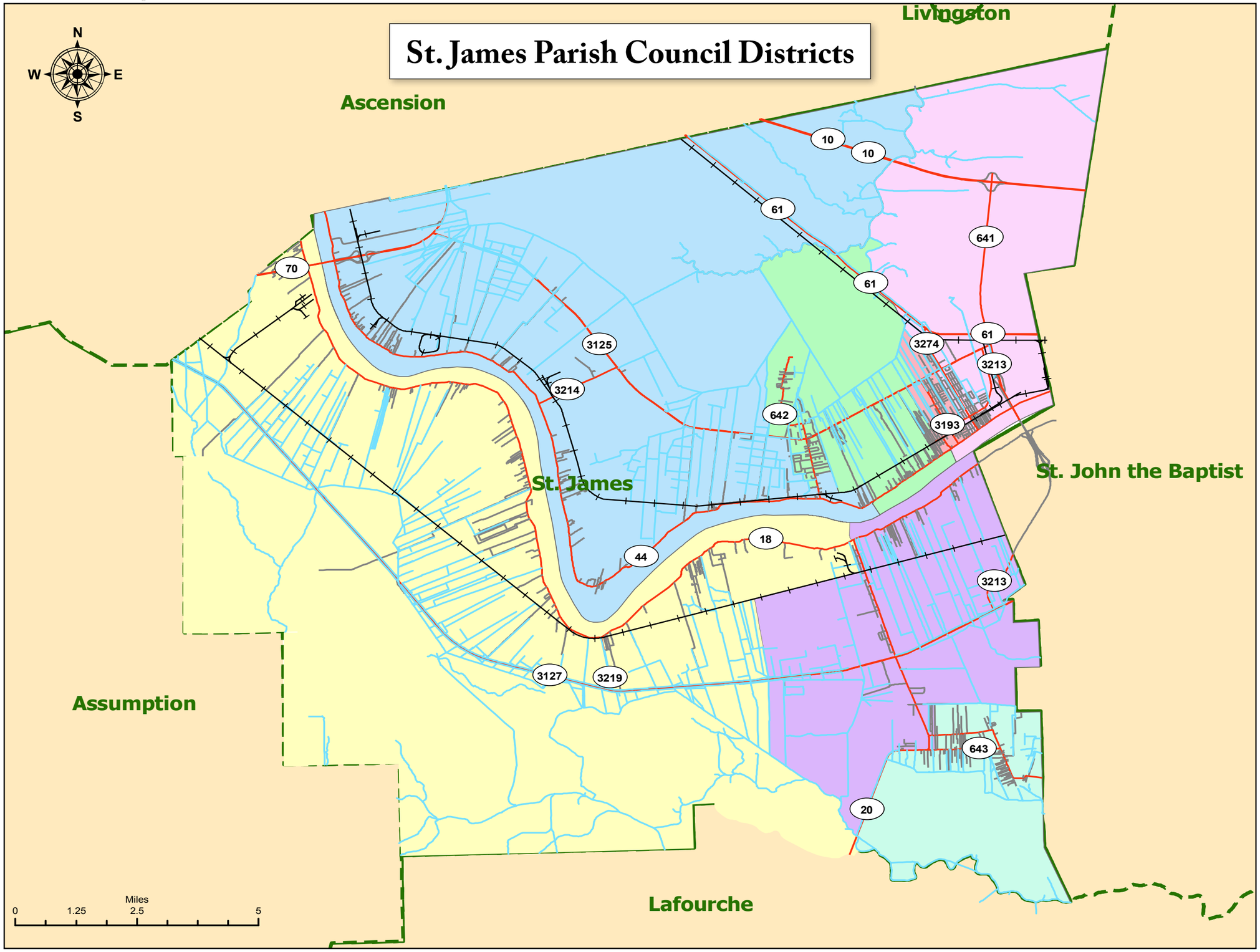
St. James Parish Base Map

LEGEND

- Interstates
- US Highways
- State Highway
- Local Roads
- Hydrography
- Parishes



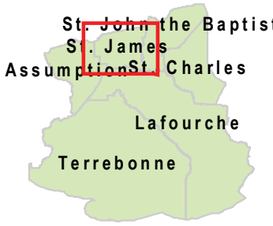
St. James Parish Council Districts



LEGEND

- Interstates
- US Highways
- State Highway
- Local Roads
- Hydrography
- Parishes

- District 1
- District 2
- District 3
- District 4
- District 5
- District 6
- District 7



St. James Parish FEMA Flood Zones

LEGEND

- Interstates
- US Highways
- State Highway
- Local Roads
- Hydrography
- Parishes

- Zone A
- Zone C

N W E S

Ascen

St. James

St. John the Baptist

Assumption

Lafourche

10 10 61 641 61 70 3125 3214 3274 61 3213 642 3193 18 44 3213 3127 3219 643 20

Miles
0 1.25 2.5 5

St. John the Baptist
St. James
Assumption St. Charles
Lafourche
Terrebonne

St. James Fire Districts

N
W E
S

Ascension

St. John the Baptist

St. James

Assumption

Lafourche

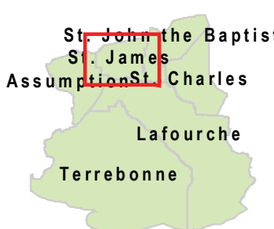
10
10
61
641
70
61
3125
3274
61
3213
3214
642
3193
18
44
3213
3127
3219
643
20

Miles
0 1.25 2.5 5

LEGEND

- Interstates
- US Highways
- State Highway
- Local Roads
- Hydrography
- Parishes

- Gramercy FD
- Lutcher FD
- North Vacherie FD
- Paulina/Grand Point/ Belmont FD
- South Vacherie FD
- Union/Convent FD



Appendix C: Wage and Salary Tables

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Table C-1 Wage & Salary Employment Forecast by Major Business Sector South Central Planning and Development District: Regional Labor Market 3 and the River Parishes of St. Charles, St. James, and St. John the Baptist 2010 to 2030 (Baseline Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	777	897	957	1,021	1,088	120	60	64	67
Mining	6,523	7,623	8,132	8,675	9,244	1,100	509	543	570
Utilities	1,500	1,644	1,754	1,871	1,994	144	110	117	123
Construction	9,958	11,061	11,799	12,587	13,413	1,103	739	787	827
Manufacturing	19,442	21,823	23,280	24,833	26,464	2,381	1,457	1,553	1,631
Wholesale Trade	5,034	5,680	6,059	6,463	6,888	646	379	404	424
Retail Trade	15,266	17,040	18,177	19,390	20,664	1,774	1,138	1,213	1,273
Transportation and Warehousing	13,521	14,947	15,945	17,009	18,126	1,426	998	1,064	1,117
Information	1,087	1,345	1,435	1,531	1,631	258	90	96	101
Finance and Insurance	2,957	3,288	3,508	3,742	3,988	331	220	234	246
Real Estate and Rental and Leasing	3,289	3,587	3,827	4,082	4,350	298	240	255	268
Professional, Scientific, and Tech Services	3,763	3,886	4,146	4,422	4,713	123	259	277	290
Mgmt. of Companies and Enterprises	1,719	1,943	2,073	2,211	2,356	224	130	138	145
Adm. And Support and Waste Mgmt	7,793	8,520	9,089	9,695	10,332	727	569	606	637
Educational Services	7,870	8,819	9,408	10,035	10,694	949	589	628	659
Health Care and Social Assistance	15,546	16,292	17,380	18,540	19,757	746	1,088	1,160	1,218
Arts, Entertainment, and Recreation	1,229	1,345	1,435	1,531	1,631	116	90	96	101
Accommodation and Food Services	9,015	10,014	10,683	11,396	12,144	999	669	713	748
Other Services	3,485	4,185	4,465	4,763	5,075	700	279	298	313
Public Administration	5,356	5,530	5,900	6,293	6,707	174	369	394	413
Total W & S Employment	140,150	149,470	159,450	170,090	181,260	9,320	9,980	10,640	11,170

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-2 Wage and Salary Employment Forecast by Major Business Sector South Central Planning and Development District: River Parishes 2010 to 2030 (Baseline Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	203	246	262	278	296	43	16	17	18
Mining	459	541	575	613	651	82	35	37	39
Utilities	1,066	1,180	1,255	1,337	1,421	114	75	81	84
Construction	4,288	4,720	5,022	5,346	5,682	432	301	324	336
Manufacturing	9,690	10,719	11,404	12,140	12,903	1,029	685	737	763
Wholesale Trade	2,394	2,655	2,825	3,007	3,196	261	170	183	189
Retail Trade	4,004	4,425	4,708	5,012	5,327	421	283	304	315
Transportation and Warehousing	3,371	3,737	3,976	4,232	4,498	366	239	257	266
Information	296	295	314	334	355	-1	19	20	21
Finance and Insurance	914	1,033	1,099	1,169	1,243	119	66	71	74
Real Estate and Rental and Leasing	438	443	471	501	533	5	28	30	31
Professional, Scientific, and Tech Services	1,276	1,377	1,465	1,559	1,657	101	88	95	98
Mgmt. of Companies and Enterprises	213	246	262	278	296	33	16	17	18
Adm. And Support and Waste Mgmt	3,645	4,032	4,289	4,567	4,854	387	257	277	287
Educational Services	*	3,491	3,714	3,954	4,202	NA	223	240	249
Health Care and Social Assistance	3,660	4,081	4,342	4,622	4,913	421	261	281	291
Arts, Entertainment, and Recreation	411	443	471	501	533	32	28	30	31
Accommodation and Food Services	2,401	2,655	2,825	3,007	3,196	254	170	183	189
Other Services	597	688	732	780	829	91	44	47	49
Public Administration	1,966	2,163	2,302	2,450	2,604	197	138	149	154
Total W & S Employment	46,214	49,170	52,310	55,690	59,190	2,956	3,140	3,380	3,500

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-3 Wage and Salary Employment Forecast by Major Business Sector South Central Planning and Development District: Bayou Parishes 2010 to 2030 (Baseline Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	574	651	695	742	792	77	44	47	50
Mining	5,183	7,082	7,557	8,062	8,593	1,899	474	505	531
Utilities	1,338	464	499	534	573	-874	34	36	39
Construction	3,609	6,340	6,778	7,240	7,731	2,731	437	463	491
Manufacturing	9,320	11,104	11,876	12,693	13,561	1,784	773	817	868
Wholesale Trade	4,570	3,025	3,234	3,456	3,692	-1,545	210	222	235
Retail Trade	7,906	12,614	13,469	14,378	15,337	4,708	855	909	958
Transportation and Warehousing	7,316	11,210	11,969	12,777	13,628	3,894	759	807	851
Information	462	1,050	1,121	1,197	1,276	588	71	75	80
Finance and Insurance	1,589	2,256	2,409	2,572	2,745	667	154	163	172
Real Estate and Rental and Leasing	2,522	3,145	3,356	3,581	3,818	623	211	225	237
Professional, Scientific, and Tech Services	2,867	2,509	2,681	2,863	3,055	-358	172	182	192
Mgmt. of Companies and Enterprises	1,015	1,697	1,811	1,933	2,060	682	114	121	128
Adm. And Support and Waste Mgmt	4,016	4,488	4,799	5,129	5,478	472	311	329	350
Educational Services	*	5,328	5,694	6,081	6,492	NA	366	388	411
Health Care and Social Assistance	11,002	12,211	13,038	13,918	14,845	1,209	827	879	927
Arts, Entertainment, and Recreation	4,868	903	964	1,030	1,099	-3,965	62	65	69
Accommodation and Food Services	4,917	7,359	7,858	8,389	8,948	2,442	499	530	559
Other Services	4,346	3,497	3,732	3,983	4,247	-849	235	251	264
Public Administration	2,700	3,367	3,598	3,843	4,102	667	231	245	259
Total W & S Employment	93,936	100,300	107,140	114,400	122,070	6,364	6,840	7,260	7,670

