

# CITY OF SULPHUR, LA MASTER PLAN



**Tim Jackson Consulting, LLC/Villavaso & Associates, LLC**

**November 2011**

***ACKNOWLEDGEMENTS***

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***SULPHUR CITY COUNCIL MASTER PLAN RESOLUTION***

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City of Sulphur City Council

December XXX, 2011

Comprehensive Master Plan Resolution

WHEREAS, the City of Sulphur has continued to prosper, grow and change and in 2011 commenced a Comprehensive Master Plan utilizing the best practices of city planning and the latest principles of Smart Growth to guide the future development of the Village working with numerous groups of citizens throughout the community;

WHEREAS, the City of Sulphur has committed to utilize the Comprehensive Master Plan of 2011 to guide important development decisions and to preserve the quality of life in the City of Sulphur;

And WHEREAS, the City of Sulphur Planning and Zoning Commission unanimously adopted the updated and new Comprehensive Master Plan 2030 in accordance with Louisiana State laws (LRS 33:101-121) on November XXX, 2011;

NOW THEREFORE, be it resolved that, the City Council of the City of Sulphur hereby ratifies and accepts the newly adopted Comprehensive Master Plan, named “The Comprehensive Master Plan 2030 for the City of Sulphur” adopted by the City of Sulphur Planning and Zoning Commission on November XXX, 2011; and hereby pledges to implement this plan in accordance Louisiana State planning and development laws using the best practices of city planning.

**TABLE OF CONTENTS**

**ACKNOWLEDGEMENTS.....ii**

**SULPHUR CITY COUNCIL MASTER PLAN RESOLUTION ..... v**

**TABLE OF CONTENTS..... vi**

**I. INTRODUCTION..... 1**

I.1. What is a Master Plan?..... 1

I.2. Why Does Sulphur Needs a Master Plan?..... 2

**II. COMMUNITY PROFILE..... 4**

II.1. History of Sulphur..... 4

II.2. Sulphur from 2000 to the Present ..... 8

II.3. Demographic Profile and Maps ..... 11

II.3.a. General Population and Demographics ..... 12

II.3.b. Age ..... 15

II.3.c. Housing..... 16

II.3.d. Income, Employment, and Economy ..... 19

II.4. Existing Land Use and Zoning ..... 24

II.4.a. Existing Land Use ..... 24

II.4.b. Existing Zoning..... 26

II.5. Sulphur Neighborhoods and Housing ..... 29

II.6. Transportation Network ..... 32

II.7. Sulphur Municipal Infrastructure and Services ..... 33

II.7.a. Drainage..... 33

II.7.b. Water ..... 33

II.7.c. Wastewater (Sewer) ..... 33

II.7.d. Fire and Police Services ..... 34

II.8. Community Medical Facilities .....35

II.9. Community Educational Facilities.....36

II.10. The Economy, Local and Regional.....38

II.11. Parks, Recreation and Open Space .....41

**III. COMMUNITY OUTREACH AND VISION .....43**

III.1. Citizen Participation Exercises .....43

    III.1.a. Town Hall Meetings.....43

    III.1.b. Citizens Advisory Committee (CAC).....44

    III.1.c. One-On-One Meetings .....44

    III.1.d. Sulphur Land Use Commission Public Work Sessions .....45

    III.1.e. Stakeholder Group Meetings .....45

    III.1.f. On-Line Participation .....46

III.2. Visioning Comments.....47

III.3. Community Assets .....48

III.4. Community Concerns.....49

III.5. Sulphur Master Plan Vision.....50

**IV. PLAN FOR THE FUTURE: INTRODUCTION .....51**

# I

## Introduction

### ***I. INTRODUCTION***

This Master Plan for the City of Sulphur is a living document. Its primary goal is to ensure that the physical growth and policy management of the City of Sulphur reflects the input of its residents; that demographic, economic, environmental and development changes are addressed; and that future needs are anticipated. This plan represents a community vision, along with a set of objectives and guidelines for City officials and staff to use in crafting new policies, reviewing development proposals, and periodically reviewing the progress made to achieve the goals and objectives of the plan.

In 2010 the City of Sulphur hired Tim Jackson Consulting, LLC, partnering with Villavaso & Associates, LLC, to facilitate the City's first Master Plan. This planning team brought many years of experience to the project. The process for the Master Plan was strongly focused on citizen participation and the input of residents, business owners, and City officials so that the planning team could understand the values and concerns of these constituents for their community. This community input, along with demographic, economic and environmental analyses by the planning team, came together in the community vision and recommendations in this Master Plan.

#### ***1.1. What is a Master Plan?***

A Master Plan is a blueprint for the future. It is a long range, comprehensive document intended to guide the growth and development of a community or region over a certain period of time, often 10 or even 20 years into the future. The Master Plan establishes a vision and goals for the community. It includes analysis, recommendations, and proposals for the community's population, economy, housing, transportation, community facilities, and land use.

First and foremost, planning is a process, one that includes extensive public outreach to give residents opportunities to participate in the making of the Plan. The public participation activities for the Sulphur Master Plan are more fully described later in this document but the general process was as follows:

- Determine Existing Conditions;
- Establish a long-range vision through citizen participation;
- Establish goals and objectives;
- Develop strategies to achieve those goals and objectives;
- Plan Adoption; and
- Plan Implementation.

### ***1.2. Why Does Sulphur Needs a Master Plan?***

Every community makes choices that affect its neighborhoods, commercial areas, and natural resources. While every choice can add to or detract from the character of a community, the most challenging choices involve making long-term decisions for the community as a whole. These choices are necessary because change is inevitable. This Master Plan is intended to guide choices that will benefit the City of Sulphur.

The State of Louisiana revised statutes actually require a community to prepare a Master Plan. According to RS33:106 “...*A planning commission shall make and adopt a master plan for the physical development...*” of a community. It is a living, dynamic document that can be flexible enough to address changing conditions.

The Master Plan is a guide and a framework. Implementation of the plan could include a number of tools such as zoning or other land use regulations, subdivision regulations, capital improvements, adoption of building codes, and environmental and hazard mitigation regulations, to name a few. Sulphur has some of these tools in place already and implementation may mean revising or updating these.

This Master Plan for Sulphur gives its citizens a chance to influence the City’s future. Citizen input defined the City’s priorities and its goals. This document will detail the various methods made available for the public to provide input on a continuous basis, not just at a public meeting. The intent is for this public participation to continue into the implementation stages and beyond so that policies and regulations will remain rooted in the priorities of its citizens.



Henning Cultural Center

DRAFT

# II

## COMMUNITY PROFILE

### *II. COMMUNITY PROFILE*

#### *II.1. History of Sulphur*

Sulphur, an incorporated municipality since 1914, is located in southwest Louisiana in Calcasieu Parish. Both the parish and the city enjoy a rich and vibrant history. The names of many of the city's forefathers may sound familiar as street names, school names, etc.: Burton, Picard and Frasch, to name a few.

The earliest residents of southwest Louisiana belonged to an indigenous tribe called the Atakapas, who called themselves Ishak, meaning "the people". Atakapa was a Tunican Gulf language, once spoken by tribes along the coast of Louisiana and Texas. Linguistically, they are related to the Chitimacha, Natchez and Tunica tribes. Like many other Native American tribes, they were nearly destroyed by a smallpox epidemic in the 18th century.

The early history of settlements in Sulphur and Calcasieu Parish dates back to the time of the Spanish occupation of Louisiana when Jose M. Mora (1797) was granted a large tract of land between the Rio Hondo and the Sabine River, known for years as the "Neutral Strip". After the grant to Mora, this area became a refuge for "desperadoes from the eastern states" and for outlaws and "filibusters from Carolina, Georgia, and Mississippi".

Calcasieu Parish was created March 24, 1840, from the Parish of Saint Landry, one of the original nineteen civil parishes established by the Louisiana Legislature in 1807. When Calcasieu Parish was created in 1840, it actually comprised an area of what is now five parishes. The parish boundary was reduced in 1870 when Cameron Parish was cut off from the south portion of Calcasieu. These limits remained until 1912, at which time it comprised an area of over 3,600 square miles and was the largest parish in the state. For this reason it is sometimes called "Imperial Calcasieu". In 1912, the three parishes of Allen, Beauregard, and Jefferson Davis, with a total area of approximately 2,548 square miles, were cut off from the Parish of Calcasieu. These were the last parishes to be created in Louisiana.

It is interesting to note that the river from which the parish derives its name is shown on some older maps as "Bayou Quelqueshue" and sometimes as Calcasieu. Calcasieu, which means "crying eagle" in English, is said to have been the name of an Atakapas Indian chief who gave a peculiar cry like an eagle as he went into battle.

The City of Sulphur's beginnings date from 1867, when an experienced geologist, Professor Eugene W. Hilgard, conducted a survey for the Louisiana Petroleum and Coal Oil Company of the state's oil and mineral resources. Using hundreds of soil borings he concluded that the prospects for petroleum were poor, but its sulfur possibilities were great. In 1870, the Calcasieu Sulphur Mining Company was organized specifically to lease the sulfur rights in the area and work the deposit.

Besides the interest in the Sulphur area for the sulfur deposits, the impetus to create the City of Sulphur was provided by the construction of the Louisiana Western Railroad in the 1870's. Following the completion of the railroad, many Northerners and Mid-westerners immigrated south as a result of the advertising campaign by the railroad and the Calcasieu Sulphur Mining Company promising fertile unlimited lands in the area. In the 1880's, a homestead of 100 acres of land could be had for \$14.

In 1876, Eli Perkins established the first business house in what is now Sulphur, Louisiana. He also built the first store building. In 1885, John Thomas Henning, who married Eli Perkin's daughter built the first home in the area.

The town of Sulphur was laid out in 1878 by an engineer named Thomas Kleinpeter. This area was originally called "Kleinpeter's Square." In 1884, Sulphur Methodists purchased Kleinpeter's Square and the first church in Sulphur was built in the area in 1884 by John Thomas Henning and two other men. Today this area's approximate location would be behind the Care Help store (formerly Burton's Hardware) on North Huntington.

Throughout the 1870's and 1880's the company originally named "Calcasieu Sulphur Mining" changed hands and names as attempt after attempt to dig a shaft into the Sulphur Mines failed. The deposits were buried beneath several hundred feet of muck and treacherous quicksand filled with deadly hydrogen sulfide gas. Many men lost their lives in their attempt to sink conventional shafts into this "buried treasure."

The last attempt to drill such a shaft was made by the American Sulphur Company in 1890, which resulted in the deaths of five men. Shortly thereafter, Dr. Herman Frasch, a German chemist, who was already well-known for his work with Sulfur, came up with an idea of how sulfur could be mined. In October 20, 1890, he took out three patents for the process and

interested two associates, Frank Rockefeller and F.B. Squires in the sulfur mining process. Dr. Frasch then contacted the owners of the American Sulphur Company and proposed a fifty-fifty deal; his process and their land. The new company was named "Union Sulphur Company." The process, which involved pumping superheated water down into the sulfur, thereby melting it and then pumping it to the surface was proven successful on Christmas Eve of 1894, when the first molten sulfur was brought to the surface.

The next few decades brought periods of tremendous growth for the area. The Brimstone Railroad was constructed to get the sulfur to market, the First Baptist Church was organized in 1906, the first Catholic Church was built in 1907 and the average population of the Sulphur Mines area was 5,000 making it a town unto itself. This fifty-acre tract of land was then known as the "richest fifty acres in the world."

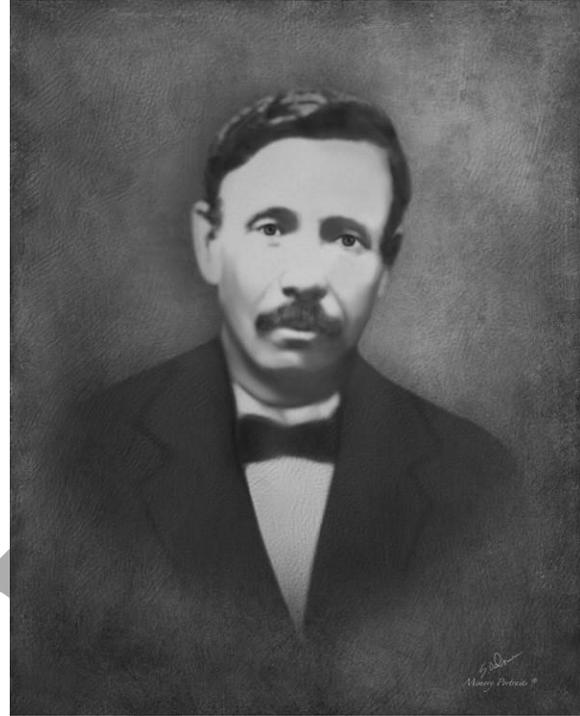
Herman Frasch realized that he would need many workers, which he brought from Germany, Canada and the northern states. The area was known for its friendliness, hospitality and beauty. Frasch built rows of cottages for the families, a three-story boarding house for the single miners, a pavilion for Sunday get-togethers, a school and much more.

The first brick school was built in 1910 after the Sulphur Mines School and the Sulphur school were combined. The school was erected with a large donation from Herman Frasch and was named, Frasch. This school was located on the south side of the present-day Frasch School. The first principal was F.K. Whites, who remained such until 1917 when he became the superintendent of Calcasieu Parish Schools.

