



6. Making it Happen

Priority Implementation Steps



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

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

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

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

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

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

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

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4.9 MARKET GAPS	Investigate opportunities for the following downtown businesses: <ul style="list-style-type: none"> • Quality sit-down restaurant • Ice cream store • Clothing & apparel store • Health club/Gym • Book store • Farmers market • Day care • Bed & breakfast • Antique store • Co-working facility • Medical supply store • Medical support services • Arts and crafts store 	Continue work to fill the downtown market gaps.	Continue work to fill the downtown market gaps.	Town/Merchant's Association	No funding required.
4.10 JOB TRAINING	Research regional and local resources for workforce training initiatives.			Town	Workforce Training Commission.

5. WIDENING HIGHWAY 84

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

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

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

Growth Policies

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

Activating Downtown

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

Expanding Housing Choices

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



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

Enhancing Employment Opportunities

- Encourage existing businesses to expand or relocate downtown.

Widening Highway 84

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

Making Jena More Competitive

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

Reconnecting Jena

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

Letting the World Know the Real Jena

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

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