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-4 Wage and Salary Employment Forecast by Major Business Sector St. James Parish 2010 to 2030 (Baseline Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	166	165	172	180	188		7	8	8
Mining	5	33	34	36	38	28	1	2	2
Utilities	76	66	69	72	75	-10	3	3	3
Construction	207	256	267	279	291	49	11	12	12
Manufacturing	2,632	2,813	2,939	3,069	3,202	181	126	130	133
Wholesale Trade	258	256	267	279	291	-2	11	12	12
Retail Trade	658	685	715	747	779	27	31	32	32
Transportation and Warehousing	767	759	793	828	864	-8	34	35	36
Information	27	33	34	36	38	6	1	2	2
Finance and Insurance	139	140	147	153	160	1	6	6	7
Real Estate and Rental and Leasing	146	149	155	162	169	3	7	7	7
Professional, Scientific, and Tech Services	63	74	78	81	85	11	3	3	4
Mgmt. of Companies and Enterprises	123	91	95	99	103	-32	4	4	4
Adm. And Support and Waste Mgmt	273	281	293	306	319	8	13	13	13
Educational Services	695	693	724	756	789	NA	31	32	33
Health Care and Social Assistance	683	726	759	792	826	43	33	33	34
Arts, Entertainment, and Recreation	92	107	112	117	122	15	5	5	5
Accommodation and Food Services	399	429	448	468	488	30	19	20	20
Other Services	77	83	86	90	94	6	4	4	4
Public Administration	399	413	431	450	470	14	19	19	20
Total W & S Employment	7,885	8,250	8,620	9,000	9,390	365	370	380	390

e - Estimate

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-5 Wage & Salary Employment Forecast by Major Business Sector South Central Planning and Development District: Regional Labor Market 3 and the River Parishes of St. Charles, St. James, and St. John the Baptist 2010 to 2030 (Fast Growth Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	777	911	986	1,068	1,157	134	76	82	89
Mining	6,523	7,741	8,383	9,078	9,833	1,218	643	695	755
Utilities	1,500	1,670	1,808	1,958	2,121	170	139	150	163
Construction	9,958	11,232	12,164	13,172	14,267	1,274	932	1,008	1,095
Manufacturing	19,442	22,160	23,999	25,988	28,149	2,718	1,840	1,989	2,161
Wholesale Trade	5,034	5,768	6,246	6,764	7,326	734	479	518	562
Retail Trade	15,266	17,303	18,739	20,292	21,979	2,037	1,436	1,553	1,687
Transportation and Warehousing	13,521	15,178	16,438	17,800	19,280	1,657	1,260	1,362	1,480
Information	1,087	1,366	1,479	1,602	1,735	279	113	123	133
Finance and Insurance	2,957	3,339	3,616	3,916	4,242	382	277	300	326
Real Estate and Rental and Leasing	3,289	3,643	3,945	4,272	4,627	354	302	327	355
Professional, Scientific, and Tech Services	3,763	3,946	4,274	4,628	5,013	183	328	354	385
Mgmt. of Companies and Enterprises	1,719	1,973	2,137	2,314	2,506	254	164	177	192
Adm. And Support and Waste Mgmt	7,793	8,651	9,370	10,146	10,990	858	718	776	844
Educational Services	7,870	8,955	9,698	10,502	11,375	1,085	743	804	873
Health Care and Social Assistance	15,546	16,544	17,917	19,402	21,015	998	1,373	1,485	1,613
Arts, Entertainment, and Recreation	1,229	1,366	1,479	1,602	1,735	137	113	123	133
Accommodation and Food Services	9,015	10,169	11,013	11,926	12,918	1,154	844	913	992
Other Services	3,485	4,250	4,603	4,984	5,398	765	353	381	414
Public Administration	5,356	5,616	6,082	6,586	7,134	260	466	504	548
Total W & S Employment	140,150	151,780	164,380	178,000	192,800	11,630	12,600	13,620	14,800

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-6 Wage and Salary Employment Forecast by Major Business Sector South Central Planning and Development District: River Parishes 2010 to 2030 (Fast Growth Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	203	250	270	291	315	47	20	21	24
Mining	459	549	593	640	694	90	44	47	53
Utilities	1,066	1,199	1,294	1,397	1,513	133	95	103	116
Construction	4,288	4,794	5,176	5,588	6,053	506	382	412	466
Manufacturing	9,690	10,887	11,753	12,689	13,746	1,197	867	935	1,057
Wholesale Trade	2,394	2,697	2,911	3,143	3,405	303	215	232	262
Retail Trade	4,004	4,495	4,852	5,238	5,675	491	358	386	437
Transportation and Warehousing	3,371	3,795	4,098	4,424	4,792	424	302	326	369
Information	296	300	323	349	378	4	24	26	29
Finance and Insurance	914	1,049	1,132	1,222	1,324	135	83	90	102
Real Estate and Rental and Leasing	438	449	485	524	567	11	36	39	44
Professional, Scientific, and Tech Services	1,276	1,398	1,510	1,630	1,766	122	111	120	136
Mgmt. of Companies and Enterprises	213	250	270	291	315	37	20	21	24
Adm. And Support and Waste Mgmt	3,645	4,095	4,421	4,773	5,171	450	326	352	398
Educational Services	*	3,546	3,828	4,133	4,477	NA	282	305	344
Health Care and Social Assistance	3,660	4,145	4,475	4,831	5,234	485	330	356	403
Arts, Entertainment, and Recreation	411	449	485	524	567	38	36	39	44
Accommodation and Food Services	2,401	2,697	2,911	3,143	3,405	296	215	232	262
Other Services	597	699	755	815	883	102	56	60	68
Public Administration	1,966	2,197	2,372	2,561	2,774	231	175	189	213
Total W & S Employment	46,214	49,940	53,915	58,205	63,055	3,726	3,975	4,290	4,850

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-7 Wage and Salary Employment Forecast by Major Business Sector South Central Planning and Development District: Bayou Parishes 2010 to 2030 (Fast Growth Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	574	661	717	777	842	87	56	60	65
Mining	5,183	7,191	7,790	8,438	9,139	2,008	599	647	701
Utilities	1,338	471	514	561	607	-867	43	47	46
Construction	3,609	6,437	6,988	7,584	8,214	2,828	551	596	630
Manufacturing	9,320	11,273	12,246	13,299	14,403	1,953	973	1,053	1,104
Wholesale Trade	4,570	3,071	3,335	3,621	3,921	-1,499	264	286	301
Retail Trade	7,906	12,808	13,887	15,054	16,304	4,902	1,079	1,167	1,251
Transportation and Warehousing	7,316	11,383	12,340	13,376	14,488	4,067	958	1,036	1,111
Information	462	1,066	1,156	1,253	1,357	604	90	97	104
Finance and Insurance	1,589	2,290	2,484	2,694	2,917	701	194	210	224
Real Estate and Rental and Leasing	2,522	3,193	3,460	3,748	4,060	671	267	288	312
Professional, Scientific, and Tech Services	2,867	2,548	2,764	2,998	3,247	-319	216	234	249
Mgmt. of Companies and Enterprises	1,015	1,723	1,867	2,023	2,191	708	144	156	168
Adm. And Support and Waste Mgmt	4,016	4,556	4,949	5,373	5,819	540	392	425	446
Educational Services	*	5,409	5,870	6,369	6,898	NA	461	499	529
Health Care and Social Assistance	11,002	12,399	13,442	14,571	15,782	1,397	1,043	1,129	1,211
Arts, Entertainment, and Recreation	4,868	917	994	1,078	1,168	-3,951	78	84	90
Accommodation and Food Services	4,917	7,473	8,102	8,783	9,513	2,556	630	681	730
Other Services	4,346	3,551	3,848	4,169	4,516	-795	297	321	347
Public Administration	2,700	3,419	3,710	4,025	4,359	719	291	315	334
Total W & S Employment	93,936	101,840	110,465	119,795	129,745	7,904	8,625	9,330	9,950

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-8 Wage and Salary Employment Forecast by Major Business Sector St. James Parish 2010 to 2030 (Fast Growth Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	166	167	178	189	201	1	11	11	12
Mining	5	33	36	38	40	28	2	2	2
Utilities	76	67	71	75	80	-9	4	4	5
Construction	207	259	275	292	311	52	16	17	19
Manufacturing	2,632	2,847	3,026	3,217	3,422	215	179	191	205
Wholesale Trade	258	259	275	292	311	1	16	17	19
Retail Trade	658	693	737	783	833	35	44	46	50
Transportation and Warehousing	767	768	817	868	923	1	48	52	55
Information	27	33	36	38	40	6	2	2	2
Finance and Insurance	139	142	151	160	171	3	9	10	10
Real Estate and Rental and Leasing	146	150	160	170	181	4	9	10	11
Professional, Scientific, and Tech Services	63	75	80	85	90	12	5	5	5
Mgmt. of Companies and Enterprises	123	92	98	104	110	-31	6	6	7
Adm. And Support and Waste Mgmt	273	284	302	321	341	11	18	19	20
Educational Services	695	701	746	793	843	NA	44	47	50
Health Care and Social Assistance	683	735	781	830	883	52	46	49	53
Arts, Entertainment, and Recreation	92	109	115	123	130	17	7	7	8
Accommodation and Food Services	399	434	462	491	522	35	27	29	31
Other Services	77	84	89	94	100	7	5	6	6
Public Administration	399	418	444	472	502	19	26	28	30
Total W & S Employment	7,885	8,350	8,875	9,435	10,035	465	525	560	600

e - Estimate

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-9 Wage & Salary Employment Forecast by Major Business Sector South Central Planning and Development District: Regional Labor Market 3 and the River Parishes of St. Charles, St. James, and St. John the Baptist 2010 to 2030 (Slow Growth Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	777	889	938	992	1,048	112	50	53	56
Mining	6,523	7,553	7,976	8,430	8,905	1,030	423	454	474
Utilities	1,500	1,629	1,720	1,818	1,921	129	91	98	102
Construction	9,958	10,959	11,574	12,232	12,920	1,001	614	659	688
Manufacturing	19,442	21,623	22,834	24,134	25,492	2,181	1,212	1,299	1,358
Wholesale Trade	5,034	5,628	5,943	6,281	6,635	594	315	338	353
Retail Trade	15,266	16,883	17,830	18,844	19,904	1,617	946	1,015	1,060
Transportation and Warehousing	13,521	14,810	15,640	16,530	17,460	1,289	830	890	930
Information	1,087	1,333	1,408	1,488	1,571	246	75	80	84
Finance and Insurance	2,957	3,258	3,441	3,637	3,841	301	183	196	205
Real Estate and Rental and Leasing	3,289	3,554	3,754	3,967	4,190	265	199	214	223
Professional, Scientific, and Tech Services	3,763	3,851	4,066	4,298	4,540	88	216	231	242
Mgmt. of Companies and Enterprises	1,719	1,925	2,033	2,149	2,270	206	108	116	121
Adm. And Support and Waste Mgmt	7,793	8,442	8,915	9,422	9,952	649	473	507	530
Educational Services	7,870	8,738	9,228	9,753	10,301	868	490	525	549
Health Care and Social Assistance	15,546	16,143	17,048	18,018	19,031	597	905	970	1,014
Arts, Entertainment, and Recreation	1,229	1,333	1,408	1,488	1,571	104	75	80	84
Accommodation and Food Services	9,015	9,923	10,479	11,075	11,698	908	556	596	623
Other Services	3,485	4,147	4,379	4,628	4,889	662	232	249	260
Public Administration	5,356	5,480	5,787	6,116	6,460	124	307	329	344
Total W & S Employment	140,150	148,100	156,400	165,300	174,600	7,950	8,300	8,900	9,300