As the community grew, so did government. On April 17, 1914, Sulphur was incorporated as a village with an appointed mayor, D.S. Perkins. Later that same year, in June, it became a town. The first elected mayor and board of aldermen were elected in September 1916, and George W. Root was the City's first elected mayor.



D.S. Perkins, Mayor 1914 - 1916



George W. Root Mayor 1916 - 1918

The Union Sulphur Company ceased sulfur mining in 1924. In 1925, when the last of the pine trees sustaining the large timber industry was cut, the citizens of Calcasieu Parish turned their efforts toward the task of creating new sources of commerce. The deep water channel to the Gulf of Mexico was dredged, giving rise to the industrial growth along the Calcasieu River.

In the late 1920's the Union Sulphur Company converted from sulfur to oil production and most of the labor force of Sulphur was employed in the oil patch, which was booming compared to most industries during the depression. In addition to the construction of the Mathieson Alkalie Works (Olin) plant in the mid 1930's, another factor that helped divert financial disaster for Sulphur residents was the takeover of the local bank by W.T. Burton, a local businessman. In liquidating the old bank, Burton managed to return to depositors seventy-five cents for every dollar they lost, while other banks were able to return only ten cents on the dollar. Eventually, thanks to Mr. Burton, depositors received nearly all of their deposits back.

In the 1940's the petrochemical industry in the United States experienced unprecedented growth due to the need for fuel and other products to assist with the war effort. Because Calcasieu Parish was so well situated with rail, road and port access, the growth in the area was tremendous, providing jobs and a solid tax base for citizens of Sulphur. The Maplewood area, now part of the City, was originally established in 1943 to house the many workers and their families needed to build the Cities Service Refinery (now Citgo), which was an important part of

the nation’s war effort in World War II. The Sulphur area is still mostly dependent on the oil refineries and petrochemical plants for employment.

The post-World War II period saw a steady rise in the growth of Sulphur and surrounding areas. Fueled, literally, by America’s automobile oriented culture, the area’s petrochemical –based economy prospered for the most part. The construction of Interstate Highway 10 in the 1960’s resulted in one more growth spurt for Sulphur. Sulphur typified the so-called “bedroom community” where its residents lived in quiet, safe neighborhoods but generally worked in the industrial plants outside the city limits or in Lake Charles businesses. The commercial activities in Sulphur were generally to service the local population – grocery stores, hardware stores, car dealerships, insurance agencies and the like.

## ***II.2. Sulphur from 2000 to the Present***

In the period of between 1980 to the present, the population of the City has remained fairly level but, as discussed in the Demographic Profile later in this Master Plan, the internal demographics of the City have been changing. But other factors have played a role in Sulphur’s present and future. Most recently, the area was hit hard by a series of devastating hurricanes. In 2005 Hurricanes Katrina and Rita, and in 2008 Hurricanes Ike and Gustav devastated communities along the Gulf Coast. Hurricanes Rita and Ike were especially destructive to Sulphur and southwest Louisiana.

In part, these events and changes encouraged Sulphur into looking at how it should grow and how to preserve its unique identity. To do this, in 2003, the City Council adopted the City’s first Land Use Ordinance to regulate development in the City. Later, community and political leaders realized a vision needed to be established for the community to guide the City’s policies and direction. “Vision Sulphur”, a group of concerned citizens and community leaders, was organized to do just that.

In 2010, the City government wanted an official guide to its land use and regulatory policies and embarked on a Comprehensive Master Planning process. This process highlighted the changes in the City’s development patterns and developed new and enhanced tools for making land use decisions.

### ***History of Sulphur Government:***

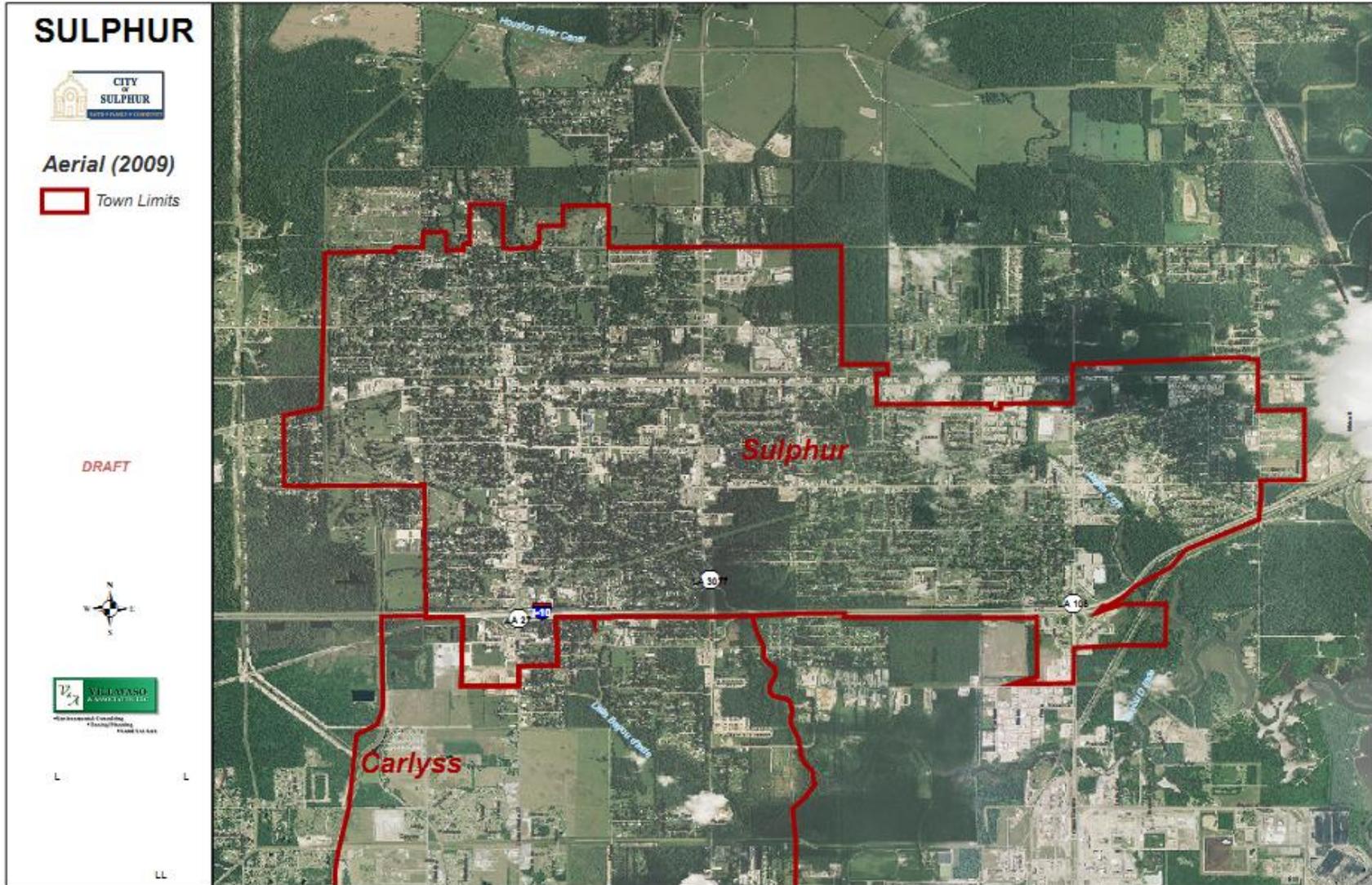
Became a Village

April 17, 1914 -

D.S. Perkins was the appointed mayor



Map 1: Sulphur 2009 Aerial Map



### ***II.3. Demographic Profile and Maps***

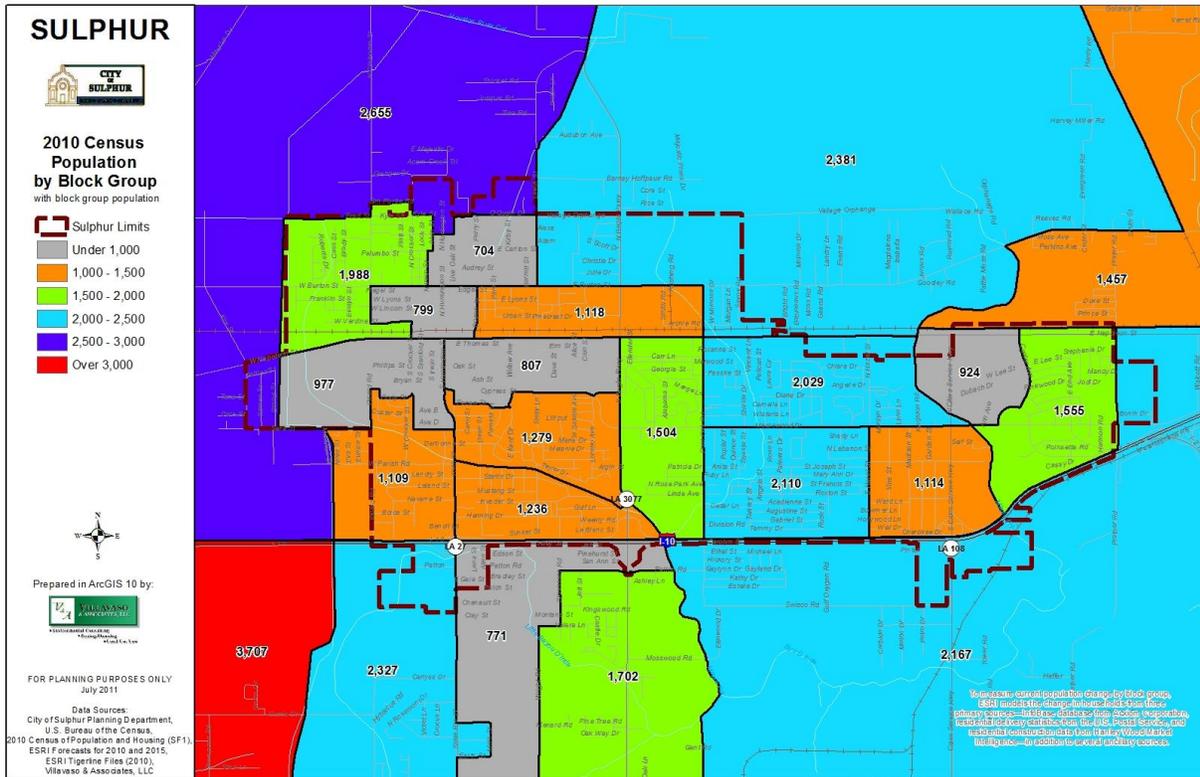
#### *Data Collection and Analysis - Introduction*

The following is a summary of the most critical and up-to-date findings and a thorough analysis of demographic information, economic data, and development trends concerning the City of Sulphur and the region as a whole. Various data sources were used to complete this analysis, including the US Census, ESRI Data Forecasts, United States Department of Agriculture, US Department of Labor, North American Industry Classification System, and others. Sources are noted throughout the analysis of the existing conditions.

#### *Note on Available Data*

The U.S. Census Bureau is the only publicly available, official source of demographic data. However, the Census is only conducted on a decennial basis, and will not be releasing complete official population counts until 2012, when the 2010 decennial data becomes available. The U.S. Census Bureau began releasing the results of the 2010 Census in March of 2011. As of the date of this report, only limited data (Summary File 1) has been released. The 2010 Census data, as available, has been included in this report. For population projections, the planning team has relied not only on the US Census Bureau, but on ESRI Data Forecast Estimates & Projections, which are widely recognized as some of the most reliable population forecasting tools available.

Map 2: Sulphur 2010 Census Population by Block Group



II.3.a. General Population and Demographics

The following is a summary of the most critical findings of a thorough analysis of demographic information, economic data, and development trends concerning the City of Sulphur and the region as a whole.

The City of Sulphur continues to maintain a steady population. As of the 2010 Census, there were 20,410 people residing in the City of Sulphur. As of July 2011, limited Census 2010 data has been released. 2010 ESRI have estimates of 7,961 households, and 5,523 families inside city limits. In 1990, the average household size was 2.74 people and is expected to drop to 2.44 people per by 2015. In 2000, the median age of residents is 32.3 and is expected to rise to 37.8 by 2015.

**CITY OF SULPHUR - MASTER PLAN 2011**

**DRAFT – NOVEMBER 2011**

**Table 1: City of Sulphur Socio-Economic Demographics**

|                               | <b>1990 Census</b> | <b>2000 Census</b> | <b>2010 Estimates</b> | <b>2010 Census</b> | <b>2015 Projections</b> |
|-------------------------------|--------------------|--------------------|-----------------------|--------------------|-------------------------|
| Population                    | 20,324             | 20,512             | 19,882                | 20,410             | 19,617                  |
| Households                    | 7,327              | 7,901              | 7,961                 |                    | 7,932                   |
| Average Household Size        | 2.74               | 2.56               | 2.46                  |                    | 2.44                    |
| Families                      | 5,655              | 5,603              | 5,523                 |                    | 5,457                   |
| Average Family Size           | 3                  | 3.06               | 2.99                  |                    | 2.97                    |
| Owner Occupied Housing Units  | 5,296              | 5,738              | 5,672                 |                    | 5,678                   |
| Renter Occupied Housing Units | 2,031              | 2,163              | 2,289                 |                    | 2,254                   |
| Vacant Housing Units          | 561                | 764                | 1,137                 | 954                | 1,313                   |
| Total Housing Units           | 7,888              | 8,665              | 9,098                 | 9,053              | 9,245                   |
| Median Age                    | 32.3               | 35.3               | 37                    |                    | 37.8                    |
| Median HH Income              | \$29,113           | \$38,325           | \$44,601              |                    | \$47,088                |
| Average HH Income             | \$33,422           | \$45,017           | \$51,513              |                    | \$52,159                |
| Per Capita Income             | \$12,100           | \$17,615           | \$20,768              |                    | \$21,258                |

*Source: U.S. Census Bureau - 1990, 2000 & 2010 Census of Population and Housing; ESRI forecasts for 2010 and 2015.  
Prepared by Villavaso & Associates, LLC (March 2011)*

**Table 2: Calcasieu Parish Socio-Economic Demographics**

|                               | <b>1990 Census</b> | <b>2000 Census</b> | <b>2010 Estimates</b> | <b>2010 Census</b> | <b>2015 Projections</b> |
|-------------------------------|--------------------|--------------------|-----------------------|--------------------|-------------------------|
| Population                    | 168,134            | 183,577            | 187,625               | 192,768            | 188,221                 |
| Households                    | 60,328             | 68,613             | 72,658                |                    | 73,548                  |
| Average Household Size        | 2.74               | 2.61               | 2.52                  |                    | 2.50                    |
| Families                      | 45,035             | 49,034             | 50,851                |                    | 51,099                  |
| Average Family Size           | 3.24               | 3.11               | 3.05                  |                    | 3.03                    |
| Owner Occupied Housing Units  | 42,452             | 49,106             | 51,188                |                    | 52,001                  |
| Renter Occupied Housing Units | 17,876             | 19,507             | 21,470                |                    | 21,547                  |
| Vacant Housing Units          | 6,098              | 7,382              | 10,843                | 8,062              | 12,418                  |
| Total Housing Units           | 66,426             | 75,995             | 83,501                | 82,058             | 85,966                  |
| Median Age                    | 31.6               | 34.5               | 36.0                  |                    | 36.7                    |
| Median HH Income              | \$24,375           | \$35,359           | \$40,508              |                    | \$44,286                |
| Average HH Income             | \$31,021           | \$46,739           | \$51,499              |                    | \$52,272                |
| Per Capita Income             | \$11,233           | \$17,710           | \$20,264              |                    | \$20,789                |

*Source: U.S. Census Bureau - 1990, 2000 & 2010 Census of Population and Housing; ESRI forecasts for 2010 and 2015.  
Prepared by Villavaso & Associates, LLC (March 2011)*

**Table 3: Regional Population Change**

| <b>Area</b>             | <b>1990 Census</b> | <b>2000 Census</b> | <b>2010 Estimates</b> | <b>2010 Census</b> | <b>2015 Projections</b> | <b>% Change from 1990 to 2010</b> |
|-------------------------|--------------------|--------------------|-----------------------|--------------------|-------------------------|-----------------------------------|
| <i>Calcasieu Parish</i> | 168,134            | 183,577            | 187,625               | 192,768            | 188,221                 | +14.7%                            |
| <i>City of Sulphur</i>  | 20,324             | 20,512             | 19,882                | 20,410             | 19,617                  | +0.4%                             |

Source: U.S. Census Bureau - 1990, 2000 & 2010 Census of Population and Housing; ESRI forecasts for 2010 and 2015.  
Prepared by Villavaso & Associates, LLC (March 2011)

The City of Sulfur’s population has remained firm since 1990, with small fluctuations of change. Between the 1990 and 2010 Census, the City of Sulphur experienced a population increase of about 0.4% or about 86 people. During this same period Calcasieu Parish experienced a population increase of 14.7%, or 24,634 residents. These trends are constant when the overall population changes, including projections to 2015, are taken into account. From 2000 to 2015, the rate of growth in the City of Sulphur is forecasted to slightly dip. Between 2000 and 2015, the City is projected to go from 20,512 residents to 19,617 residents, an overall decrease of approximately 4.4%. Between 2000 and 2015, the population in Calcasieu Parish is expected to increase by roughly 2.5%, from 183,577 to 188,221 residents. While the rates of growth are not necessarily even across the Parish or the region, the numbers indicate that the City of Sulphur has and will experience a stable population base, and will also be expected to provide services to new residents outside of the corporate limits but within the City’s utility service areas.

*II.3.b. Age*

**Table 4: Age Cohorts**

|         | City of Sulphur |             |                |                  | Calcasieu Parish |             |                |                  |
|---------|-----------------|-------------|----------------|------------------|------------------|-------------|----------------|------------------|
|         | 1990 Census     | 2000 Census | 2010 Estimates | 2015 Projections | 1990 Census      | 2000 Census | 2010 Estimates | 2015 Projections |
| 0 - 4   | 7.7%            | 7.4%        | 7.4%           | 7.2%             | 7.8%             | 7.2%        | 7.3%           | 7.1%             |
| 5 - 9   | 8.6%            | 7.3%        | 7.1%           | 7.0%             | 8.7%             | 7.5%        | 7.0%           | 6.9%             |
| 10 - 14 | 8.1%            | 7.5%        | 6.6%           | 7.0%             | 8.3%             | 7.6%        | 6.7%           | 7.0%             |
| 15 - 19 | 7.6%            | 7.9%        | 6.3%           | 6.2%             | 7.6%             | 8.3%        | 7.0%           | 6.6%             |
| 20 - 24 | 6.4%            | 6.5%        | 5.9%           | 5.6%             | 7.0%             | 7.0%        | 6.5%           | 6.4%             |
| 25 - 34 | 7.7%            | 12.9%       | 14.1%          | 13.3%            | 16.5%            | 13.0%       | 14.2%          | 13.6%            |
| 35 - 44 | 16.0%           | 15.3%       | 12.5%          | 13.1%            | 14.5%            | 15.7%       | 12.5%          | 13.0%            |
| 45 - 54 | 10.3%           | 12.9%       | 14.3%          | 12.3%            | 10.0%            | 13.2%       | 14.6%          | 12.7%            |
| 55 - 64 | 8.8%            | 8.8%        | 11.8%          | 12.9%            | 8.9%             | 8.6%        | 11.6%          | 12.8%            |
| 65 - 74 | 7.0%            | 7.3%        | 7.2%           | 8.8%             | 6.6%             | 6.8%        | 6.8%           | 8.1%             |
| 75 - 84 | 3.9%            | 4.7%        | 4.8%           | 4.8%             | 3.4%             | 3.9%        | 4.2%           | 4.1%             |
| 85+     | 0.8%            | 1.5%        | 1.9%           | 1.9%             | 0.8%             | 1.2%        | 1.6%           | 1.7%             |

*Source: U.S. Census Bureau - 1990, 2000 Census of Population and Housing; ESRI forecasts for 2010 and 2015.  
Prepared by Villavaso & Associates, LLC (March 2011)*

The age makeup in the City of Sulphur is similar to Calcasieu Parish as a whole with a few exceptions. Namely, the City of Sulphur has a higher percentage of the population in the 55 and up age brackets and a significantly lower percentage of the population between 15 and 34. This translates to a slightly older population breakdown in Sulphur, which should be taken into account when planning for future development and service provision.

The trends in age makeup are also similar to the larger Parish trends, with some notable differences. Between 2000 and 2015 both are expected to have a moderate decrease in the percentage of the population under 44 years of age, and a moderate increase in the percentages over 55 and up, with Sulphur experiencing a slightly higher increase in these age brackets.

*II.3.c. Housing*

**Table 5: Housing Units**

|                               | City of Sulphur |             |                 |                    | Calcasieu Parish |             |                 |                    |
|-------------------------------|-----------------|-------------|-----------------|--------------------|------------------|-------------|-----------------|--------------------|
|                               | 2000 Census     | 2010 Census | 2015 Projection | 2000-2015 % Change | 2000 Census      | 2010 Census | 2015 Projection | 2000-2015 % Change |
| Total Housing Units           | 8,665           | 9,053       | 9,245           | 6.69%              | 75,995           | 82,058      | 85,966          | 13.12%             |
| Owner-Occupied Housing Units  | 5,738           |             | 5,678           | -1.05%             | 49,106           |             | 52,001          | 5.90%              |
| Renter-Occupied Housing Units | 2,163           |             | 2,254           | 4.21%              | 19,507           |             | 21,418          | 9.80%              |
| Vacant Housing Units          | 764             | 954         | 1,313           | 71.86%             | 7,382            | 8,062       | 12,418          | 68.22%             |

Sources: U.S. Census Bureau - 2000 & 2010 Census of Population and Housing; ESRI forecasts for 2010 and 2015.  
Prepared by Villavaso & Associates, LLC (March 2011)

Between 2000 and 2015 the total number of housing units in both the City of Sulphur and Calcasieu Parish are expected to increase. When Hurricane Rita hit Calcasieu Parish in 2005, nearly two-thirds of the housing stock was damaged or destroyed by wind and/or flooding. In Calcasieu Parish, 4,428 homeowner occupied homes were left with major or severe damage out of 29,867 housing units damaged while 1,233 or renter occupied homes were left with major or severe damage out of 14,279 units damaged. One of the most serious post-hurricane problems facing Calcasieu Parish is a shortage of housing for those displaced from damaged private residences and apartments.

While the City of Sulphur is expected to gain approximately 580 units, for an increase of 6.69%, the Parish is expected to increase total housing units by 9,971 or approximately 13.12%. In the City of Sulphur, the percentage of owner-occupied housing is experiencing a slight decrease, while the percentage of renter-occupied housing is expected to increase significantly.

The dramatic increase in vacant housing was caused by Hurricane Rita and the slow recovery of the housing market. Between 2000 and 2015 there is a substantial increase in vacant units in both the City of Sulphur and the Parish. The number of vacant units is expected to increase by 549 housing units, almost 72%, in the City of Sulphur. During this same time period, Calcasieu Parish is expected to add an additional 5,036 vacant housing units, an increase of more than 68% over 15 years.

**Table 6: Annual New Privately-Owned Residential Building Permits**

| Building Permits | City of Sulphur |       |                   | Calcasieu Parish |       |                   |
|------------------|-----------------|-------|-------------------|------------------|-------|-------------------|
|                  | Buildings       | Units | Construction cost | Buildings        | Units | Construction cost |
| <b>2010</b>      | 21              | 21    | \$3,206,110       | 384              | 384   | \$61,059,930      |
| <b>2009</b>      | 80              | 80    | \$14,222,033      | 317              | 317   | \$46,040,774      |
| <b>2008</b>      | 87              | 87    | \$9,748,587       | 380              | 392   | \$57,019,903      |
| <b>2007</b>      | 26              | 27    | \$4,069,014       | 274              | 277   | \$38,102,498      |
| <b>2006</b>      | 37              | 38    | \$5,829,484       | 26               | 26    | \$1,365,000       |
| <b>2005</b>      | 45              | 46    | \$7,107,573       | 265              | 389   | \$35,576,596      |
| <b>2004</b>      | 43              | 44    | \$6,793,946       | 796              | 804   | \$63,657,165      |
| <b>2003</b>      | 40              | 41    | \$6,287,823       | 851              | 853   | \$64,418,921      |
| <b>2002</b>      | 38              | 39    | \$5,971,055       | 665              | 665   | \$54,092,943      |
| <b>2001</b>      | 35              | 37    | \$5,393,696       | 664              | 666   | \$47,757,518      |
| <b>2000</b>      | 29              | 29    | \$4,652,368       | 713              | 729   | \$40,845,407      |

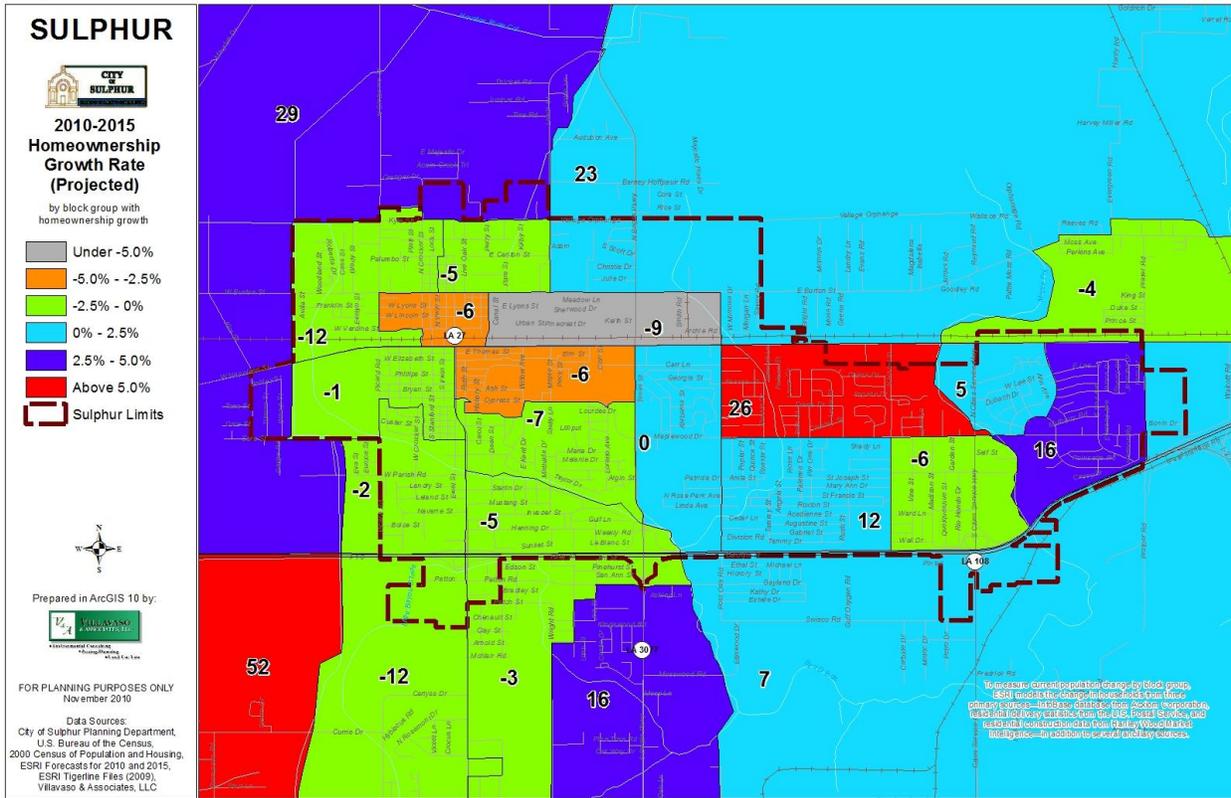
*Data sources: U.S. Census Bureau Building Permits by County or Place  
Prepared by Villavaso & Associates, LLC (August 2011)*

The housing stock in the City of Sulphur is not increasing as rapidly as Calcasieu Parish. Residential building permits issued in Sulphur and Calcasieu fluctuate, reflecting the housing market in the rest of the nation and the rebuilding since Hurricane Rita.