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-10 Wage and Salary Employment Forecast by Major Business Sector South Central Planning and Development District: River Parishes 2010 to 2030 (Slow Growth Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	203	244	257	270	285	41	13	14	15
Mining	459	536	564	595	628	77	28	30	33
Utilities	1,066	1,169	1,231	1,297	1,370	103	62	66	73
Construction	4,288	4,677	4,925	5,189	5,481	389	248	264	292
Manufacturing	9,690	10,621	11,183	11,783	12,447	931	562	600	664
Wholesale Trade	2,394	2,631	2,770	2,919	3,083	237	139	149	164
Retail Trade	4,004	4,385	4,617	4,865	5,139	381	232	248	274
Transportation and Warehousing	3,371	3,703	3,899	4,108	4,339	332	196	209	231
Information	296	292	308	324	343	-4	15	17	18
Finance and Insurance	914	1,023	1,077	1,135	1,199	109	54	58	64
Real Estate and Rental and Leasing	438	438	462	486	514	0	23	25	27
Professional, Scientific, and Tech Services	1,276	1,364	1,436	1,513	1,599	88	72	77	85
Mgmt. of Companies and Enterprises	213	244	257	270	285	31	13	14	15
Adm. And Support and Waste Mgmt	3,645	3,995	4,207	4,432	4,682	350	212	226	250
Educational Services	*	3,459	3,642	3,838	4,054	NA	183	195	216
Health Care and Social Assistance	3,660	4,044	4,258	4,486	4,739	384	214	228	253
Arts, Entertainment, and Recreation	411	438	462	486	514	27	23	25	27
Accommodation and Food Services	2,401	2,631	2,770	2,919	3,083	230	139	149	164
Other Services	597	682	718	757	799	85	36	39	43
Public Administration	1,966	2,144	2,257	2,378	2,512	178	114	121	134
Total W & S Employment	46,214	48,720	51,300	54,050	57,095	2,506	2,580	2,750	3,045

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-11 Wage and Salary Employment Forecast by Major Business Sector South Central Planning and Development District: Bayou Parishes 2010 to 2030 (Slow Growth Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	574	645	682	722	762	71	37	40	41
Mining	5,183	7,017	7,412	7,836	8,277	1,834	395	424	441
Utilities	1,338	460	489	521	550	-878	29	32	29
Construction	3,609	6,282	6,649	7,043	7,439	2,673	367	395	396
Manufacturing	9,320	11,002	11,651	12,351	13,045	1,682	649	700	694
Wholesale Trade	4,570	2,997	3,173	3,363	3,552	-1,573	176	190	189
Retail Trade	7,906	12,499	13,213	13,980	14,766	4,593	714	767	786
Transportation and Warehousing	7,316	11,107	11,741	12,422	13,121	3,791	634	681	699
Information	462	1,041	1,100	1,163	1,229	579	59	64	65
Finance and Insurance	1,589	2,235	2,364	2,502	2,642	646	128	138	141
Real Estate and Rental and Leasing	2,522	3,116	3,292	3,481	3,677	594	176	189	196
Professional, Scientific, and Tech Services	2,867	2,486	2,630	2,784	2,941	-381	144	154	157
Mgmt. of Companies and Enterprises	1,015	1,682	1,777	1,879	1,984	667	95	102	106
Adm. And Support and Waste Mgmt	4,016	4,447	4,708	4,990	5,270	431	262	282	280
Educational Services	*	5,279	5,585	5,915	6,248	NA	307	330	333
Health Care and Social Assistance	11,002	12,099	12,790	13,532	14,293	1,097	691	742	761
Arts, Entertainment, and Recreation	4,868	894	946	1,001	1,058	-3,974	51	55	56
Accommodation and Food Services	4,917	7,292	7,709	8,156	8,615	2,375	417	448	459
Other Services	4,346	3,465	3,661	3,872	4,089	-881	196	211	218
Public Administration	2,700	3,336	3,530	3,738	3,948	636	194	208	210
Total W & S Employment	93,936	99,380	105,100	111,250	117,505	5,444	5,720	6,150	6,255

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-12 Wage and Salary Employment Forecast by Major Business Sector St. James Parish 2010 to 2030 (Slow Growth Scenario)

Employment Sector	Year					Change			
	Q1/2010	2015	2020	2025	2030	2010 -2015	2015 - 2020	2020 -2025	2025 - 2030
Agriculture, Forestry, Fishing, and Hunting	166	163	169	175	182	-3	6	6	6
Mining	5	33	34	35	36	28	1	1	1
Utilities	76	65	68	70	73	-11	2	3	3
Construction	207	252	262	272	281	45	9	10	10
Manufacturing	2,632	2,777	2,878	2,987	3,096	145	101	109	109
Wholesale Trade	258	252	262	272	281	-6	9	10	10
Retail Trade	658	676	701	727	754	18	24	27	27
Transportation and Warehousing	767	749	776	806	835	-18	27	29	29
Information	27	33	34	35	36	6	1	1	1
Finance and Insurance	139	138	143	149	154	-1	5	5	5
Real Estate and Rental and Leasing	146	147	152	158	163	1	5	6	6
Professional, Scientific, and Tech Services	63	73	76	79	82	10	3	3	3
Mgmt. of Companies and Enterprises	123	90	93	96	100	-33	3	4	4
Adm. And Support and Waste Mgmt	273	277	287	298	309	4	10	11	11
Educational Services	695	684	709	736	763	NA	25	27	27
Health Care and Social Assistance	683	717	743	771	799	34	26	28	28
Arts, Entertainment, and Recreation	92	106	110	114	118	14	4	4	4
Accommodation and Food Services	399	424	439	456	472	25	15	17	17
Other Services	77	81	84	88	91	4	3	3	3
Public Administration	399	407	422	438	454	8	15	16	16
Total W & S Employment	7,885	8,145	8,440	8,760	9,080	260	295	320	320

e - Estimate

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program and Analyst

Table C-13 Wage and Salary Employment Trends by Parish South Central Planning and Development District January 2001 to March 2010

Employment Sector	Year									Change						
	Q1 2001	Q1 2005	August 2005	Q1 2006	Q1 2007	Q1 2008	Q1 2009	Q4 2009	Q1 2010	Q1/2001 - Q1/2005	Q1/2005 - 8/2005	8/2005 - Q1/2006	Q1/2006 - Q1/010	Q1/2008 - Q4/2009	Q1/2009 - Q4/2009	Q1/2009 - Q1/0010
St. Charles	20,098	22,683	22,593	22,459	23,696	23,275	24,363	24,070	23,129	2,585	-90	-134	670	795	-293	-1,234
St. James	7,220	7,214	7,560	6,877	7,045	7,267	7,967	8,025	7,885	-6	346	-683	1,008	758	58	-82
St. John	12,792	12,825	13,012	13,900	14,784	14,784	15,139	15,353	15,200	33	187	888	1,300	569	214	61
River Parishes Subtotal	40,110	42,722	43,165	43,236	45,525	45,326	47,469	47,448	46,214	2,612	443	71	2,978	2,122	-21	-1,255
Assumption	5,314	4,594	4,429	4,271	4,894	4,920	4,853	4,750	4,311	-720	-165	-158	40	-170	-103	-542
Lafourche	30,381	32,466	33,815	33,279	35,702	37,399	37,877	37,059	36,255	2,085	1,349	-536	2,976	-340	-818	-1,622
Terrebonne	47,075	49,295	51,757	51,850	57,260	57,285	56,632	53,741	53,370	2,220	2,462	93	1,520	-3,544	-2,891	-3,262
Bayou Parishes Subtotal	82,770	86,355	90,001	89,400	97,856	99,604	99,362	95,550	93,936	3,585	3,646	-601	4,536	-4,054	-3,812	-5,426
Total W & S Employment #	122,880	129,077	133,166	132,636	143,381	144,930	146,831	142,998	140,150	6,197	4,089	-530	7,514	-1,932	-3,833	-6,681

**Non-disclosed data. # Total employment figures may not equal the sum of the employment sectors due to undisclosed data. Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program*

Table C-14 Wage and Salary Employment Trends by Major Business Sector South Central Planning and Development District: Regional Labor Market 3 and the River Parishes of St. Charles, St. James, and St. John the Baptist January 2001 to March 2010

Employment Sector	Year									Change						
	Q1 2001	Q1 2005	August 2005	Q1 2006	Q1 2007	Q1 2008	Q1 2009	Q4 2009	Q1 2010	Q1/2001 - Q1/2005	Q1/2005 - 8/2005	8/2005 - Q1/2006	Q1/2006 - Q1/010	Q1/2008 - Q4/2009	Q1/2009 - Q4/2009	Q1/2009 - Q1/0010
Agriculture, Forestry, Fishing, and Hunting	879	873	1,283	797	871	819	807	908	777	-6	410	-486	-20	89	101	-30
Mining	6,757	5,635	6,300	6,335	7,495	7,637	7,004	6,407	6,523	-1,122	665	35	188	-1,230	-597	-481
Utilities	1,458	1,408	1,400	1,374	1,417	1,349	1,408	1,514	1,500	-50	-8	-26	126	165	106	92
Construction	8,724	9,100	9,927	10,394	11,121	10,763	11,175	10,717	9,958	376	827	467	-436	-46	-458	-1,217
Manufacturing	19,846	18,697	18,792	18,509	21,111	20,307	20,509	19,828	19,442	-1,149	95	-283	933	-479	-681	-1,067
Wholesale Trade	4,611	4,985	5,433	5,055	5,288	5,478	5,367	5,162	5,034	374	448	-378	-21	-316	-205	-333
Retail Trade	15,194	14,505	14,446	15,131	15,563	15,493	15,550	15,796	15,266	-689	-59	685	135	303	246	-284
Transportation and Warehousing	8,801	10,559	11,092	11,492	13,295	14,355	15,055	14,151	13,521	1,758	533	400	2,029	-204	-904	-1,534
Information	1,314	1,270	1,249	1,194	1,158	1,141	1,069	1,073	1,087	-44	-21	-55	-107	-68	4	18
Finance and Insurance	2,554	2,679	2,694	2,808	2,937	2,828	2,830	2,980	2,957	125	15	114	149	152	150	127
Real Estate and Rental and Leasing	3,876	3,900	3,778	3,998	4,546	4,027	3,665	3,191	3,289	24	-122	220	-709	-836	-474	-376
Professional, Scientific, and Tech Services	2,705	2,898	2,713	3,064	3,500	3,589	3,899	3,704	3,763	193	-185	351	699	115	-195	-136
Mgmt. of Companies and Enterprises	1,701	1,744	1,827	1,654	1,733	1,607	1,561	1,749	1,719	43	83	-173	65	142	188	158
Adm. And Support and Waste Mgmt	4,645	7,895	8,238	8,367	9,185	9,478	9,654	8,173	7,793	3,250	343	129	-574	-1,305	-1,481	-1,861
Educational Services	8,431	8,638	8,457	7,508	7,590	7,827	7,904	7,797	7,870	207	-181	-949	362	-30	-107	-34
Health Care and Social Assistance	11,684	13,237	13,648	13,448	14,221	14,617	15,077	15,720	15,546	1,553	411	-200	2,098	1,103	643	469
Arts, Entertainment, and Recreation	1,008	1,205	1,620	1,091	1,144	1,267	1,271	1,267	1,229	197	415	-529	138	0	-4	-42
Accommodation and Food Services	7,477	8,334	8,563	8,924	9,122	9,285	9,238	8,949	9,015	857	229	361	91	-336	-289	-223
Other Services	2,681	2,621	2,660	2,680	3,379	3,874	3,834	3,641	3,485	-60	39	20	805	-233	-193	-349
Public Administration	4,271	4,737	4,822	4,637	4,809	4,805	4,991	5,200	5,356	466	85	-185	719	395	209	365
Total W & S Employment #	122,880	129,076	132,851	132,636	143,382	144,930	146,831	142,999	140,150	6,196	3,775	-215	7,514	-1,931	-3,832	-6,681

**Non-disclosed data. # Total employment figures may not equal the sum of the employment sectors due to undisclosed data. Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program*

Table C-15 Wage and Salary Employment Trends by Major Business Sector South Central Planning and Development District--River Parishes January 2001 to March 2010