CITY OF SULPHUR - MASTER PLAN 2011

DRAFT – NOVEMBER 2011

Map 3: Sulphur 2010-2015 Homeownership Growth Rate (Projected)



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*II.3.d. Income, Employment, and Economy*

**Table 7: Median and Per Capita Income**

|  | <b>City of Sulphur</b> | <b>Calcasieu Parish</b> | <b>State of Louisiana</b> |
|--|------------------------|-------------------------|---------------------------|
| Median Household Income 2000           | \$38,325               | \$35,359                | \$32,809                  |
| Projected Median Household Income 2015 | \$47,088               | \$44,286                | \$40,711                  |
| <b>% Change in Household Income</b>    | +22.8%                 | +25.2%                  | +24.1%                    |
| Per Capita Income 2000                 | \$17,615               | \$17,710                | \$16,912                  |
| Projected Per Capita Income 2015       | \$21,258               | \$20,789                | \$19,654                  |
| <b>% Change in Per Capita Income</b>   | +20.6%                 | +17.4%                  | +16.2%                    |

Sources: U.S. Census Bureau - 2000 Census of Population and Housing; ESRI forecasts for 2010 and 2015.  
Prepared by Villavaso & Associates, LLC (March 2011)

In 2000, the median household income for the City of Sulphur was \$38,325, significantly higher than that of Calcasieu Parish and the State of Louisiana. Per capita income for the City of Sulphur is higher than the Parish and the State of Louisiana.

Between 2000 and 2015 the projected percentage increase in household income in the City of Sulphur is almost 23%. During this same period the median household income in Calcasieu Parish is expected to increase by more than 25%. Per capita income in Calcasieu Parish is expected to increase by 17.4%, while the State is expected to increase by roughly 16% and the City by almost 21%. Tables 6 and 7 provide a more detailed breakdown of the income distributions in the City of Sulphur and the Parish as a whole.



**CITY OF SULPHUR - MASTER PLAN 2011**

**DRAFT – NOVEMBER 2011**

**Table 8: City of Sulphur Households by Income**

| HHs by Income       | 2000 Census |         | 2010 Estimates |         | 2015 Projections |         |
|---------------------|-------------|---------|----------------|---------|------------------|---------|
|                     | Number      | Percent | Number         | Percent | Number           | Percent |
| <\$15,000           | 1,473       | 18.8%   | 1,292          | 16.2%   | 1,231            | 15.5%   |
| \$15,000-\$24,999   | 984         | 12.5%   | 847            | 10.6%   | 774              | 9.8%    |
| \$25,000-\$34,999   | 1,094       | 13.9%   | 1,042          | 13.1%   | 929              | 11.7%   |
| \$35,000-\$49,999   | 1,358       | 17.3%   | 1,260          | 15.8%   | 1,454            | 18.3%   |
| \$50,000-\$74,999   | 1,733       | 22.1%   | 1,878          | 23.6%   | 1,936            | 24.4%   |
| \$75,000-\$99,999   | 793         | 10.1%   | 932            | 11.7%   | 884              | 11.1%   |
| \$100,000-\$149,999 | 317         | 4.0%    | 568            | 7.1%    | 579              | 7.3%    |
| \$150,000-\$199,999 | 80          | 1.0%    | 81             | 1.0%    | 82               | 1.0%    |
| \$200,000           | 21          | 0.3%    | 62             | 0.8%    | 64               | 0.8%    |

*Sources: U.S. Census Bureau - 2000 Census of Population and Housing; ESRI forecasts for 2010 and 2015.  
Prepared by Villavaso & Associates, LLC (March 2011)*

**Table 9: Calcasieu Parish Households by Income**

| HHs by Income       | 2000 Census |         | 2010 Estimates |         | 2015 Projections |         |
|---------------------|-------------|---------|----------------|---------|------------------|---------|
|                     | Number      | Percent | Number         | Percent | Number           | Percent |
| <\$15,000           | 14,765      | 21.5%   | 13,612         | 18.7%   | 13,095           | 17.8%   |
| \$15,000-\$24,999   | 9,986       | 14.5%   | 9,240          | 12.7%   | 8,591            | 11.7%   |
| \$25,000-\$34,999   | 9,271       | 13.5%   | 9,541          | 13.1%   | 8,840            | 12.0%   |
| \$35,000-\$49,999   | 11,079      | 16.1%   | 11,814         | 16.3%   | 13,692           | 18.6%   |
| \$50,000-\$74,999   | 12,328      | 17.9%   | 14,262         | 19.6%   | 15,155           | 20.6%   |
| \$75,000-\$99,999   | 6,100       | 8.9%    | 6,857          | 9.4%    | 6,646            | 9.0%    |
| \$100,000-\$149,999 | 3,533       | 5.1%    | 5,311          | 7.3%    | 5,470            | 7.4%    |
| \$150,000-\$199,999 | 767         | 1.1%    | 865            | 1.2%    | 896              | 1.2%    |
| \$200,000           | 928         | 1.3%    | 1,155          | 1.6%    | 1,162            | 1.6%    |

*Sources: U.S. Census Bureau - 2000 Census of Population and Housing; ESRI forecasts for 2010 and 2015.  
Prepared by Villavaso & Associates, LLC (March 2011)*

In 2009, there were 69,305 persons employed in Calcasieu Parish. Of those, 12,227 were in the healthcare industry, 5,527 in construction, and 8,021 in manufacturing.

**CITY OF SULPHUR - MASTER PLAN 2011**

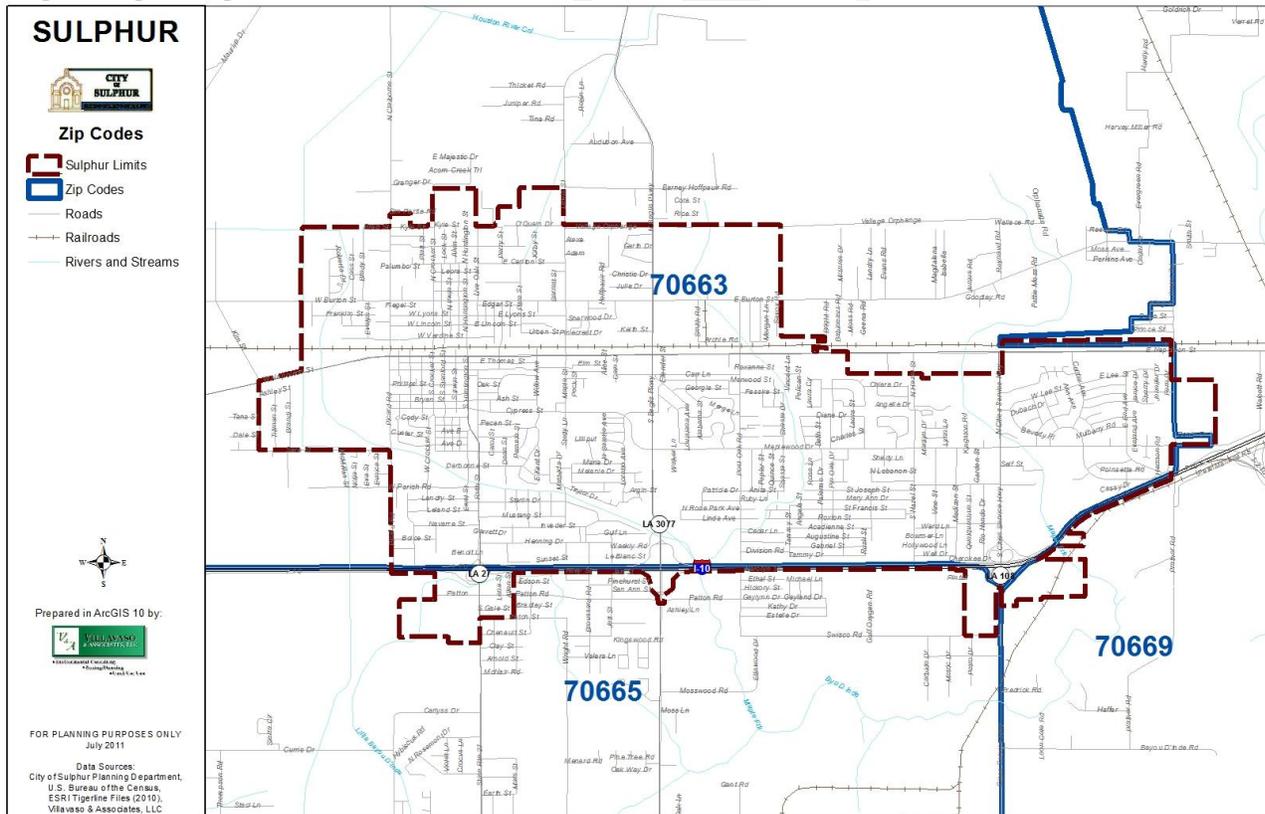
**DRAFT – NOVEMBER 2011**

**Table 10: Major Employers in Calcasieu Parish (2010)**

| Company                                 | Organization                     | Number of Employees |
|---|----------------------------------|---------------------|
| Calcasieu Parish School Board Education | Education                        | 5,000               |
| L'Auberge du Lac Casino Resort          | Casino/Hotel/Entertainment       | 2,400               |
| Coushatta Casino Resort                 | Casino/Hotel/Entertainment       | 2,300               |
| Lake Charles Memorial Health Care       | Medical                          | 1,700               |
| Turner Industries                       | General Contractors              | 1,500               |
| CHRISTUS St. Patrick's Hospital         | Medical                          | 1,500               |
| PPG Industries Chemicals                | Alkalis & Chlorine Manufacturer  | 1,250               |
| Citgo Petroleum Oil Products            | Oil Products                     | 1,169               |
| Isle of Capri Gaming                    | Casino/Hotel/Entertainment       | 1,115               |
| Calcasieu Parish Police Jury Government | Parish Government                | 835                 |
| City of Lake Charles Government         | City Government                  | 820                 |
| McNeese State University                | Colleges & Universities/Academic | 810                 |
| ConocoPhillips Refining                 | Refining                         | 770                 |
| Delta Downs Gaming                      | Casino/Hotel/Entertainment       | 684                 |
| West Cal/Cam Hospital Health Care       | Medical                          | 682                 |

*Data Sources: SWLA Economic Development Alliance  
Prepared by Villavaso & Associates, LLC (July 2011)*

**Map 6: Sulphur Zip Codes**



**Table 11: Zip Code Business Patterns (2000-2009): 70663, 70665, & 70669**

| <b>Year</b> | <b>Number of Establishments</b> | <b>Number of Employees</b> | <b>Annual Payroll</b> | <b>Average Annual Salary</b> |
|-------------|---------------------------------|----------------------------|-----------------------|------------------------------|
| 2009        | 948                             | 18,961                     | \$868,844,000         | \$45,823                     |
| 2008        | 937                             | 19,929                     | \$915,817,000         | \$45,954                     |
| 2007        | 947                             | 20,045                     | \$927,507,000         | \$46,271                     |
| 2006        | 911                             | 19,846                     | \$864,385,000         | \$43,555                     |
| 2005        | 897                             | 20,293                     | \$828,051,000         | \$40,805                     |
| 2004        | 890                             | 19,422                     | \$746,287,000         | \$38,425                     |
| 2003        | 920                             | 19,386                     | \$703,889,000         | \$36,309                     |
| 2002        | 925                             | 19,515                     | \$687,733,000         | \$35,241                     |
| 2001        | 860                             | 18,289                     | \$626,633,000         | \$34,263                     |
| 2000        | 888                             | 18,424                     | \$616,940,000         | \$33,486                     |

*Data Sources: U.S Census Bureau, North American Industry Classification System (NAICS)  
Prepared by Villavaso & Associates, LLC (July 2011)*

**Table 12: Zip Code Business Patterns (2000-2009): Calcasieu Parish**

| <b>Year</b> | <b>Number of Establishments</b> | <b>Number of Employees</b> | <b>Annual Payroll</b> | <b>Average Annual Salary</b> |
|-------------|---------------------------------|----------------------------|-----------------------|------------------------------|
| 2009        | 4,283                           | 69,305                     | \$2,487,706,000       | \$35,895                     |
| 2008        | 4,313                           | 71,020                     | \$2,567,817,000       | \$36,156                     |
| 2007        | 4,379                           | 70,842                     | \$2,508,719,000       | \$35,413                     |
| 2006        | 4,250                           | 71,384                     | \$2,420,025,000       | \$33,902                     |
| 2005        | 4,246                           | 72,652                     | \$2,347,950,000       | \$32,318                     |
| 2004        | 4,271                           | 71,243                     | \$2,159,453,000       | \$30,311                     |
| 2003        | 4,299                           | 71,381                     | \$2,068,794,000       | \$28,982                     |
| 2002        | 4,276                           | 70,144                     | \$1,954,169,000       | \$27,859                     |
| 2001        | 4,187                           | 69,244                     | \$1,958,926,000       | \$28,290                     |
| 2000        | 4,240                           | 69,218                     | \$1,898,422,000       | \$27,427                     |

*Data Sources: U.S Census Bureau, North American Industry Classification System (NAICS)  
Prepared by Villavaso & Associates, LLC (July 2011)*

The average annual salary for individuals employed in the three zip codes that make up the City of Sulphur as of 2009 was \$45,823, which is higher than salaried positions in the Parish. While the number of establishments has fluctuated just a bit, the concentration of health care occupations with relatively high paying jobs, and a steady increase in establishments and paid positions have helped the City and its immediate area maintain and increase total payroll and overall salaries.

## *II.4. Existing Land Use and Zoning*

### *II.4.a. Existing Land Use*

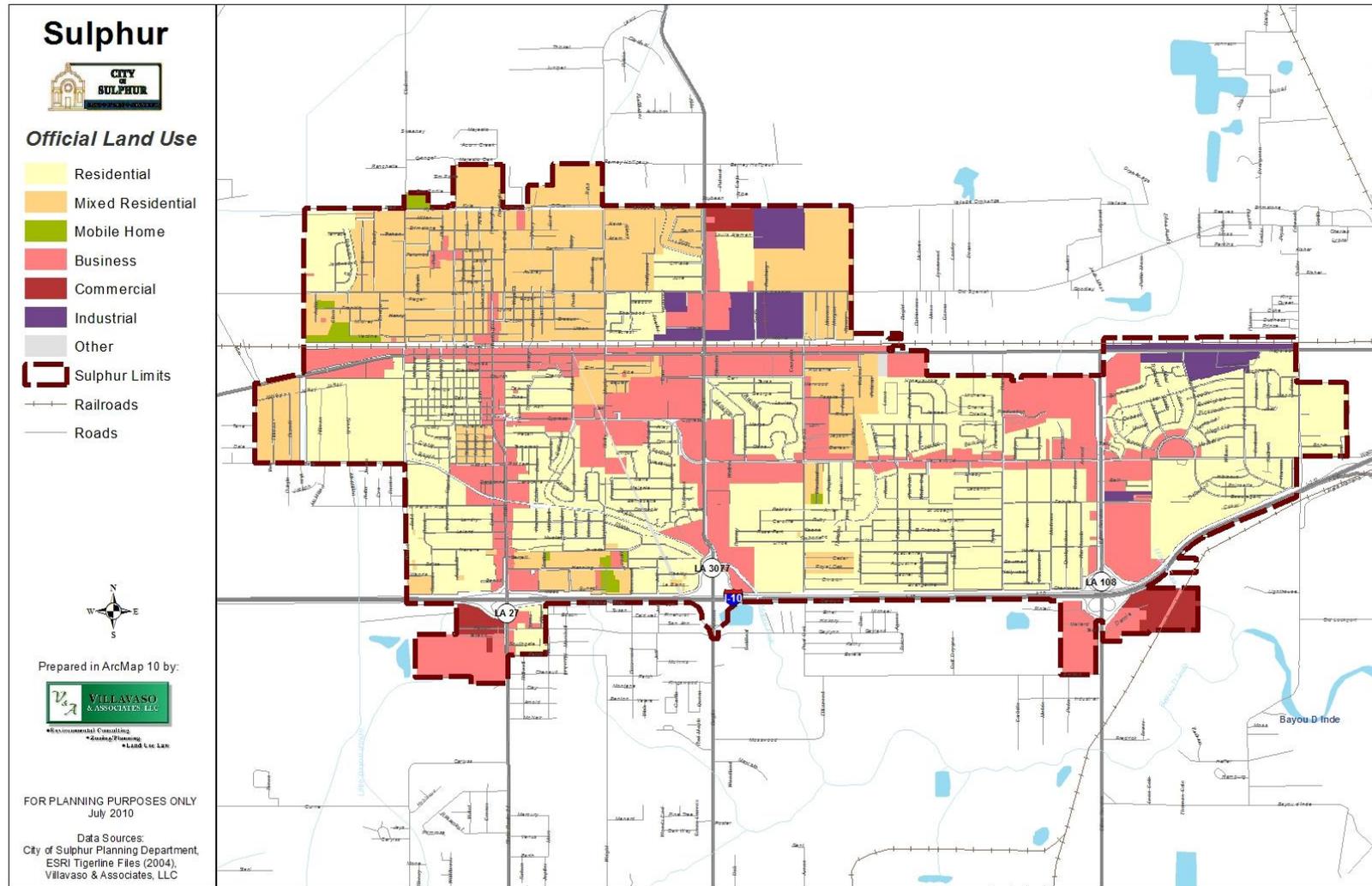
The City of Sulphur has approximately ten (10) square mile of land within its municipal boundaries. A large percentage of the City is comprised of predominately residential land uses. Most of these areas are single family residential neighborhoods however there are some large pockets of higher density residential uses within Sulphur. Most of the areas of commercial land use are located along the major streets (see II.6 Transportation Network) within the city and the three Interstate 10 exchanges. There are a few areas of predominately light industrial land use located north of Napoleon Street. Sulphur has several large parks (see II.11 Parks, Recreation, and Open Space) that comprise most of the park and recreation land use in the city.

Although it did not adopt its Land Use Ordinance until 2004, the City of Sulphur generally has developed as if conventional “Euclidian” zoning was in place. This means that uses are generally separated with somewhat distinct residential, commercial and light industrial areas throughout the City. However, because there were few controls, some development over the years has been random and has resulted in areas where there is a “co-mingling” of a variety of land uses and sometimes incompatible land uses adjacent to each other.

CITY OF SULPHUR - MASTER PLAN 2011

DRAFT – NOVEMBER 2011

Map 7: Sulphur Official Land Use



*II.4.b. Existing Zoning*

For many years the only land use regulatory tool for Sulphur was its Subdivision Regulations ordinance, which is still in place. The City of Sulphur first adopted its “Land Use Ordinance” in 2004. Though it is called a “land use” ordinance, that term has other meanings in the parlance of urban planning. This ordinance is in effect a zoning ordinance. The fact that the City saw a need for diving into the world of development regulations indicates there have been land use conflicts and concerns about the future of Sulphur for many years.

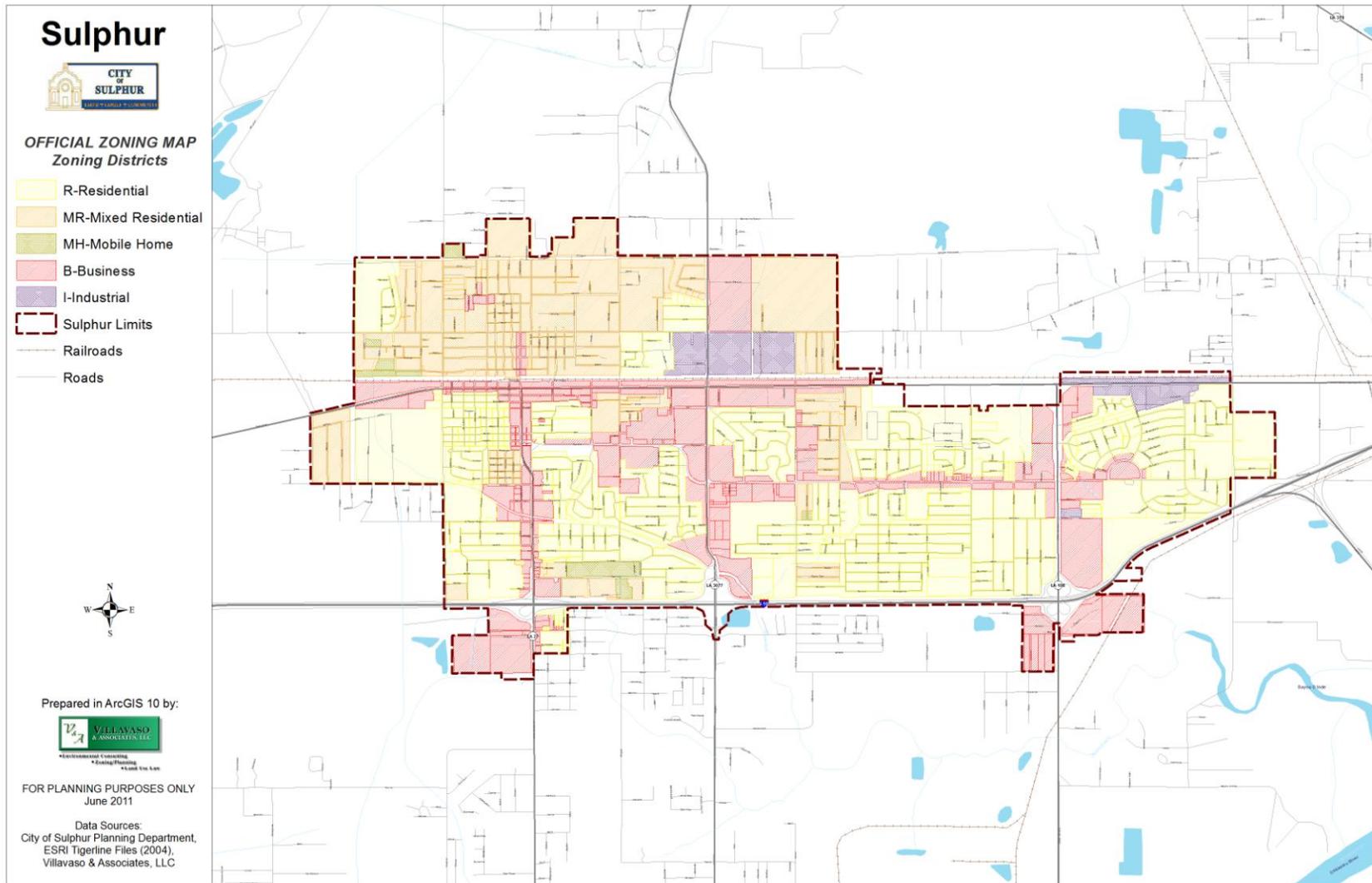
The Sulphur Land Use Ordinance contains six zoning districts that specify permitted uses and various lot, bulk, and parking regulations. The ordinance also sets forth procedures governing administration, amendments, and penalties. The regulations have been amended over time and address a variety of issues. Although the Ordinance includes various restrictions on use, it lacks contemporary regulations that address areas such as planned development, incentive zoning, housing, and environmental issues.

The designated zoning districts specified in the ordinance are:

- R - Residential
- MR - Mixed Residential
- MH - Mobile Home
- B - Business
- I - Industrial

These districts have basic sets of regulations – minimum setbacks, permitted uses, etc. The City of Sulphur also has enacted a “Subdivision Regulations” ordinance, which regulates how property can be legally divided, including detailed infrastructure development standards.

Map 8: Sulphur Official Zoning



Zoning is one of the tools available to the City of Sulphur to implement the recommendations of the Master Plan. The Plan itself is not a set of regulations but suggests how zoning and other regulations work to make the vision of the plan a reality. Below is a chart that illustrates the relationship between a Master Plan and a Zoning Ordinance.

| <b>PLANNING AND ZONING WORKING TOGETHER</b> |                                      |
|---|--------------------------------------|
| <b>Master Plan</b>                          | <b>Zoning Ordinance</b>              |
| Foundation: Declaration of Goals            | Implementation of Goals/plans        |
| Policy                                      | Regulation                           |
| Long-Term Vision                            | Current Expectations                 |
| Preferred Land Use                          | Specific Zoning Districts            |
| Preferred Development Character             | Specific Design Rules and Guidelines |

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## *II.5. Sulphur Neighborhoods and Housing*

The City of Sulphur was originally laid out in a grid pattern, with small single-family homes on relatively small lots built around the old downtown area. Beyond the historic center, development patterns are generally single-family homes on large lots, including those in relatively new subdivisions. There are several small-scale multi-family housing complexes scattered throughout town. Sulphur also has several housing complexes that offer senior and/or assisted living housing opportunities. Two of these facilities, Sulphur Retirement Community and Stonebridge Place are located within walking distance of the West Cameron Calcasieu Hospital (see Section II.8 Community Medical Facilities), a number of physician’s offices, and other related medical services. These housing opportunities are part of the developing Medical Services Corridor on Cypress Street.