Employment Sector	Year									Change						
	Q1 2001	Q1 2005	August 2005	Q1 2006	Q1 2007	Q1 2008	Q1 2009	Q4 2009	Q1 2010	Q1/2001 - Q1/2005	Q1/2005 - 8/2005	8/2005 - Q1/2006	Q1/2006 - Q1/010	Q1/2008 - Q4/2009	Q1/2009 - Q4/2009	Q1/2009 - Q1/0010
Agriculture, Forestry, Fishing, and Hunting	241	222	342	205	214	204	193	244	203	-19	120	-137	-2	40	51	10
Mining	327	251	278	460	492	512	437	441	459	-76	27	182		-71	4	22
Utilities	1,046	972	953	940	972	922	977	1,077	1,066	-74	-19	-13	126	155	100	89
Construction	4,068	4,547	4,639	4,554	4,796	4,490	5,068	5,054	4,288	479	92	-85	-266	564	-14	-780
Manufacturing	10,173	9,509	9,511	9,202	9,622	9,763	9,983	9,784	9,690	-664	2	-309	488	21	-199	-293
Wholesale Trade	2,105	2,660	2,899	2,553	2,620	2,694	2,647	2,504	2,394	555	239	-346	-159	-190	-143	-253
Retail Trade	4,240	3,747	3,713	3,947	4,074	4,097	4,092	4,139	4,004	-493	-34	234	57	42	47	-88
Transportation and Warehousing	2,342	2,665	2,713	2,919	3,203	3,519	3,779	3,422	3,371	323	48	206	452	-97	-357	-408
Information	343	362	349	329	318	325	303	292	296	19	-13	-20	-33	-33	-11	-7
Finance and Insurance	672	699	653	711	755	725	725	898	914	27	-46	58	203	173	173	189
Real Estate and Rental and Leasing	309	670	522	599	674	630	574	535	438	361	-148	77	-161	-95	-39	-136
Professional, Scientific, and Tech Services	893	926	848	1,011	1,208	1,106	1,229	1,293	1,276	33	-78	163	265	187	64	47
Mgmt. of Companies and Enterprises	455	238	255	254	299	308	137	196	213	-217	17		-41	-112	59	76
Adm. And Support and Waste Mgmt	1,753	3,130	3,102	3,374	3,942	3,088	3,594	3,604	3,645	1,377	-28	272	271	516	10	51
Educational Services	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Health Care and Social Assistance	2,464	3,119	3,206	3,106	3,277	3,375	3,471	3,708	3,660	655	87	-100	554	333	237	189
Arts, Entertainment, and Recreation	428	465	669	391	399	430	413	400	411	37	204	-278	20	-30	-13	-2
Accommodation and Food Services	2,036	2,189	2,321	2,349	2,376	2,427	2,358	2,354	2,401	153	132	28	52	-73	-4	43
Other Services	536	592	609	571	650	665	708	635	597	56	17	-38	26	-30	-73	-111
Public Administration	1,416	1,655	1,731	1,638	1,821	1,764	1,853	1,909	1,966	239	76	-93	328	145	56	113
Total W & S Employment #	40,110	42,722	43,165	43,236	45,525	45,326	47,469	47,448	46,214	2,612	443	71	2,978	2,122	-21	-1,255

**Non-disclosed data. # Total employment figures may not equal the sum of the employment sectors due to undisclosed data. Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program*

Table C-16 Wage and Salary Employment Trends by Major Business Sector St. Charles Parish January 2001 to March 2010

Employment Sector	Year									Change						
	Q1 2001	Q1 2005	August 2005	Q1 2006	Q1 2007	Q1 2008	Q1 2009	Q4 2009	Q1 2010	Q1/2001 - Q1/2005	Q1/2005 - 8/2005	8/2005 - Q1/2006	Q1/2006 - Q1/010	Q1/2008 - Q4/2009	Q1/2009 - Q4/2009	Q1/2009 - Q1/0010
Agriculture, Forestry, Fishing, and Hunting	8	13	15	*	*	*	*	*	*	5	2	*	*	*	*	*
Mining	82	*	*	*	76	93	94	71	85	*	*	*	*	-22	-23	-9
Utilities	891	812	793	788	801	751	798	896	889	-79	-19	-5	101	145	98	91
Construction	2,104	3,165	3,221	3,264	3,472	3,111	3,411	3,428	2,717	1,061	56	43	-547	317	17	-694
Manufacturing	5,402	4,603	4,567	4,408	4,488	4,766	4,693	4,453	4,376	-799	-36	-159	-32	-313	-240	-317
Wholesale Trade	1,459	2,135	2,363	1,917	1,871	1,796	1,714	1,673	1,577	676	228	-446	-340	-123	-41	-137
Retail Trade	1,970	1,439	1,456	1,478	1,699	1,709	1,663	1,733	1,664	-531	17	22	186	24	70	1
Transportation and Warehousing	1,128	1,302	1,317	1,526	1,623	1,833	2,013	1,778	1,728	174	15	209	202	-55	-235	-285
Information	180	165	167	136	124	124	122	130	133	-15	2	-31	-3	6	8	11
Finance and Insurance	287	289	290	299	299	261	249	247	242	2	1	9	-57	-14	-2	-7
Real Estate and Rental and Leasing	131	348	328	281	294	256	237	233	151	217	-20	-47	-130	-23	-4	-86
Professional, Scientific, and Tech Services	479	599	562	668	801	711	818	916	873	120	-37	106	205	205	98	55
Mgmt. of Companies and Enterprises	301	78	87	83	89	94	*	*	*	-223	9	-4	*	*	*	*
Adm. And Support and Waste Mgmt	1,003	2,040	1,922	2,117	2,721	1,930	2,334	2,188	2,323	1,037	-118	195	206	258	-146	-11
Educational Services	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Health Care and Social Assistance	937	1,361	1,428	1,348	1,409	1,437	1,477	1,605	1,592	424	67	-80	244	168	128	115
Arts, Entertainment, and Recreation	157	153	262	155	143	154	134	132	127	-4	109	-107	-28	-22	-2	-7
Accommodation and Food Services	810	961	965	892	990	1,037	823	835	871	151	4	-73	-21	-202	12	48
Other Services	223	284	300	257	247	266	285	237	251	61	16	-43	-6	-29	-48	-34
Public Administration	624	724	715	705	720	753	773	789	805	100	-9	-10	100	36	16	32
Total W & S Employment #	20,098	22,683	22,593	22,459	23,696	23,275	24,363	24,070	23,129	2,585	-90	-134	670	795	-293	-1,234

**Non-disclosed data. # Total employment figures may not equal the sum of the employment sectors due to undisclosed data. Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program*

Table C-17 Wage and Salary Employment Trends by Major Business Sector St. James Parish January 2001 to March 2010

Employment Sector	Year									Change						
	Q1 2001	Q1 2005	August 2005	Q1 2006	Q1 2007	Q1 2008	Q1 2009	Q4 2009	Q1 2010	Q1/2001 - Q1/2005	Q1/2005 - 8/2005	8/2005 - Q1/2006	Q1/2006 - Q1/010	Q1/2008 - Q4/2009	Q1/2009 - Q4/2009	Q1/2009 - Q1/0010
Agriculture, Forestry, Fishing, and Hunting	186	167	264	155	175	165	166	204	166	-19	97	-109	11	39	38	0
Mining	42	*	*	*	*	3	21	3	5	*	*	*	*	0	-18	-16
Utilities	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Construction	384	242	316	161	125	180	455	433	207	-142	74	-155	46	253	-22	-248
Manufacturing	2,525	2,749	2,775	2,581	2,429	2,292	2,452	2,465	2,632	224	26	-194	51	173	13	180
Wholesale Trade	172	64	53	56	73	222	251	259	258	-108	-11	3	202	37	8	7
Retail Trade	719	642	625	614	646	659	649	656	658	-77	-17	-11	44	-3	7	9
Transportation and Warehousing	470	385	406	427	540	646	802	768	767	-85	21	21	340	122	-34	-35
Information	23	25	24	24	23	30	26	27	27	2		0	3	-3	1	1
Finance and Insurance	113	147	132	138	146	154	161	138	139	34	-15	6	1	-16	-23	-22
Real Estate and Rental and Leasing	*	146	*	134	157	151	167	151	146	*	*	*	12	0	-16	-21
Professional, Scientific, and Tech Services	155	73	62	57	66	54	70	62	63	-82	-11	-5	6	8	-8	-7
Mgmt. of Companies and Enterprises	70	84	87	87	76	80	*	*	*	14	3	0	*	*	*	*
Adm. And Support and Waste Mgmt	186	287	323	284	362	299	269	305	273	101	36	-39	-11	6	36	4
Educational Services	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Health Care and Social Assistance	500	549	581	517	528	598	633	667	683	49	32	-64	166	69	34	50
Arts, Entertainment, and Recreation	118	135	154	55	68	88	90	89	92	17	19	-99	37	1		2
Accommodation and Food Services	190	271	297	310	359	363	390	401	399	81	26	13	89	38	11	9
Other Services	60	49	62	51	68	64	73	75	77	-11	13	-11	26	11	2	4
Public Administration	335	439	503	426	488	398	376	392	399	104	64	-77	-27	-6	16	23
Total W & S Employment #	7,220	7,214	7,560	6,877	7,045	7,267	7,967	8,025	7,885	-6	346	-683	1,008	758	58	-82

**Non-disclosed data. # Total employment figures may not equal the sum of the employment sectors due to undisclosed data. Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program*

Table C-18 Wage and Salary Employment Trends by Major Business Sector St. John the Baptist Parish January 2001 to March 2010

Employment Sector	Year									Change						
	Q1 2001	Q1 2005	August 2005	Q1 2006	Q1 2007	Q1 2008	Q1 2009	Q4 2009	Q1 2010	Q1/2001 - Q1/2005	Q1/2005 - 8/2005	8/2005 - Q1/2006	Q1/2006 - Q1/010	Q1/2008 - Q4/2009	Q1/2009 - Q4/2009	Q1/2009 - Q1/0010
Agriculture, Forestry, Fishing, and Hunting	47	42	63	50	39	39	27	40	37	-5	21	-13	-13	1	13	10
Mining	204	251	278	460	416	416	322	367	369	47	27	182	-91	-49	45	47
Utilities	155	160	160	152	171	171	179	181	177	5	0	-8	25	10	2	-2
Construction	1,580	1,140	1,102	1,129	1,199	1,199	1,202	1,193	1,364	-440	-38	27	235	-6	-9	162
Manufacturing	2,245	2,157	2,169	2,213	2,705	2,705	2,838	2,866	2,682	-88	12	44	469	161	28	-156
Wholesale Trade	474	461	483	580	676	676	682	572	559	-13	22	97	-21	-104	-110	-123
Retail Trade	1,551	1,666	1,632	1,855	1,729	1,729	1,780	1,750	1,682	115	-34	223	-173	21	-30	-98
Transportation and Warehousing	744	978	990	966	1,040	1,040	964	876	876	234	12	-24	-90	-164	-88	-88
Information	140	172	158	169	171	171	155	135	136	32	-14	11	-33	-36	-20	-19
Finance and Insurance	272	263	231	274	310	310	315	513	533	-9	-32	43	259	203	198	218
Real Estate and Rental and Leasing	178	176	194	184	223	223	170	151	141	-2	18	-10	-43	-72	-19	-29
Professional, Scientific, and Tech Services	259	254	224	286	341	341	341	315	340	-5	-30	62	54	-26	-26	
Mgmt. of Companies and Enterprises	83	76	81	84	134	134	137	196	213	-7	5	3	129	62	59	76
Adm. And Support and Waste Mgmt	565	803	857	973	859	859	991	1,111	1,049	238	54	116	76	252	120	58
Educational Services	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Health Care and Social Assistance	1,026	1,209	1,197	1,241	1,340	1,340	1,361	1,436	1,385	183	-12	44	144	96	75	24
Arts, Entertainment, and Recreation	153	177	253	181	188	188	189	179	192	24	76	-72	11	-9	-10	3
Accommodation and Food Services	1,035	957	1,059	1,147	1,027	1,027	1,145	1,118	1,131	-78	102	88	-16	91	-27	-14
Other Services	253	259	247	263	335	335	350	323	269	6	-12	16	6	-12	-27	-81
Public Administration	457	492	513	507	613	613	704	728	762	35	21	-6	255	115	24	58
Total W & S Employment #	12,792	12,825	13,012	13,900	14,784	14,784	15,139	15,353	15,200	33	187	888	1,300	569	214	61