### *Sulphur Historic Core Neighborhood*

Sulphur’s historic core neighborhood area generally occupies the land areas extending several blocks in each direction from the corner of U.S. Highway 90 and Huntington Street. Like many cities, this area has experienced shifting patterns of activity over the years as businesses and residents moved to the newer subdivisions and strip commercial developments. However, there are important structures from Sulphur’s past that remain standing. These structures present an opportunity for revitalization and new growth patterns in the community. Additionally, the decision to locate the new City Hall, opened in 2009 in this area rather than moving to the “suburbs”, sets an example of how appropriately designed and scaled redevelopment can occur.

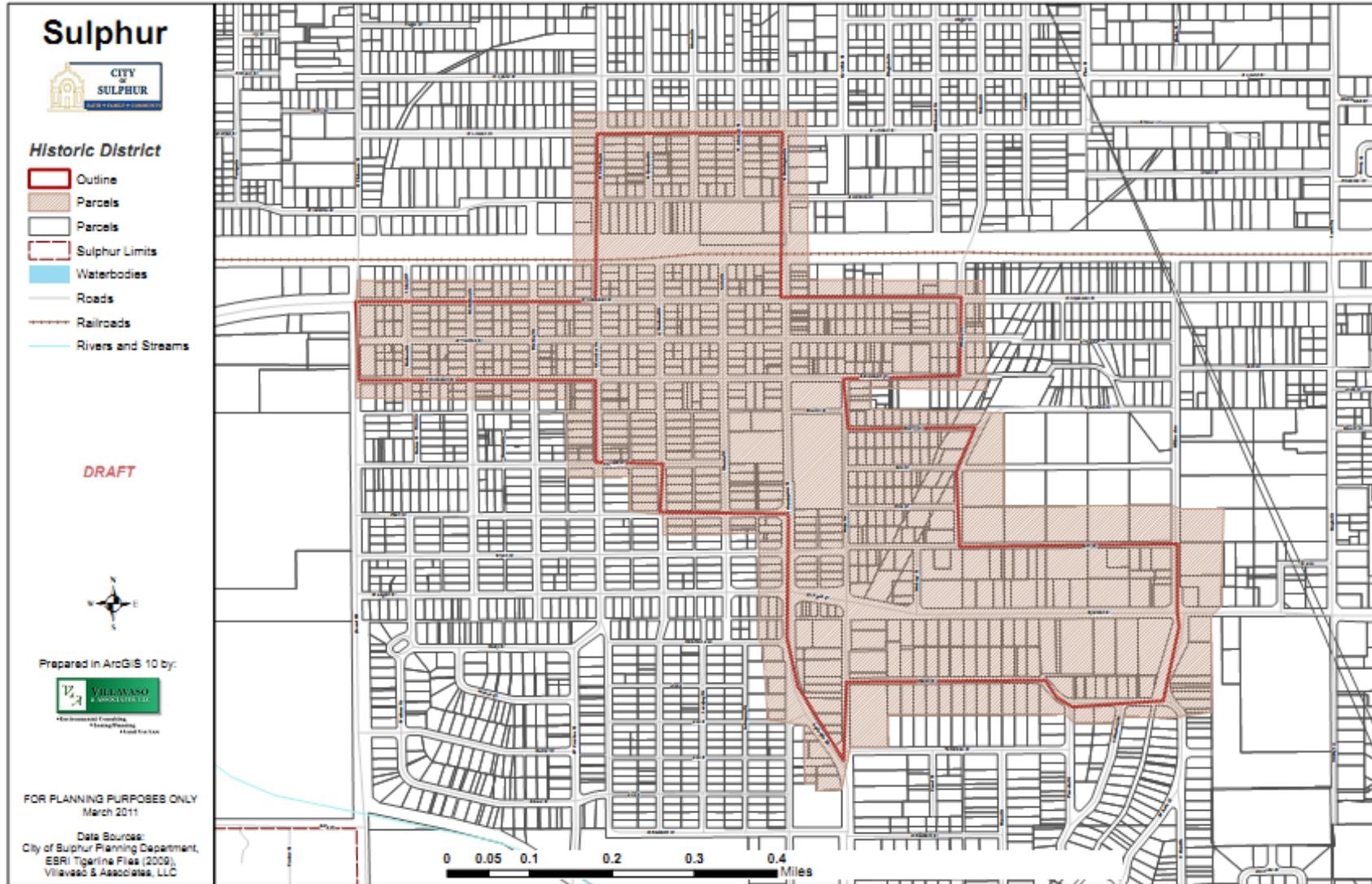


Sulphur City Hall – Villavaso and Associates, 2011

Map 9: Sulphur Potential Historic District Boundaries, shows the boundaries of the study area of a grant-funded project being undertaken by a local architect to inventory houses, commercial buildings and other structures. The study is underway and results are not immediately available for use in this Plan. However, the map and the study results will provide a critical starting point for the consideration and possible establishment of a special historic district in Sulphur.

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Map 9: Sulphur Potential Historic District Boundaries



## ***II.6. Transportation Network***

Transportation and land use are two inter-dependent aspects of the Master Plan. Besides accommodating existing daily traffic, efficient transportation infrastructure is necessary for growth in new areas as well as infill development in established areas. There are many modes of transportation affecting land use decisions in Sulphur, primarily streets and highways, rail lines, pedestrian ways/sidewalks. Other less obvious or with a lesser direct impact include airports, ports and waterways and public transit. With so many transportation modes, responsibility for all of these modes is spread out among various agencies and entities.

Sulphur is part of the Lake Charles Urbanized Area Metropolitan Planning Organization (MPO). A metropolitan planning organization (MPO) is a federally-mandated and federally-funded transportation policy-making organization made up of representatives from local government and governmental transportation authorities. The MPO is required to develop the Long Range Transportation Master Plan (MTP), which identifies needed improvements and transportation goals 20 years into the future. The *2034 Metropolitan Transportation Plan for the Lake Charles Urbanized Area* (MTP) was adopted in August, 2009 and serves as a blueprint to guide the establishment of priorities for development programs and transportation projects within the Lake Charles Urbanized Metropolitan Area.

Other transportation assets not in Sulphur, but nevertheless having an effect on the regional and local economy, include:

- West Cal General Aviation Airport about 5 miles south of Sulphur
- Lake Charles Regional Airport
- Ports of Lake Charles, West Calcasieu and West Cameron
- Sabine River Diversion Authority (Canal)

Most of the main thoroughfares in Sulphur also act as the major business corridors. Strip centers, fast food establishments and convenience stores make most of these corridors unrecognizable to similar corridors anywhere in the country. However, there are a couple of corridors and areas that do have a distinct look and character, including Cypress Street by the hospital and parts of Ruth Street.

There was considerable public input that many of the commercial corridors in the City are very unattractive and new aesthetic requirements are necessary, especially in the gateway corridors of the City – Ruth Street, Begalis Parkway, etc.

## *II.7. Sulphur Municipal Infrastructure and Services*

### *II.7.a. Drainage*

With an average annual rainfall of 65 inches, drainage is an important issue in Sulphur. Sulphur drainage services are provided by two entities. The Calcasieu Parish Drainage District 5 maintains five major drainage canals that run through Sulphur. The City Public Works Department maintains local ditches and other drainage structures. This includes sub-surface drainage lines in some areas as well as catch basins and other structures.

### *II.7.b. Water*

The City of Sulphur provides its residents and businesses with potable water. The City has 7 active water wells, pumped from the Chico Aquifer. The water from this source is very pure, but does require treatment to remove iron and manganese.

The Sabine River Diversion Canal, run by the Sabine River Diversion Authority, pumps water from the Sabine River into several canals to supply water to area industries. This is to preserve aquifer water for residential and commercial uses. The water from the Diversion Canal is also tapped for agricultural and crawfish raising uses. The mission of the Sabine River Authority of Louisiana, “consistent with Louisiana Revised Statutes 38:2321, et. seq., and with Article 48 of the Federal Power Commission License, Project 2305, is to provide for economic utilization and preservation of the waters of the Sabine River and its tributaries by promoting economic development, irrigation, navigation, improved water supply, drainage, public recreation, and hydroelectric power for the citizens of Louisiana.”

[www.sratx.org](http://www.sratx.org)

### *II.7.c. Wastewater (Sewer)*

The City of Sulphur Public Works Department operates one treatment plant located south of Sulphur outside of the city limits. The plant recently underwent a major renovation and expansion and now has a wet weather capacity of 18-19 million gallons per day. Normally 5 million gallons per day is what is needed for services to city residents and businesses. The main problems with the wastewater system are in the transportation of sewerage. Existing pipes are old, leaky, and expensive to fix or replace. At times infiltration issues can consume much of the excess capacity of the plant.

The plant’s capacity does allow it to be available to areas outside city. In fact, the City currently receives and treats the waste water from Westlake, Mossville and other isolated areas outside of

the city limits. The issues of wastewater services, along with water supplies, highlight the regional relationships between the City and the Parish and other entities.

*II.7.d. Fire and Police Services*

The Sulphur Fire Department is a fully paid, Class 2, department that responds to approximately 800 emergency calls annually. The Department maintains a fleet of 4 class A pumpers, 2 Ladder trucks, several support vehicles, and over 65 paid and fully certified firefighters.

Sulphur has a relatively low crime rate and the Sulphur Police Department is given much of the credit by residents. The Department has 64 employees, including 49 officers, averaging 2.53 officers per 1,000 residents.

*Source: City of Sulphur, Louisiana*

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## *II.8. Community Medical Facilities*

### *West Calcasieu Cameron Hospital.*

Another gem in the community and an important component of the Sulphur economy is West Calcasieu Cameron Hospital. It is a 101-bed facility governed by the Calcasieu Parish Police Jury and a five member Board of Commissioners appointed by the Police Jury. It employs 650 people total, including 135 medical staff, and is the largest employer in Sulphur.



*New entrance to West Calcasieu Cameron Hospital – Part of Phase 1 of the expansion plan*

The hospital has developed a master plan (can we get it? Or at least the boundaries of their holdings...for a map) consisting of three phases spread over fifteen years. To finance the plan, voters in West Calcasieu and a portion of Cameron Parish approved a \$25 million dollar bond issue in 2006, allowing the hospital to construct a new facility and purchase capital equipment. Phase 1 of the expansion, which houses a new admissions department, intensive care unit, and radiology department opened earlier this year. The hospital will enact its plans for Phases 2 and 3 as funds become available.

For the foreseeable future, hospital officials plan to stay within the existing footprint of the facility and reconfigure the buildings internally. The hospital also owns a few large parcels of land in the rear of the facility abutting single family residential areas but long range plans call for an elderly housing multi-level care facility that would not be incompatible with those neighborhoods.

***II.9. Community Educational Facilities***

Most of Sulphur's schools are under the Calcasieu Parish School Board. Sulphur High School serves the city along with the Sulphur High Ninth Grade Campus, completed in 2004. Elementary schools include Frasch, E.K. Key, W.T. Henning, R.W. Vincent, Maplewood D. S. Perkins, and Vincent Settlement Elementary School, located just south of the City limits in Carlyss. Sulphur High School, especially the sports teams, provides citizens with a strong community identity and a source of pride, as were strongly stated in many citizen participation meetings.

[www.cpsb.org](http://www.cpsb.org)



Sulphur High School Ninth Grade Campus – Villavaso and Associates, 2011

*McNeese State University*

Universities are an important part of any community's culture and economy. Located in Lake Charles, Louisiana, McNeese is the university of choice for almost 9,000 students, including many from Sulphur. McNeese offers degrees through the six academic colleges of Business, Education, Engineering and Engineering Technology, Liberal Arts, Nursing, and Science, and the Doré School of Graduate Studies, and General and Basic Studies. McNeese's student body is comprised of students from throughout Louisiana, the United States, and over 50 countries. McNeese's athletic program fields 16 NCAA men and women's athletic teams.

Source: <http://www.mcneese.edu/>



*SOWELA Technical Community College*

Southwest Louisiana Technical Community College (SOWELA) is also located in Lake Charles and is an important regional resource for area residents. As a comprehensive technical community college, SOWELA offers excellent technical programs. It is also expanding its mission to include academic programs designed to transfer to four year colleges and universities.

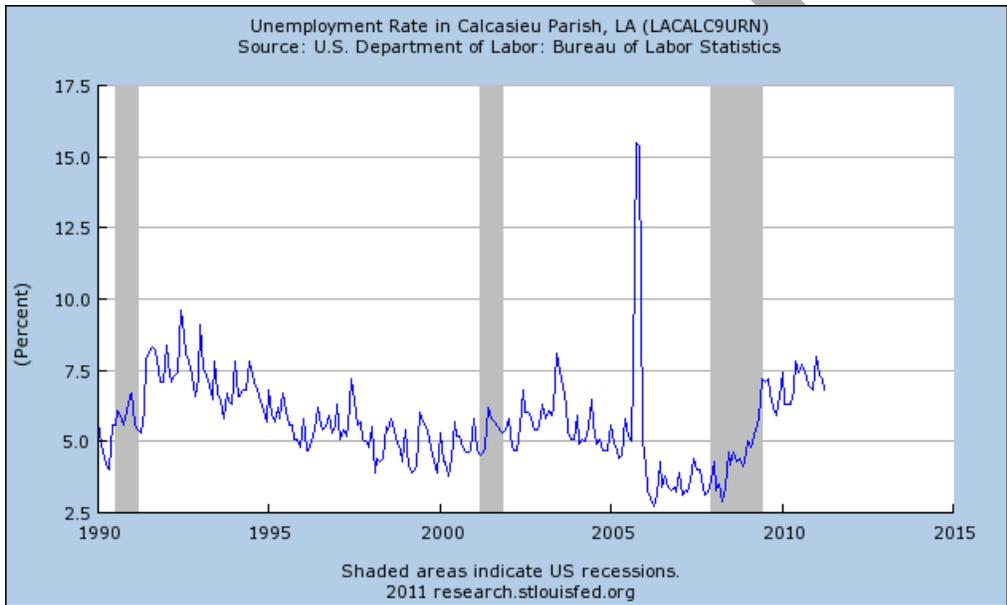


Source: <http://www.sowela.edu/>

**II.10. The Economy, Local and Regional**

The economy of the City of Sulphur is tied to that of the region. Sulphur itself has no separate dominant industry or business but rather is part of the greater Lake Charles area’s dependence on the petro-chemical and industrial plants in the area. The local economy of Sulphur is primarily service industries supporting the residential character of the City – retail, medical services, small insurance agencies, and the like. There are some mostly light industrial establishments that support the heavy industry in the region.