**Non-disclosed data. # Total employment figures may not equal the sum of the employment sectors due to undisclosed data. Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program*

Table C-19 Wage and Salary Employment Trends by Major Business Sector South Central Planning and Development District: Bayou Parishes January 2001 to March 2010

Employment Sector	Year									Change						
	Q1 2001	Q1 2005	August 2005	Q1 2006	Q1 2007	Q1 2008	Q1 2009	Q4 2009	Q1 2010	Q1/2001 - Q1/2005	Q1/2005 - 8/2005	8/2005 - Q1/2006	Q1/2006 - Q1/010	Q1/2008 - Q4/2009	Q1/2009 - Q4/2009	Q1/2009 - Q1/0010
Agriculture, Forestry, Fishing, and Hunting	638	651	996	592	658	615	614	663	36,636	13	345	-404	36,044	48	49	36,022
Mining	6,430	5,384	5,966	5,875	7,003	7,125	6,567	5,965	5,183	-1,046	582	-91	-692	-1,160	-602	-1,384
Utilities	412	382	393	381	394	377	431	437	1,338	-30	11	-12	957	60	6	907
Construction	4,655	4,554	5,293	5,839	6,325	6,272	6,107	5,662	3,609	-101	739	546	-2,230	-610	-445	-2,498
Manufacturing	4,432	9,188	9,345	9,307	11,490	10,545	10,526	10,043	9,320	4,756	157	-38	13	-502	-483	-1,206
Wholesale Trade	2,505	2,326	2,551	2,502	2,667	2,784	2,721	2,658	4,570	-179	225	-49	2,068	-126	-63	1,849
Retail Trade	10,954	10,757	10,801	11,184	11,488	11,396	11,459	11,657	7,906	-197	44	383	-3,278	261	198	-3,553
Transportation and Warehousing	6,459	7,895	8,402	8,573	10,092	10,836	11,276	10,729	7,316	1,436	507	171	-1,257	-107	-547	-3,960
Information	971	908	907	866	840	815	765	749	462	-63		-41	-404	-66	-16	-303
Finance and Insurance	1,882	1,980	2,051	2,097	2,182	2,104	2,105	2,081	1,589	98	71	46	-508	-23	-24	-516
Real Estate and Rental and Leasing	3,567	3,230	3,286	3,399	3,872	3,398	3,091	2,655	2,522	-337	56	113	-877	-743	-436	-569
Professional, Scientific, and Tech Services	1,812	1,972	1,883	2,053	2,293	2,482	2,670	2,411	2,867	160	-89	170	814	-71	-259	197
Mgmt. of Companies and Enterprises	1,246	1,506	1,568	390	366	1,299	1,424	1,553	1,015	260	62	-1,178	625	254	129	-409
Adm. And Support and Waste Mgmt	2,892	4,764	5,107	4,994	5,243	6,390	6,059	4,569	4,016	1,872	343	-113	-978	-1,821	-1,490	-2,043
Educational Services	7,508	7,799	7,594	3,422	3,515	3,506	3,601	3,585	*	291	-205	-4,172	*	79	-16	*
Health Care and Social Assistance	9,220	10,118	10,491	10,343	10,944	11,242	11,606	12,012	11,002	898	373	-148	659	770	406	-604
Arts, Entertainment, and Recreation	580	740	966	699	746	837	859	867	4,868	160	226	-267	4,169	30	8	4,009
Accommodation and Food Services	5,441	6,146	6,330	6,575	6,746	6,857	6,880	6,595	4,917	705	184	245	-1,658	-262	-285	-1,963
Other Services	2,145	2,028	2,057	2,109	2,729	3,209	3,125	3,006	4,346	-117	29	52	2,237	-203	-119	1,221
Public Administration	2,855	3,082	3,117	2,999	2,987	3,041	3,137	3,290	2,700	227	35	-118	-299	249	153	-437
Total W & S Employment #	82,770	86,355	90,001	89,400	97,856	99,604	99,362	95,550	93,936	3,585	3,646	-601	4,536	-4,054	-3,812	-5,426

**Non-disclosed data. # Total employment figures may not equal the sum of the employment sectors due to undisclosed data. Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program*

Table C-20 Wage and Salary Employment Trends by Major Business Sector Assumption Parish January 2001 to March 2010

Employment Sector	Year									Change						
	Q1 2001	Q1 2005	August 2005	Q1 2006	Q1 2007	Q1 2008	Q1 2009	Q4 2009	Q1 2010	Q1/2001 - Q1/2005	Q1/2005 - 8/2005	8/2005 - Q1/2006	Q1/2006 - Q1/010	Q1/2008 - Q4/2009	Q1/2009 - Q4/2009	Q1/2009 - Q1/0010
Agriculture, Forestry, Fishing, and Hunting	222	236	429	221	257	219	217	244	232	14	193	-208	11	25	27	15
Mining	31	32	32	32	29	33	32	30	30	1	0	0	-2	-3	-2	-2
Utilities	61	*	*	*	*	*	53	53	53	*	*	*	*	*	0	0
Construction	119	158	214	284	283	231	210	203	144	39	56	70	-140	-28	-7	-66
Manufacturing	*	1,254	824	947	1,294	1,279	1,150	1,035	967	*	-430	123	20	-244	-115	-183
Wholesale Trade	80	62	52	33	33	50	48	45	55	-18	-10	-19	22	-5	-3	7
Retail Trade	604	511	518	506	534	491	470	498	466	-93	7	-12	-40	7	28	-4
Transportation and Warehousing	95	297	332	303	348	349	367	389	142	202	35	-29	-161	40	22	-225
Information	39	45	42	32	32	29	28	*	*	6	-3	-10	*	*	*	*
Finance and Insurance	140	138	112	117	107	112	108	106	104	-2	-26	5	-13	-6	-2	-4
Real Estate and Rental and Leasing	26	29	36	16	19	16	12	12	12	3	7	-20	-4	-4	0	0
Professional, Scientific, and Tech Services	55	55	57	57	60	61	64	56	57	-0	2	0	0	-5	-8	-7
Mgmt. of Companies and Enterprises	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Adm. And Support and Waste Mgmt	23	24	25	46	52	53	41	34	36	1	1	21	-10	-19	-7	-5
Educational Services	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Health Care and Social Assistance	421	488	521	475	614	685	794	809	786	67	33	-46	311	124	15	-8
Arts, Entertainment, and Recreation	24	44	47	35	28	37	29	34	33	20	3	-12	-2	-3	5	4
Accommodation and Food Services	63	98	111	101	115	93	68	84	76	35	13	-10	-25	-9	16	8
Other Services	38	34	40	42	54	60	49	51	52	-4	6	2	10	-9	2	3
Public Administration	209	196	196	188	187	180	202	190	207	-13	0	-8	19	10	-12	5
Total W & S Employment #	5,314	4,594	4,429	4,271	4,894	4,920	4,853	4,750	4,311	-720	-165	-158	40	-170	-103	-542

**Non-disclosed data. # Total employment figures may not equal the sum of the employment sectors due to undisclosed data. Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program*

Table C-21 Wage and Salary Employment Trends by Major Business Sector Lafourche Parish January 2001 to March 2010

Employment Sector	Year									Change						
	Q1 2001	Q1 2005	August 2005	Q1 2006	Q1 2007	Q1 2008	Q1 2009	Q4 2009	Q1 2010	Q1/2001 - Q1/2005	Q1/2005 - 8/2005	8/2005 - Q1/2006	Q1/2006 - Q1/010	Q1/2008 - Q4/2009	Q1/2009 - Q4/2009	Q1/2009 - Q1/0010
Agriculture, Forestry, Fishing, and Hunting	237	211	339	200	220	204	189	231	193	-26	128	-139	36,055	27	42	36,066
Mining	773	654	693	661	906	1,115	861	910	1,074	-119	39	-32	-468	-205	49	-668
Utilities	163	158	174	165	173	167	169	171	171	-5	16	-9	909	4	2	905
Construction	1,383	1,550	1,689	1,916	2,139	2,376	2,482	2,258	2,232	167	139	227	-1,745	-118	-224	-2,311
Manufacturing	*	2,602	2,788	2,648	2,996	2,715	2,609	2,814	2,664	*	186	-140	-416	99	205	-377
Wholesale Trade	651	442	471	533	615	685	704	728	734	-209	29	62	2,131	43	24	1,960
Retail Trade	3,899	3,646	3,694	3,695	4,010	3,978	4,080	4,166	4,090	-253	48	1	-2,961	188	86	-3,346
Transportation and Warehousing	3,959	4,764	5,171	5,376	6,597	7,144	7,482	7,250	6,924	805	407	205	-1,286	106	-232	-3,392
Information	466	323	309	317	311	326	277	295	299	-143	-14	8	*	-31	18	*
Finance and Insurance	667	708	775	808	804	804	786	762	753	41	67	33	-509	-42	-24	-487
Real Estate and Rental and Leasing	1,610	1,498	1,489	1,635	1,689	1,366	1,206	1,025	1,082	-112	-9	146	-882	-341	-181	-453
Professional, Scientific, and Tech Services	581	669	669	670	689	773	782	672	702	88	0	1	412	-101	-110	300
Mgmt. of Companies and Enterprises	837	1,080	1,142	*	*	975	1,101	1,240	1,193	243	62	*	*	265	139	-399
Adm. And Support and Waste Mgmt	1,648	2,609	2,757	2,158	1,689	2,575	2,447	1,596	1,325	961	148	-599	-965	-979	-851	-1,254
Educational Services	3,214	3,593	3,389	3,422	3,515	3,506	3,601	3,585	3,616	379	-204	33	*	79	-16	*
Health Care and Social Assistance	3,517	3,871	3,937	3,982	3,980	4,170	4,317	4,546	4,501	354	66	45	-366	376	229	-701
Arts, Entertainment, and Recreation	237	345	498	348	358	406	465	462	452	108	153	-150	4,153	56	-3	4,036
Accommodation and Food Services	1,811	1,853	1,916	1,911	2,060	2,056	2,232	2,195	2,150	42	63	-5	-1,459	139	-37	-1,780
Other Services	528	581	609	567	590	696	762	747	692	53	28	-42	1,583	51	-15	1,388
Public Administration	1,101	1,285	1,293	1,227	1,255	1,296	1,316	1,360	1,382	184	8	-66	-535	64	44	-624
Total W & S Employment #	30,381	32,466	33,815	33,279	35,702	37,399	37,877	37,059	36,255	2,085	1,349	-536	-31,897	-340	-818	-36,495

**Non-disclosed data. # Total employment figures may not equal the sum of the employment sectors due to undisclosed data. Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program*

Table C-22 Wage and Salary Employment Trends by Major Business Sector Terrebonne Parish January 2001 to March 2010