According to the U.S. Census Bureau, the top employers by industry as a percentage of the workforce include: education, health and social services (18.8 percent); manufacturing (16.9 percent); construction (11.0 percent); retail trade (11.0 percent); non-professional service (10.4 percent); professional services (7.2 percent); transportation, warehousing and utilities (5.8 percent); finance, insurance, real estate (4.4 percent); public administration (3.1 percent); information (2.9 percent); and wholesale trade (1.9 percent).



National events play a part as well. The current national recession has hit Sulphur and Calcasieu Parish as well. The graph above shows the unemployment rate of the Parish over the last twenty-five years. Though not exactly mirroring the U.S. economy, current rates are higher than the average rate from those years. The spike in 2005 reflects the impacts of Hurricane Rita in 2005 and the subsequent recovery efforts produced very low unemployment over the next few years before a jump in 2008.

*Economic Development in a Changing World*

Though the industrial roots of the local area economy are deep, Sulphur and the southwest Louisiana region must consider the changing nature of the world economy and its local effects. Economic development strategies that copy past successes have grown less effective because of structural changes in the global economy. Opportunities to copy the past have vanished as many manufacturing companies now locate low cost labor facilities in Asia or Latin America. To succeed, the regional strategy must anticipate changes occurring within a “new” economy over the next decade. Seven of the most significant trends researched by a national management and economic consultant, Taiaamerica\*, are summarized here:

- **Global Economy** - Sulphur and Calcasieu are becoming more and more a part of a borderless economy which functions with a constant flow of currency, information, and technology.
- **E-Manufacturing** - The integration of the internet into corporate activity has transformed business and manufacturing.
- **Faster Product Cycles** - The speed and flexibility enabled by the Internet has produced shorter product cycles that affect location decisions. Communities need faster response times to location proposals from companies and must have trained workers, zoning, and facilities available waiting to respond to corporate needs.
- **Knowledge-Based Economy** - The global economy is becoming digital and interconnected via the Internet. Since the U.S. leads the world in information technology, many of the best opportunities for community diversification are in the I.T. sector. Telecommunications infrastructure and trained software workers are emerging as critical location factors.
- **Services** - The preponderance of new jobs in the U.S. (94%) over the next decade will occur in services, not in manufacturing. Jobs in computers, personnel, management consulting, health, and professional services will predominate. Many of these jobs offer high wages. *Consequently, quality of life factors become more influential in location decisions.*
- **Small Business Dominance** - Most new jobs in the decade will be created by small businesses, and enabling these firms to emerge and grow is an important component in the economic development strategy.
- **Retooled Workforce** - The “New Economy” has restructured the corporate workforce. Companies have an increased demand for technical and professional skills, such as engineering and computer programming. Companies seek locations with pools of college-trained workers that also offer continuing education opportunities. The ability to recruit and retain technicians and professionals has grown in importance as a location factor.

- **Quality of Life** - A community's quality of life is now critical in corporate locations. Among the factors that are important are the availability of quality housing at reasonable costs, a sound public education system that produces graduates with strong basic skills, colleges and university to produce technical workers, low crime rates, good medical and retail services and a broad range of cultural and recreational opportunities, supported by a transportation system that allows good traffic flow. This becomes one of Sulphur's primary advantages in the new emerging economy.

*\*Source: Future Directions for St. Tammany Parish, Louisiana (Final Draft) A Strategic Plan for Economic Development - 2010 Tainmerica Management Company*

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## *II.11. Parks, Recreation and Open Space*

Besides providing recreational opportunities for residents, parks and recreational facilities can and do make an impact on the economy of Sulphur. The open space provided is important to the environment of Sulphur, providing natural drainage detention, habitat for fauna and flora, and other benefits.



Sulphur Parks and Recreation District (SPAR) is a major asset and attraction for the city. Community input was almost unanimous that Sulphur has excellent recreational facilities, almost all run by SPAR, contributing to the high quality of life. SPAR is a distinct entity chartered in 1952. It currently administers over 450 acres of parks and facilities. The crown

jewel is the Aquatic Center, which opened in May 2005, and adjacent Water Park. In that short time the Center has become well-known as one of the best pool facilities in the region for competitive meets and the water park brings in hundreds of visitors a week in the summer, mostly non-Sulphur residents with many visitors from Texas.

Though the Aquatic Center tends to stand out, SPAR's other facilities attract a lot of attention. These other facilities include:

- Frasch Park and Golf Course;
- McMurry Park;
- Pattison Park;
- Carlyss Park;
- Center Circle Park; and
- Henning House Cultural Center and Park, a joint effort with the City of Sulphur.

Future plans call for expanding the water park and more recreation facilities for picnicking, bike paths, and similar passive recreation activities.

SPAR is also a major contributor to the local economy. The district employs 150 people -28 full-time, 28 permanent/part time, and the rest seasonal, mostly summer student workers. The numerous tournaments and sporting events contribute to approximately 10,000 room nights in area hotels.

The Calcasieu Parish Chamber of Commerce and the Calcasieu Visitors and Convention Bureau identify SPAR facilities as a major economic asset for the region. In 2011, SPAR facilities have

or will host, to name a few, the following regional and national events: the LHSSA State Swim Championships, Sulphur High School Lady Tor Invitational Softball Tournament, LHSAA Fast Pitch State Championship Softball Tournament, USSSA World Series Baseball Tournament, to name a few.

The figures below represent the estimated economic impact in the Parish and City of just three events hosted by SPAR in 2011\*

- National Fast Pitch \$3,009,000.
- USSSA Spring/Summer 2011 \$10,360,350. ( approx. 42 events)
- LHSAA Fast Pitch \$3,159,450

*\*Shelly Johnson – Ex. Dir. Calcasieu Visitors and Convention Bureau*

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# III

## COMMUNITY OUTREACH AND VISION

### *III. COMMUNITY OUTREACH AND VISION*

The City of Sulphur began this Master Plan process in 2010 but the community was involved in determining their future before this project began. Vision Sulphur and the adoption of the first Land Use Ordinance in 2004, long after the City was virtually built out, both show the community's concern for its future. The Master Plan, while identifying changing development patterns, issues, and land use, is also an opportunity to solicit community input about the future of Sulphur. For the City of Sulphur, the community participation processes conducted by the planning team were fundamental to ensuring that the plan reflected the input, ideas, concerns, and vision of the community.

#### *III.1. Citizen Participation Exercises*

The planning team utilized multiple methods to reach as many citizens as possible. Part of the process was to educate the citizens on planning but also to give everyone an opportunity to participate and contribute.

##### *III.1.a. Town Hall Meetings*

Several "Town Hall" meetings were held in Sulphur throughout the process. These meetings were open to the public and meant to be city-wide. The first meeting on January 13, 2011 was a "kick-off" meeting to inform citizens of the project, how to participate, and an introduction to the concept of planning. This meeting was preceded by radio interviews of the consultant team and an early morning television interview about the project with the planning team and Mayor Christopher Duncan. Subsequent town hall meetings were held throughout the project, on March 1, 2011 and September 19, 2011. All town hall meetings were held at the Sulphur branch of the Calcasieu Parish Library or in the City Council Chambers.

*III.1.b. Citizens Advisory Committee (CAC)*

At the beginning of the planning process, Mayor Christopher Duncan appointed a Citizens Advisory Committee representing a diverse cross-section of the Sulphur community. Elected and appointed public officials did not serve on the advisory committee. There are four specific requirements for advisory committee members:

1. ***Attend Advisory Committee Meetings:*** Advisory Committee meetings will be held periodically during the Master Plan process. An agenda for each meeting along with appropriate materials will be provided to committee members at least one (1) week in advance of each meeting.
2. ***Comment on Key Issues in the Planning Process:*** This committee will function as a sounding board/advisory body for the planning consultants in identifying and addressing key issues in Sulphur.
3. ***Review and Comment on Plan Components:*** This committee will have an opportunity to initially review some components of the Master Plan throughout the planning process and provide comments and feedback.
4. ***Provide Advice on Visioning:*** This committee will review results of the one on one meetings and other citizen participation efforts and provide input in development of the visioning process.

As the name implies, the CAC was strictly advisory and voluntary. Approximately ten CAC meetings were held throughout the entire planning process and the committee's input was invaluable to the process.

*III.1.c. One-On-One Meetings*

Numerous one-on-one meetings were held throughout the entire planning process starting with public officials including the Mayor, City Council, Land Use Commission, and city staff. Later, one-on-one meetings were held with various citizens from business people, teachers, high school students, and others. At these meetings, the planning team sat down with the participant for roughly 20-30 minutes to discuss in detail their specific ideas, concerns and vision for the City of Sulphur's future. The goal was to facilitate a conversation where the participants guided the discussion and focused on the information they felt was most important.

*III.1.d. Sulphur Land Use Commission Public Work Sessions*

In addition to providing updates to the Sulphur Land Use Commission throughout the planning process, a series of Sulphur Land Use Commission Public Work Sessions were held. These sessions were open to the public and consisted of a review of planning process and specific components of the plan, a summary of the visioning and citizen participation processes during the plan, and a review and technical discussion of the Future Land Use map and other areas. These meetings were held in the Sulphur City Council Chambers on October 17, 2011, November 7, 2011, and November 21, 2011.

*III.1.e. Stakeholder Group Meetings*

**Vision Sulphur** - “Vision Sulphur” was an independent process started by local community leaders to establish their vision for the city. It provided “... an opportunity for citizens to come together, take a practical look at the area, and work cooperatively to articulate and describe a desired future.” Through an 11-month series of community-wide participatory workshops, residents developed a shared vision that can serve as a guide for elected officials, commissions, boards, and organizations in this City. This process and the final report of “Vision Sulphur” were a valuable tool and resource to the planning team. A member of the City’s consultant team attended a Vision Sulphur meeting.

Vision Sulphur’s final report identifies goals for three areas – Government, Services and Security, and Planning for Growth and Development. The entire report with goals and vision are reproduced in the appendices of this Master Plan.

**Sulphur High School** – On April 18, 2011 the planning consultant team visited three senior classes at Sulphur High School. Since this plan is looking 10-20 years down the road, these young citizens were excited to have a voice in the future of their city. Fifty-one seniors filled out a questionnaire detailing their likes of the city, what is needed in the city, what is their vision of the city in the future, and whether or not they planned to stay in Sulphur as a member of the work force. Though many of their answers paralleled those of other citizens, there were some unique points of view as well. These students generally agreed the streets of Sulphur are in poor condition, there is little for teens to do in Sulphur, and most said they would probably not stay in Sulphur as an adult.

**Contractors and Builders** – The planning team met with a large group of approximately 40 people from the contracting and building community to brief them on the Master Plan project and get input from them on their concerns and needs. The contractors were very clear that what is necessary for their industry are clear standards and regulations, a streamlined permitting and inspection process, and consistency. They were wary of onerous and unnecessary regulations.

*III.1.f. On-Line Participation*

The City and the consultants established ways to receive information and participate for citizens who preferred to do so remotely. The City established a page on the official City website (<http://www.sulphur.org/egov/docs/1294258938828.htm>) with information on the process and access to the questionnaires. A special email account was established for direct contact to the planning team for comments, questions or input. That email address is: [sulphurmasterplan@gmail.com](mailto:sulphurmasterplan@gmail.com).