Employment Sector	Year									Change						
	Q1 2001	Q1 2005	August 2005	Q1 2006	Q1 2007	Q1 2008	Q1 2009	Q4 2009	Q1 2010	Q1/2001 - Q1/2005	Q1/2005 - 8/2005	8/2005 - Q1/2006	Q1/2006 - Q1/010	Q1/2008 - Q4/2009	Q1/2009 - Q4/2009	Q1/2009 - Q1/0010
Agriculture, Forestry, Fishing, and Hunting	179	204	228	171	181	192	208	188	149	25	24	-57	-22	-4	-20	-59
Mining	5,626	4,698	5,241	5,182	6,068	5,977	5,674	5,025	4,960	-928	543	-59	-222	-952	-649	-714
Utilities	188	224	219	216	221	210	209	213	211	36	-5	-3	-5	3	4	2
Construction	3,154	2,846	3,390	3,639	3,903	3,665	3,415	3,201	3,294	-308	544	249	-345	-464	-214	-121
Manufacturing	4,432	5,332	5,733	5,712	7,200	6,551	6,767	6,194	6,121	900	401	-21	409	-357	-573	-646
Wholesale Trade	1,774	1,822	2,028	1,936	2,019	2,049	1,969	1,885	1,851	48	206	-92	-85	-164	-84	-118
Retail Trade	6,450	6,600	6,589	6,983	6,944	6,927	6,909	6,993	6,706	150	-11	394	-277	66	84	-203
Transportation and Warehousing	2,405	2,834	2,899	2,894	3,147	3,343	3,427	3,090	3,084	429	65	-5	190	-253	-337	-343
Information	466	540	556	517	497	460	460	454	462	74	16	-39	-55	-6	-6	2
Finance and Insurance	1,076	1,134	1,164	1,172	1,271	1,188	1,211	1,213	1,186	58	30	8	14	25	2	-25
Real Estate and Rental and Leasing	1,930	1,703	1,761	1,748	2,164	2,016	1,873	1,618	1,757	-227	58	-13	9	-398	-255	-116
Professional, Scientific, and Tech Services	1,176	1,248	1,157	1,326	1,544	1,648	1,824	1,683	1,728	72	-91	169	402	35	-141	-96
Mgmt. of Companies and Enterprises	409	426	426	390	366	324	323	313	313	17	0	-36	-77	-11	-10	-10
Adm. And Support and Waste Mgmt	1,221	2,131	2,325	2,790	3,502	3,762	3,571	2,939	2,787	910	194	465	-3	-823	-632	-784
Educational Services	4,294	4,206	4,205	*	*	*	*	*	*	-88		*	*	*	*	*
Health Care and Social Assistance	5,283	5,759	6,033	5,886	6,350	6,387	6,495	6,657	6,600	476	274	-147	714	270	162	105
Arts, Entertainment, and Recreation	319	351	421	316	360	394	365	371	334	32	70	-105	18	-23	6	-31
Accommodation and Food Services	3,568	4,195	4,303	4,563	4,571	4,708	4,580	4,316	4,389	627	108	260	-174	-392	-264	-191
Other Services	1,579	1,413	1,408	1,500	2,085	2,453	2,314	2,208	2,144	-166	-5	92	644	-245	-106	-170
Public Administration	1,545	1,601	1,628	1,584	1,545	1,565	1,619	1,740	1,801	56	27	-44	217	175	121	182
Total W & S Employment #	47,075	49,295	51,757	51,850	57,260	57,285	56,632	53,741	53,370	2,220	2,462	93	1,520	-3,544	-2,891	-3,262

**Non-disclosed data. # Total employment figures may not equal the sum of the employment sectors due to undisclosed data. Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program*

Appendix D: Goals, Objectives, Responsibilities, & Actions Matrixes

Contents

1. Community Assets Matrix
2. Land Use Matrix
3. Economic Development Matrix
4. Housing Matrix
5. Human Services Matrix
6. Infrastructure Matrix

Community Assets Matrix

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
Develop a plan and Implementation strategy to capitalize on community assets.	Strart with implementation of two initial strategies and partnership groups: (1) parishwide enhancement group to focus on parishwide sidewalk and trail system to focus on enhancing linkages and connectivity; (2) re-eblished/ revatilized parish historical society to focus on enhancing and capitalizing on historical and architectural assets.	Steering Group Members, Focus Group Participants, Other Parish Residents, Parish Government, Private Sector Industry Sponsors	Enhancement Group to advance planning, design and construction of parishwide system of sidewalks and trails to link neighborhoods and communities.
Emphasize walkability and connectivity; local history and architecture; volunteerism; public-private partnerships.			Best Practice design standards will allow safe and convenient pedestrian access throughout the parish. Industry sponsorships through and "adoption" program can assist construction of sections of the walkway and trail system.
Create public and private sector and citizen partnership to implement the plan.	Group 1 will be the focal point for developing enhancement strategy, identifying possible funding sources, applying for grants, and implementing and updating ongoing enhancement plans as economic and demographic circumstances shift and change.	Enhancement Group, Parish Government, Private Sector Industry Sponsors	Enhancement Group to work with industry to develop a Community-Industry Advisory Panel to develop policies acceptable to both the public and industry on issues like transportation of hazardous materials that are protective of public health and safety and the environment.
			Enhancement Group and Historical Society to work together to facilitate use of sidewalk and trail system by volunteer tour guides, with sponsorship assistance by industry.
	Group 2 will be responsible for reestablishing Parish Historical Society. Once in place, the historical society will be focal point for organizing and developing strategies to highlight local history and enhancing historic architectural assets, identifying funding sources, applying for grants, and implementing asset-based plans.	Historical Society, Parish Government, Private Sector Industry Sponsors	Private and non-profit sector role is to contribute real world experience and best practices to the development of the housing strategy. The non-profit sector can include faith based and community groups who will advocate on the behalf of the residents and constituents. Also non-profits have access to financial resources that are strictly are not available to a for profit venture.
			Historical Society to facilitate obtaining historic plaques, designation of historic buildings, protection of historic properties, assist property owners to avoid loss of historic properties

Five years: 2010-2014	Medium Term: 2015-2019	Long Term 2020-2030

Land Use Implementation Matix

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
Achieve Appropriate Land Use Mix in St. James Parish	Explore adoption of relatively uncomplicated zoning code, with specific purpose overlay-districts	Local Government/ SCPDC	1. After budgeting sufficient funding or securing grant funds, prepare RFP to solicit competent professional assistance in formulating zoning code based on Comprehensive Plan (2011-2015)
		Local Government/ SCPCD	2. Advertise, select, and hire professional asistance in preparation of zoning code for implementation in St. James Parish (2011-2015)
		Advisory/Steering Committee/Zoning Consultant	3. Establish Advisory/Steering Committee to work with Zoning Consultant for development of zoning ordinance and map (2011-2015)
		Local Government/ Steering Committee/ Zoning Consultant	4. Hold public hearings on proposed zoning ordinance and map (2011-2015)
		Local Government/ Zoning Consultant/ Steering Committee	5. Revise and adopt zoning code and map (2011-2015)
	Direct industrial location/expansion to areas of Parish on both sides of River above Convent area to Ascension Parish Line.	Local Government	1. Produce future land use map showing preferred general locations for industrial growth (2011-2015).
		Local Government	2. Adopt zoning ordinance with appropriate use districts (2011-2015)
		Local Government	3. Use overlay districts within zoning ordinance to more effectively regulate industrial land uses (2011-2015)
	Require industry to provide buffer zones of sufficient depth/width around plant sites	Local Government	1. Adopt overlay district provisions for new and future industrial sites which specify amount and type of buffering to help protect surrounding property (2011-2015)
	Promote mixed-use "nodes" in appropriate locations throughout the Parish	Local Government/ SCPDC	1. Update Parish subdivision regulations to incorporate best practices for efficient land uses (2011-2015)
		Local Government/ SCPDC	2. Identify locations such as major intersections or highway crossroads where higher densities can be efficiently served by existing utilities and infrastructure (2011-2015)
		Local Government/ SCPDC	3.Develop and utilize land use regulations such as overlay districts to promote clustered, mixed -use, and infill development (2015-2020)

Five years: 2010-2014	Medium Term: 2015-2019	Long Term 2020-2030

Land Use Matrix Cont.

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
		Local Government/ SCPDC	4. Set up a revolving loan fund to offer incentives in the form of low-cost loans to promote/encourage in-fill development (2015-2020)
		Local Government/ SCPDC	5. Use revolving loan fund to encourage mixed-use and adpative re-ure of older/abandoned structures (2015-2020).
		Local Government/ SCPDC	6. Designate neighborhoods for applicatio of Smart Growth principles and utilize zoning overlays and revised subdivision regulations to achieve Smart Growth development (2015-2020)
		Local Government/ SCPDC	7. Update Comprehensive Plan on regular basis, approximately every 5-7 years, depending on growth (2015-2020)
		Local Government/ SCPDC	8. Streamline Parish regulatory practices and permitting procedures to reduce costs to consumers and small developers (2011-2015).
	Utilize various programs, historic districts, and other techniques to identify "sense of place"	Local Government/ SCPDC	1. Encourage co-sponsorship of parish-wide and/or local festivals to promote uniqueness (2015-2020)
		Local Government	2. Encourage owners of appropriate properties to seek National Historic Register designation for their properties (2015-2020)
		Local Government/ Main Stree Program	3. Implement Main Street Programs in Lutcher and Gramercy (2015-2020)
		Local Government/ State	4. Identify candidate properties in Lutcher/Gramercy for historic desig-nation; establish historic districts in both communities (2015-2020).
		Local Governments	5. Jointly promote downtown Gramercy and Lutcher as cultural/ entertainment centers for the Parish (2015-2020)
		Local Governments/ SCPDC	6. Develop local incentives in conjunction with façade grant program available through Main Street to promote unique, locally-owned small businesses in architecturally significant properties in Lutcher/Gramercy

Five years: 2010-2014	Medium Term: 2015-2019	Long Term 2020-2030

Land Use Matrix Cont.

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
		Local Government/ Design Consultant	7. Implement unique and distictive signage and landscape plans for each "gateway" location in St. James. (2015-2020)
		Local Government/ Zoning Consultant/ Steering Committee	8. Encourage "rural character" preservation in appropriate areas of Parish through large minimum lot size (2011-2015)
		Local Government/ SCPDC	9. Preserve/enhance scenic view in the jParish through conservation and/or agricultural easements (2015-2020)
		Local Government/ State	10. Promote establishment of one or more rural historic districts to protect unique historical properties or agricultural practices (perique tobacco) outside of town setting (2015-2020)
		Local Government/ Zoning Consultant/ Steering Committee	11. Through use of overlay district ensure architectural compatibility with adjacent historic properties, neighborhoods, and districts (2020-2025)
		Local Government	12. Support signage and other uniform recognition of historical sites and areas in the Parish. (2011-2015)
	Implement land use practices that avoid hazards, at least minimize the creation of nuisances, and which to not contribute to environmental degradation.	Local Government	1. Adopt effective land use regulations to reduce land use conflicts and nuisances (2011-2015).
		Local Governments	2. Support development using Smart Growth principles in appropriate areas of the Parish (2011-2015)
		Local Governments	3. Update as appropriate and continue to implement parish hazard mitigation plan (2011-2015)
		Local Government/ Zoning Consultant/ Steering Committee	4. Through zoning ordinance, prohibit land uses which create significant adverse environmental impacts that cannot be eliminated or minimized (2011-2015)
		Local Government	5. Promote best management and prevention practices for potential groundwater protection programs (2015-2020)

Five years: 2010-2014	Medium Term: 2015-2019	Long Term 2020-2030

Land Use Matrix Cont.

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
		Local Government	6. In flood prone areas without public sewage disposal systmes in place, encourage low density devlepment to minimize hazard to life and property from environmental contamination (2011-2015)
		Local Governments	7. Continue to enforce floodplain management regulations and participation in the CRS program to help reduce flood insurance premiums under NFIP (2011-2015)

Five years: 2010-2014	Medium Term: 2015-2019	Long Term 2020-2030

Economic Development Matrix

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
Improve Quality of Life Objective: Promote improved public education system	Adopt a dual degree option that would encourage industrial arts education in addition to the college bound curriculum	Local Government	Adopt a resolution requesting local school board consider this strategy
		School Board	Consider and report on this issue in a public manner
	Address the perceived inadequacy of school system	School Board	Prepare/publish press releases that document positive events/ activities/successes within the school system
		School Board	Prepare/publish press releases that document improvement in standard test scores
	Enhance school campuses and programs including industrial arts and specialized academic programs	School Board	Seek corporate sponsors to partner with local schools to enhance campuses and programs
	Bring distance learning classrooms to St James Parish	Local Government (Technical College / Parish Libraries)	Parish Government should adopt resolutions to encourage Technical College system to partner with Parish Libraries to provide distance learning location for St James residents.
	Improve educational opportunities by matching Regional Transit System route with Educational facilities.	Regional Transit Management	Advertise Regional Transit System as vehicle to improved education
			Ensure that Educational Facilities are included in Routes/ Service area
Improve Quality of Life Objective: Promote new and modern residential development	Enhance availability of affordable housing	Local Government	Encourage affordable housing by improving existing housing stock through Weatherization Program, etc.
		Local Government	Encourage affordable new residential construction
Improve Quality of Life Objective: Promote improved technical communications	Improve availability of communication services including Broadband, Internet and Cable	Local Government	Negotiate with communications service companies to improve available communication services in all areas of St James
		Local Government	If necessary, bring in a private user (large plant) to demand that these services are brought in

Five years: 2010-2014	Medium Term: 2015-2019	Long Term 2020-2030

Economic Development Matrix Cont.

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
Increase Job Opportunities Objective: Promote Value-Added production and Manufacturing	Promote Value-Added Production and Manufacturing	St James Economic Development Council	Inventory products made at local plants and research opportunities to provide next setp in production
		St James Economic Development Council	Seek out manufacturers that can do some of the value-added production here in St James
Increase Job Opportunities Objective: Promote business/ expansion that requres low skill labor	Promote business expansion that requires low skill labor	St James Economic Development Council	Recruit Manufactuerers that require low tech labor force
		St James Economic Development Council	Recruit companies looking for warehouse and distribution locations
Improve infrastructure Objective: Promote improved axxess to outside world	Promote/Prepare for High Speed Rail Stop	Local Government	Attend any/all discussion of High Speed Rail Project
	Promote North/South Corridor Project	Local Government	Support interchange connecting Interstate 55 to Terrebonne and Lafourche
Improve Economic Diversity Objective: Promote Cultural heritage and Tourism	Promote Cultural Heritage and Tourism	Local Government	Promote Scenic ByWays Program
		St James Economic Development Council	Encourage St James as a Film Location
Improve Economic Development Governance	Promote Small Business Retention and Expansion	St James Economic Development Council	Compare analyze and publish millages and sales tax levels to be compared to neighboring parishes to see if there is any room for creating incentives for businesses to come to St James.
	Promote communication and transparency of ED Governance	St James Economic Development Council	Prepare, publish press releases that document positive events, activities, successes within local community

Five years: 2010-2014	Medium Term: 2015-2019	Long Term 2020-2030

Housing Matrix

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
Plan for a Variety of Housing Types	Develop a variety of housing types or re-development of existing housing may be a suitable alternative to new construction . A variety of housing types to consider are as follows:	Local Government	Provide inclusionary housing programs to encourage private developers to provide housing to moderate-, low- and very low-income households in exchange for density bonuses or zoning changes
		Local Government	As a part of the inclusionary zoning program developers should be require to preserve a certain percentage of units for the elderly or handicapped households.
Create a public private partnership to review housing study and needs assessment	This group will be responsible for developing a strategy, identifying funding sources, applying for grants, and implementing the housing plans of St. James Parish, and updating future plans as economic and demographic circumstances change.	Public and private sectors	Group will formulate housing strategy, contract for a study, identify the needs and assets, seek funding for studies and form partnerships for development.
		Local Government	Local government role provide research, planning and design expertise; offer land, housing or financial incentives created through planning instruments/mechanisms; contribute resources from surplus land, or enforcement or land banking; and technical assistance to pursue other funding or resources from state or federal grants.
		Private Sector	Private and non-profit sector role is to contribute real world experience and best practices to the development of the housing strategy. The non-profit sector can include faith based and community groups who will advocate on the behalf of the residents and constituents. Also non-profits have access to financial resources that are strictly are not available to a for profit venture.
		Private Sector	Private sector role is to contribute knowledg of financing, best practices for management and operations and should engage retail and commercial developers into the mix use project.

Five years: 2010-2014	Medium Term: 2015-2019	Long Term 2020-2030

Human Services Matrix

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
Develop marketing and awareness campaign to raise awareness of available human services.	Work with churches and use flyers and other basic and inexpensive marketing methods and electronics	Local Gaovernment, Service Providers	Develop process for matching needs to access points throughout parish. Use new, multi-media resources, including electronic media, to raise awaremess
Develop St. James Parish Resourche Directory	Gather information from service providers within community, identify possible sponsor(s) to fund directory.	Local Government, Service Providers	Continue to update directory to keep information current and match potential users with services.
Improve awareness and access to educationa and training opportunities to raise level of employable skills	Work with churches and educational institutions to develop and distribute infromational and marketing information and conduct outreach to high schools.	Local Government, Educational Institutions, Private Sector	Develop combined training and hand-on experience program in high schools to keep students in school and equip them with preliminary skills to enhance employability.
Improve access and awareness of affordable medical services in the parish	Bring back medical services, such as parish health clinics, on both sides of the river.	Local Government, LSU Rural Services, Hospital	Work with hospital and with LSU Rural Services to expand access to medical services for low-income populations.
Develop strategies to stop/reverse population decline	Enhance young people's skills to keep them in the parish; work with school system to publicize performance improvements	Local Government, School System, Private Sector	Utilize above strategies to help stop/reduce potential for future population loss. Work with local industry on training programs to enhance skills to match young people with jobs and keep them in the parish.

Five years: 2010-2014	Medium Term: 2015-2019	Long Term 2020-2030

Infrastructure Matrix

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
GOAL: Capitalize on the natural resources within St James Parish by encouraging the building of new and enhancment of existing infrastructure.	Provide better interstate access by improving Interstate interchanges and connecting roads between the port, rail and interstate.	St. James Council/ Administration	Continue to attend the State's Joint Legislative Road Shows to request individual projects into the long range State Transportation Improvement Program (STIP).
	Coordinate Parish Comprehensive Planning efforts with the Port of South Louisiana	St. James Administration/Port Commission	Request the Port Commission to provide quarterly reports to the Parish Council meetings
	Investigate the possibility for expanded rail terminals at oil storage facility and at sugar refinery	St. James Administration / private sectors	Hold meetings with the existing end users of the oil and sugar refineries to see if there could be an economy of scale approach to expanding the existing infrastructure. This could help attract other spin off companies.
	Prepare for the completion of the Panama Canal Widening Project by creating a cargo container break bulk facility within the Parish	St. James Council/ Port	Meet with the Port Officials to secure locations already determined for future expansions and to consider incentives packages for luring new businesses to locate.
	Investigate whether or not the residents of the Parish would support a tax to finance transportation and/or infrastructure improvements.	St. James Council/ Administration	Engage the public through local Chamber and other Civic organizations to determine if there is business and citizen support for a bond issue for pre-determined projects.
	Investigate opportunities to finance improvements through requiring impact fees for new development.	St. James Council/ Administration	Examine the pros and cons of instituting development fees in lieu burdening general funds.
Improved mobility /connectivity especially for transit dependent households.	Corridor perseveration process for light rail transit	St. James Council/ Administration	Corridor plans should be created and approved and managed by the Parish Planning Commission.
	Park and Ride lots for transit connectivity	St. James Council/ Administration/ RPTA	All responsible parties should meet and discuss future areas for potential P&R Lots

Five years: 2010-2014	Medium Term: 2015-2019	Long Term 2020-2030

Infrastructure Matrix Cont.

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
	Work with neighboring transit systems in St John Parish, St Charles Parish and look towards expanding the RPTA into a regional transit system with connectivity to New Orleans, Baton Rouge nd Thibodaux / Houma.	St. James Administration/ SCPDC/ RPTA	Through collaboration with SCPDC the Regional Transit Administrator can assist in the gathering of data and work towards a regional process to provide seamless transit throughout the region.
	Complete the proposed North South Corridor Roadway connection between Houma / Thibodaux and the Mississppi River	SCPDC	SCPDC along with the continued support from the surrounding Parishes need to continue to advocate for the completion of the Environmental Document, and future engineering with the ultimate construction
	Include provisions for enhanced pedestrian connectivity requirements within the Parish's existing subdivision regulations	St. James Administration/ SCPDC	Engage SCPDC to create enhanced verbiage within the Subdivision regulations that will provide for increased pedestrian connectivity throughout new developments.
Improve upon and increase recreational opportunities within the Parish	Develop / continue regional multi-use levee top recreational trail on both sides of the river throughout St James Parish.	St. James Administration/ SCPDC	Write annually grants to the LADOTD Enhancement Program to provide funding to construct walking and bicycle paths along the River's Levees.
	Create camping, hiking, biking and motocross opportunities within the Parish.	St. James Administration/ SCPDC	The Parish having ample areas of wooded and scenic venues needs to encourage private investors to want to through possible special tax advertments.
	Encourage privatized ancillary facilities within the Parish that accentuate the activities at Pleasure Bend.	St. James Adimistration/ SCPDC	Provide incentives and special financing to facilities that can accentuate activities at Pleasure Bend while keeping tax dollars within the Parish (Car & Boat Washes, Eateries, food and Supply Stores).
	Investigate the possibility of a regional sports-plex facility featuring baseball, soccer and other sports which is capable of accommodating regional tournaments to draw from the New Orleans and Baton Rouge markets.	St. James Administration/ SCPDC	St. James Administration should review reports that have explored the potential for the location of a full sports plex that could be used as a lure for users and in house guests.

Five years: 2010-2014	Medium Term: 2015-2019	Long Term 2020-2030

Infrastructure Matrix Cont.

GOAL	STRATEGY	RESPONSIBILITY	ACTIONS
	Include provisions for enhanced pedestrian and greenspace requirements within the Parish's existing subdivision regulations.	St. James Council/ Administration	Regulations need to be explored for adding provisions for required reserved greenspace for certain types of developments to ensure adequate land is reserved for such development.
Prevent Point and Non-Point Source pollution especially with regards to sewer treatment.	Support existing efforts and work with DHH to provide parish wide sewer treatment facilities.	St. James Council/ Administration	Pursue the development of a Parish wide comprehensive sewer plan that will provide for community plants rather than individual sewer treatment plants.
	Investigate ways to be more proactive in ensuring compliance with current regulations regarding maintenance of sewer plants.	St. James Administration/ DEQ/ DHH/ SCPDC	The responsible entities need to pool resources and provide a multi-faceted approach to informing the public to the illaffects of NPS.
	Include provisions for enhanced utility requirements within the Parish's existing subdivision regulations.	St. James Administration/ Council	The Administration should explore new subdivision regulations to require installation of minimum sewer improvements to new developments.
	Provide for the formulation of a regional attainment committee made up of public and private partnerships to help guide parish initiatives in compliance with EPA regulations and standards.	St, James Administration/ Industry/ DEQ/ SCPDC	The Council should support the development of a regional Environmental Committee to help educate the public and private sector of the issues surrounding Non-Attainment.
To improve the overall communication infrastructure throughout the Parish.	The Parish should try to encourage local cable providers to provide faster high speed connectivity to the World Wide Web.	St. James Council/ Administration/ Private Providers	The Parish should explore the potential for luring other providers that can provide better connectivity.
	The Parish should explore other grants opportunities to provide for municipal run cable channels for government services.	St. James Administration/ SCPDC	The Parish should explore funding opportunities that will could provide government sponsored cable channels/ Possibly through a shared resource through the River Caucus.

Appendix E: Public Correspondence

Contents

1. Letter from Mr. Rober Faucheux, Jr. regarding 1407/1499 LA Highway 18, Vacherie, St. James Parish
2. St. James School Board Brochure: "Providing Every Child with Hope and Purpose"
3. Notations from St. James School Board
4. St. James Parish School "Providing Every Child with Hope and Pupose"
5. E-mail Correspondence Between SCPDC CEO, Kevin Belanger and Eva Coleman

THE LAW OFFICES OF

ROBERT R. FAUCHEUX, JR.

A PROFESSIONAL LAW CORPORATION
ATTORNEY AND COUNSELOR AT LAW

ROBERT R. FAUCHEUX, JR. NOTARY PUBLIC

April 11, 2011

South Central Planning & Development Commission
Attention: Kevin Belanger
5058 West Main Street
Houma, LA 70360

RE: 1407/1499 LA Highway 18, Vacherie, St. James Parish

Dear Mr. Belange:

It has come to my attention that the Comprehensive Land Use Management Plan for St. James Parish is recommending that the Crescent-Home Place Plantation site be recognized for agricultural/residential use only.

I must advise you that the present owners, Crescent-Home Place Plantation, LLC., sent correspondence to the Port of South Louisiana on April 14, 1982 asking that the property be placed for industrial purposes. The owners further contacted the New Orleans-Baton Rouge Steamship Pilots Association and the State of Louisiana Department of Economic Development on May 11, 1982 with regards to the site being used for industrial purposes.

The site has been marketed continuously since 1982 as an industrial site even though it has been planted in sugarcane since that time. However, it must be noted that at the turn of the century this was a mill site for a sugarcane refining operation.

On May 1, 2006 a presentation was made to the General Public and on December 17, 2008 a presentation was made to the St. James Parish Council for Petroplex International, LLC to develop this site as a Ten (10) Million Barrel Tank Farm, an IT/EAS air permit/water permit application was presented, the engineering presentation, and a feasibility study were presented.

An air permit was applied for with LDEQ on or about July 23, 2008, the IT analysis was submitted to LDEQ on November 10, 2008, the department issued the air permit to Petroplex on July 31, 2009, Community Strength appealed the decision to the

Physical Address: 197 Belle Terre Blvd., LaPlace, LA 70068
Mailing Address: P.O. Box 1960, LaPlace, LA 70069-1960
Telephone: (985) 651-2889 Facsimile: (985) 651-0151

19th Judicial District Court wherein Judge Louis Morvant affirmed the LDEQ's decision on March 5, 2010, and then the First Circuit Court of Appeals unanimously affirmed LDEQ's issuance of the air permit on March 25, 2011.

We are hereby advising that this is an industrial site and should be recognized in the comprehensive plan as such.

With kindest regards, I am

Sincerely yours,

Home Place Ventures

By: Robert R. Faucheux, Jr.

Petroplex International, LLC

By: Robert R. Faucheux, Jr.

RRFjr/sld

Enclosures

St. James Parish Schools

"Providing Every Child With

A Hope And Purpose"

St James Parish School District at a Glance

Technology

St. James Parish is Cultivating Connected Classrooms by:

Delivering 21st Century instruction

- Equipping every teacher with a laptop
- Requiring every teacher to complete 32 hours of Intel Essentials training (grant funded)

Growing a 1:1 program to bridge the digital divide

- Providing every 7th -9th grade student with a laptop
- Expanding, on a yearly basis include all students in 7th through 12th grades

Integrating Interactive Whiteboards to enhance student engagement

- Installing 273 Promethean Boards since 2008 (grant or federally funded)
- Outfitting 98% classrooms with Promethean Boards
- Training each teacher with 9 hours of professional development

Investing in Digital Literacy

- Supporting our 2-year old deployment of state-of-the-art iMac computers in each elementary classroom
- Utilizing Federal E-Rate funds to create our Cisco-based network (Federal Funds Received = $4,071734.38, General Funds Expended = $756,454.00)
- Periodically increasing Internet bandwidth to meet demand (1Gb starting July 1st)

- Leveraging the Cloud for economical service

Dual Enrollment

- St. James Parish School District's philosophy is to afford students an opportunity to participate and feel successful in post secondary classes before they graduate from high school
- To ensure this, St. James Parish Schools has a partnership with Nichols State University and Louisiana Technical College
- Lutcher High School and St. James High School students have the option of attending Nichols State University or Louisiana Technical College, remaining at the home base schools or attend the SJPS Science and Math Academy or Career and Technology Center for dual enrollment courses
- The school district's goal:

  By the end of school year 2011-2012, every graduating senior will graduate with at least 3 post secondary credit hours

  Past dual enrollment accomplishments:

  - 61% of the graduating seniors graduated with 3 post secondary credit hours
  - Of the 61%, 38% graduated with college credits
  - Of the 61%, 23% graduated with technical college credits
  - 10% of the students graduated with 18 to 21 post secondary credit hours

Specialized Centers

St. James Parish School District's Career and Technology Center

- Allied Health
- Cosmetology
- Industrial Maintenance
  - Welding
  - Pipe fitting
- Process Technology
- Agriculture
  - Animal Research Center
  - Green House
- Culinary Art

St. James Parish School District's Science and Math Academy

- Specializing in Science and Math with emphasis on advanced courses through Nichols State University
- Accelerating middle school students by allowing them to take high school Carnegie credits

- Gifted Center that includes a self-contained setting for students in grades 3-8

Adult Education

- St. James Parish School District's Dropout Rate is 74.5 which is very competitive with the majority of the school districts in Louisiana
- In the last two years through our Pre-GED program, 4 students have received their GED and through the Adult Education Program, 18 students have received their GED
- Ongoing remodeling, refurbishing, and expansion(s) of existing infrastructure throughout the 14 parish sites

Notations form St. James Parish Public School System

These are the suggestions for the following pages:

Page 31 - Below the 1st paragraph, please place this note:

Note: St. James Parish Public School System is focused on "Providing Every Child with a Hope and Purpose." (Refer to the Appendix)

Page 40 – Weaknesses (Place below – Education System)

Note: St. James Parish Public School System has been diligently providing opportunities for students who are not going to college to attend the Science and Math Academy, Career and Technology Center, participate in the Future Farmers of America Program and dual enrollment classes to acquire skills that are needed to go beyond high school.

Page 43 – Place below the strategies for Goal 2

Note: Through articulation agreements with universities, technical colleges, and the "High Schools That Work Program," St. James Parish Public School System has provided accessibility of educational opportunities for students to be actively engaged in vocational workforce development. The district continues to promote and expand these initiatives. (Refer to the Appendix)

St. James Parish Schools

"Providing Every Child With

A Hope And Purpose"

St. James Parish School District's Strategic Plan Goals

- Raise the Academic Challenge and Performance of Each Student
- Teacher/Administrator Quality: Recruitment, Selection, Retention
- Provide a School Environment Supportive of Learning
- Community Relations and Communication
- Financial Resources

The school district's goal:

By the end of school year 2011-2012, every graduating senior will graduate with at least 3 post secondary credit hours.

St. James Parish School District's philosophy is to afford students an opportunity to participate and feel successful in post secondary classes before they graduate from high school.

To ensure this, St. James Parish Schools has a partnership with Nicholls State University, River Parish Community College and several Louisiana Technical Colleges.

Lutcher High School and St. James High School students have the option of attending Nicholls State University or Louisiana Technical College, remaining at the home base schools or attending the SJPS Science and Math Academy or Career and Technology Center for dual enrollment courses.

Technology

Growing a 1:1 program to bridge the digital divide

Providing every 7th -9th grade student with a laptop

Expanding, on a yearly basis include all students in 7th through 12th grades

Integrating Interactive Whiteboards to enhance student engagement

Installing 273 Promethean Boards since 2008 (grant or federally funded)

Outfitting 98% classrooms with Promethean Boards

Training each teacher with 9 hours of professional development

Investing in Technology Infrastructure

Equipping every teacher with a laptop

Supporting our 2-year old deployment of state-of-the-art iMac computers in each elementary classroom

Periodically increasing Internet bandwidth to meet demand (1Gb starting July 1st)

Leveraging the Cloud for economical service

Requiring every teacher to complete 32 hours of Intel Essentials training (grant funded)

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In the last two years through our Pre-GED program, 4 students have received their GED and through the Adult Education Program, 18 students have received their GED.

St. James Parish School District's Career and Technology Center

Allied Health

Cosmetology

Industrial Maintenance

- Welding
- Pipe fitting

Process Technology

Agriculture

- Animal Research Center
- Green House

Culinary Art

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Specializing in Science and Math with emphasis on advanced courses through Nicholls State University

Accelerating middle school students by allowing them to take high school Carnegie credits

Gifted Center that includes a self-contained setting for students in grades 3-8

E-mail Correspondence Between SCPDC CEO, Kevin Belanger and Eva Coleman

From: Kevin Belanger

Sent: Wednesday, June 01, 2011 9:40 PM

To: Eva Coleman

Cc: Simonne Caesar; Martha

Subject: Re: Suggested Notations

No problem, I am sure the school board will be happy with how we will handle the comments from the public. Although we know many of them don't have merit, it is still important that we include them to prove the impartial snap shot. The important thing is the final plan will encompass most of your comments, and will show the work the school board has done and is doing. Thanks again for all of your hard work and concern for this plan. Kevin Belanger

Sent from my iPhone

On Jun 1, 2011, at 4:41 PM, "Eva Coleman" <ecoleman@stjames.k12.la.us<mailto:ecoleman@stjames.k12.la.us>> wrote:

Thanks for getting back with me!

Eva Coleman

Instructional Supervisor

Early Childhood Coordinator

St. James Parish School Board

1876 West Main Street

Lutcher, LA 70071

Phone: (225) 258-4512

Fax: (225) 869-8845

<mailto:ecoleman@stjames.k12.la.us>ecoleman@stjames.k12.la.us<mailto:ecoleman@stjames.k12.la.us>

From: Kevin Belanger [kevin@scpdc.org<mailto:kevin@scpdc.org>]

Sent: Wednesday, June 01, 2011 3:37 PM

To: Eva Coleman

Cc: blaisegravois@bellsouth.net<mailto:blaisegravois@bellsouth.net>; Simonne Caesar

Subject: RE: Suggested Notations

Hey Ms. Coleman, sorry I missed your call back yesterday. I have looked at your comments and notes and we will certainly condense and add the information to the document. However, it is not advantageous to the Comprehensive Plan (CP) document to refute every comment that is made by the public. The CP is developed to lay the ground work for future improvement and processes, and while the local government is usually the entity to implement the action plans the CP is always used as a consensus building document. Furthermore, it is used to determine what the pub-

lic believes the conditions are and the goals and objectives are derived professionally on how to achieve a better quality of life in St. James. If we were to notate every items brought out by the focus groups there would likely be no one ever again wanting to make any public comments in fear of what could make them ridiculous. I have advised Simonne to condense your notes and comments into a part of document. The Steering Committee has and will ensure that the process that is afforded to the public is open and transparent and that the public had every opportunity to express their concerns and needs. Hearing your concern is equally accepted, and will be added to the final document. Thanks, KB

_____

From: Eva Coleman [mailto:ecoleman@stjames.k12.la.us]

Sent: Tuesday, May 31, 2011 2:14 PM

To: Kevin Belanger

Subject: FW: Suggested Notations

Sorry! I didn't type your correct email.

Eva Coleman

Instructional Supervisor

Early Childhood Coordinator

St. James Parish School Board

1876 West Main Street

Lutcher, LA 70071

Phone: (225) 258-4512

Fax: (225) 869-8845

ecoleman@stjames.k12.la.us<mailto:ecoleman@stjames.k12.la.us>

_____

From: Eva Coleman

Sent: Tuesday, May 31, 2011 9:18 AM

To: k@scpdc.org<mailto:k@scpdc.org>; <mailto:simonne@scpdc.org> simonne@scpdc.org<mailto:simonne@scpdc.org>

Cc: <mailto:blaisegravois@bellsouth.net> blaisegravois@bellsouth.net<mailto:blaisegravois@bellsouth.net>

Subject: Suggested Notations

Please find the suggested notations to be added on specific pages for the St. James Parish Comprehensive Plan.

I have also attached several pages that the district feels should be included in the "Appendex" of the plan.

If you have any questions regarding this information, please contact me at your convenience.

Eva Coleman

Instructional Supervisor

Early Childhood Coordinator

St. James Parish School Board

1876 West Main Street

Lutcher, LA 70071

Phone: (225) 258-4512

Fax: (225) 869-8845

<mailto:ecoleman@stjames.k12.la.us>ecoleman@stjames.k12.la.us<mailto:ecoleman@stjames.k12.la.us>

It has been said that "You don't know where you're going until you know where you've been".

St. James Parish has been through a beautiful and historic past, and we have been left with a legacy unmatched by any other parish.

If our future is as successful as our past, then we have much to look forward to. Our forefathers carved this parish from a wilderness on both banks of the river. Great plantations and small settlements grew out of that wilderness, bearing the beautiful names given them by our forefathers.