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**III.2. Visioning Comments**

The table below represents a summary of the key issues identified in the Comprehensive Master Plan visioning process:

| <u>Assets</u>   | <u>Issues</u>   | <u>Vision</u>   |
|---|---|---|
| Good Schools  | Land Use and Zoning - updated and consistent codes and enforcement  | Growing community that will annex new areas into city                         |
| Tight knit, family oriented community, people work together | Mobile Homes and Trailers - location, maintenance, regulation   | Enjoyable community where people enjoy living                                 |
| Parks and Recreation facilities                             | Opportunities for youths and young adults -- need economic and social options                               | Sulphur should not become a a community with lack of options for young people |
| Small town feel   | Infrastructure - Streets, Sidewalks, Water, Sewer, etc.   | Sulphur will stay the same  |
| Safe Community to raise a family, low crime rate            | Inefficient City Government   | Revival of Main Street and old downtown                                       |
| SPAR  | Commerical - not enough quality retail and restaurants  | Diversified economy   |
| good police department                                      | Growth and Annexation - where will Sulphur grow?  |   |
| Proximity to Plants and Industry                            | Old Downtown - needs new development and standards  |   |
| Old downtown  | Education - need better schools/high school is too big/lack of community between city, parish, School Board |   |
| Clean   | Economic Development - jobs and diversity of economy  |   |
| Good churches   | Housing and Density   |   |
| Good library  | Quality of Life Concerns  |   |
| Good neighborhoods  |   |   |
| Hospital  |   |   |
|   |   |   |

### *III.3. Community Assets*

Throughout the public participation process, several definite themes rose to the top regarding the quality of life in Sulphur. The following assets were identified by citizens, primarily through the one-on-one meetings but reiterated in the other meetings:

- Good quality of life – a quiet, small-town feel
- Safe – good police and fire departments
- Good recreational facilities; Sulphur Parks and Recreation District (SPAR)
- Good schools
- Sulphur High School, especially the football team, is a big part of the community's identity
- The old downtown area of Sulphur has potential and should be preserved
- Calcasieu Parish Public Library, Sulphur Branch on Cypress Street
- Good churches
- A clean community
- Good proximity to the industries and to Lake Charles for those employed there, as well as proximity to growth areas south of the City on Highway 27 especially Carlyss
- Located on Interstate Highway 10, easy access.



### *III.4. Community Concerns*

Like the Community Assets, the citizens of Sulphur were clear about what their opinions of the issues facing Sulphur's present and future. These issues can be categorized into a few issues. First is community appearance, which includes the biggest issue, the appearance and location of mobile homes in the community. Also included were concerns about the appearance of the major commercial corridors and some residents suggested more requirements for signage and landscaping to improve community appearance. The major concerns are listed below in roughly the order that received the most comments from citizens in the various meetings and other forms of participation:

- Citizens' concerns about government responsiveness and the state of current land use regulations were high on the list. Many responses pointed to this as the main issue of concern and want updated and consistent codes and enforcement.
- Mobile homes and trailers, specifically related to their location, maintenance, and regulation, were also a top concern of citizens.
- Another concern was the lack of economic opportunities, especially for younger residents who often leave Sulphur for jobs elsewhere. These dovetails into other comments that Sulphur needs to expand in order to grow economically. There are not enough quality retail and restaurants in Sulphur, according to some.
- Growth and Annexation – some commented that Sulphur should annex property currently outside the City limits, particularly south of Interstate Highway 10 in the Carlyss area.
- Community appearance, especially in the commercial and business areas, was an issue with some, including local business owners.
- The apparent increase in rental property was a concern to some, although zoning and land use regulations can't regulate ownership or require only owner-occupied residences.
- Also, though the old downtown was considered an asset, the flip side of that is it needs new development and new standards and regulations to protect it and encourage appropriate development.
- Infrastructure issues were a concern, particularly drainage and traffic.

### ***III.5. Sulphur Master Plan Vision***

The “Vision Statement” of a Master Plan describes the vision for the future that Plan hopes to encourage. The Sulphur Master Plan Vision Statement is the backbone of the Sulphur Master Plan and connects the planning process to future goals for the City of Sulphur. This statement evolved and developed from the “visioning” exercises and the many comments from the public, the Citizens Advisory Committee, and the Land Use Commission.

*The City of Sulphur will continue to be a vibrant place celebrated for its high quality of life and strong community connections.*

*The City of Sulphur will continue to draw new residents and visitors due to its “small town” character while also providing all of the services and economic opportunities of a modern, safe, and thriving, community.*

*The City of Sulphur will continue to be a place with high quality housing choices, excellent educational opportunities, and vibrant recreational and green space areas available to all residents.*

*The City of Sulphur will continue to emphasize a business-friendly attitude while promoting responsible growth and resilient development practices supported by quality and stable infrastructure including street, drainage, and sewer systems.*

*The City of Sulphur will continue to be a community with active and engaged residents where both the young and old view themselves as participants in Sulphur’s exciting future.*

# IV

## PLAN FOR THE FUTURE: INTRODUCTION

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### *IV. PLAN FOR THE FUTURE: INTRODUCTION*

The first three chapters of the Sulphur Comprehensive Master Plan provide a general overview of the Sulphur community, past and present; and also outline the visioning stages of the planning process. These sections provide a significant and inaugural base of knowledge for learning about, and understanding the Sulphur community, and what makes this community special.

The *Plan for the Future* comprises the next five chapters of the Sulphur Comprehensive Master Plan. This section of the Comprehensive Master Plan outlines the strategies, policies, and recommendations (including an action matrix) that will help to guide the future decision-making processes of the City of Sulphur over the lifespan of this plan. The information, data, history, and visioning presented in the first three sections of this plan provide a basis for the *Plan for the Future* section and help to guide the strategies, policies, and recommendations.

The *Plan for the Future* section is organized into five chapters. The framework of *The Plan for the Future* is based on four key discussion areas. These four discussion areas were developed by identifying important topics brought up in the planning process and connected to the Sulphur community through the history, data, existing conditions, and visioning outlined earlier in the Comprehensive Master Plan. Each of the four key discussion areas includes detailed conversation concerning several specific focus areas. Each chapter begins with an introductory presentation on why the respective focus areas are grouped together. Then each focus area is discussed in detail and concludes with a series of **Objectives and Strategies** for implementation.

The Implementation Chapter follows a similar, but slightly different format. In this chapter, all of the Focus Area Objectives and Strategies are included in an implementation (action) matrix that connects the objectives and strategies to a timeframe for implementation and also identifies suggested implementation tools, ordinances, regulations, policies, and ideas.

The key discussion areas (Bold Text) and their respective focus areas are listed in the table below:

**Future Land Use and Development – Chapter 5**

Future General Land Use  
Residential Neighborhoods  
Economic Development  
Regional Growth and Development

**Municipal Infrastructure – Chapter 6**

Transportation Systems  
Drainage, Water, Sewer Systems  
Community Facilities

**The Natural Environment – Chapter 7**

Open Space and Recreation  
Environmental, Natural Resources, and Resiliency

**Implementation – Chapter 8**

Adoption/Transition to Implementation  
Implementation Tools and Strategies  
Implementation/Action Matrix

Each of the four key discussion areas of *The Plan for the Future* section is associated with a specific goal. These goals are based on the guiding principles that form the backbone of the Sulphur Comprehensive Master Plan, and essentially function as mini vision statements for each focus area. Each Goal is listed below:

**Future Land Use and Development Goal:**

In order for the City of Sulphur to continue to thrive as a community, future land use and development decisions should be determined in a fair and equitable process that accommodates new development and redevelopment opportunities in appropriate areas of Sulphur while equally considering the needs of current and future residents and businesses, protects natural resources, provides adequate recreation opportunities, and is supported by appropriate infrastructure and services. Future land use decisions in Sulphur should support the preservation of the small-town residential nature of the community, guarantee the provision of quality community facilities and services, and ensure the promotion of quality development standards and architectural design, including the separation and buffering of uses considered incompatible with other adjacent land uses, particularly when adjacent to residential uses. Future land use in Sulphur should also

provide growth opportunities for new and existing businesses by providing a business-friendly atmosphere with predictable and fair standards and requirements for all businesses.

**Municipal Infrastructure Goal:**

Infrastructure is arguably the most visible component of Sulphur’s high quality of life. The City of Sulphur will support and encourage the planning, development, and maintenance of municipal infrastructure systems that are fiscally sound, maintenance friendly, environmentally resilient, and technically efficient. This effort includes: municipal decision making and investment planning, particularly in the critical areas of potable water supply, storm water and waste water treatment systems, drainage of stormwater, and transportation elements such as streets and sidewalks.

**The Natural Environment Goal:**

The City of Sulphur supports preservation of natural areas that promote and encourage the “Sportsman’s Paradise” culture of southwest Louisiana including recreational uses and providing habitats and preserves for wildlife. When and where appropriate, development in natural areas should be environmentally friendly and balanced with other nearby land uses. Additionally, Sulphur supports the preservation of natural areas that provide resilience attributes as a first line of defense for hurricanes and local storms; properly sized drainage basins; safe and available drinking water; and clean air that supports both opportunities for new industries and the efficient use of the regional transportation network.

**Implementation Goal:**

It is important that the strategies and recommendations in this Master Plan, whether short-term or long-term, are implemented in the City of Sulphur. The support and effort of the Administration, the City Council and other boards and commissions are critical to successful implementation. Utilizing the entire “development toolbox” including comprehensive zoning, subdivision regulations, development agreements, impact fees, annexation, form based and performance based design controls, and balanced development incentives should be considered.

# V

## PLAN FOR THE FUTURE: FUTURE LAND USE AND DEVELOPMENT

### *V. PLAN FOR THE FUTURE: FUTURE LAND USE AND DEVELOPMENT*

The Future Land Use and Development chapter of the Sulphur Master Plan includes four key elements: Future Land Use, Residential Neighborhoods, Economic Development, and Regional Growth and Development. A discussion of these topics will present a framework for how Sulphur's physical and economic growth will occur in the future and how this growth will impact the areas surrounding Sulphur.

#### **Future Land Use and Development Goal:**

**In order for the City of Sulphur to continue to thrive as a community, future land use and development decisions should be determined in a fair and equitable process that accommodates new development and redevelopment opportunities in appropriate areas of Sulphur while equally considering the needs of current and future residents and businesses, protects natural resources, provides adequate recreation opportunities, and is supported by appropriate infrastructure and services. Future land use in Sulphur should support the preservation of the small-town residential nature, the provision of quality community facilities and services, and the promotion of quality development standards and architectural design and including the separation and buffering of uses considered incompatible with residential uses. Future land use in Sulphur should also provide growth opportunities for new and existing businesses by providing a business-friendly atmosphere with predictable standards and requirements for all businesses.**

## ***V.1. Future Land Use***

### *Introduction*

In planning and development parlance “Land Use” is frequently used terminology. Land Use in respect to a certain lot, parcel, or specified area of land can be described in many ways from generalized land use categories (Residential, Commercial, Industrial, etc.) to very specific land use definitions such as the Land Based Classification System (LBCS), a detailed land use indexing systems that defines hundreds of land use categories based on specific activity, functions, structures, and ownership. For the purpose of the Sulphur Master Plan all land use will be generalized land use.

It is important to note that despite some similarities with language and terminology currently used in Sulphur, land use in the Sulphur Master Plan is not equivalent to any current zoning or planning categories. One of the recommendations in this plan will be that the policies, principles, and vision presented in the plan should be used in the development and review of the Comprehensive Zoning Ordinance as well as other current or new development codes.

### *Analysis of Current Land Use in Sulphur*

The current land use analysis began with a review of the Sulphur Official Land Use Map (see Chapter II.4.a – Map 7: Sulphur Official Land Use Map). Using this map and the Sulphur Zoning Map (see Chapter II.4.b – Map 8: Sulphur Official Zoning Map) as the base, the planning team began to verify every parcel of land in the City. This “lot by lot” land use verification technique involved many hours of fieldwork examining, verifying, and updating land uses in Sulphur. The planning team integrated this data with Sulphur land use and zoning data, data from Calcasieu Parish, and information from several other data sources, to construct a current land use database for Sulphur.

### *Development of Sulphur Future Land Use Categories*

Future Land Use Categories will provide a general framework to guide future land use and development decisions in Sulphur. These Future Land Use Categories are based on the Sulphur Official Land Use Map, the analysis of and verification of current land uses by planning team discussed in the previous section, and the consideration of the following topics and ideas:

- The community’s vision, goals, and objectives outlined in this plan;
- Past, present, and projected future development patterns;
- The current land uses discussed in the previous section;
- Social-economic factors and demographic data;

- Current infrastructure capacity and future infrastructure needs;
- Community facilities;
- Current neighborhoods; and
- Open space and recreation needs.

The result of this process is the development of eight Sulphur Future Land Use Categories that are intended to help guide future land use development throughout the City of Sulphur over the life of this plan.

*Future Land Use Categories*

**Rural Residential (RR)**

*Rural Residential areas include single family residential areas on larger lots that also support large agricultural uses while encouraging the upkeep and preservation of the rural countryside.*

In Sulphur, rural residential land areas will focus on preserving the rural character that is evident in the outskirts of Sulphur, especially in the areas north and west of the city. These areas are technically residential, however this land use would also encourage agricultural land use, either active in the form of crops, or passive in the form of natural forest and preservation areas or pasture lands.

**Residential Single Family (RS)**

*Residential Single Family areas where the prominent land use is single family detached residences, often located on large lots or a combination of several smaller lots.*

In Sulphur, residential single family land use areas will likely continue to make up the majority of land uses in the City. The predominant structures will be single family residences with some two-family structures. This land use will include appropriate infrastructure including adequate drainage and sidewalks. Institutional uses and recreational uses that are compatible and complimentary to surrounding neighborhoods will be allowed including neighborhood schools, small churches, small parks and playgrounds, libraries, small-scale home occupations, and small day-care facilities.

**Residential Medium Density (RMD)**

*Residential Medium Density areas where the primary land uses include a mix of single-family homes, two-family homes, small townhouses, and multi-family residential structures including senior citizen housing.*

In Sulphur, residential medium density land areas will include a mix of low to medium density residential uses including single family homes, two-family structures, townhouses, and multi-family with appropriate development standards. As in the low density residential land use category limited compatible and complimentary institutional uses will be allowed including neighborhood schools, small churches, small parks and playgrounds, libraries, small-scale home occupations, and small day-care facilities. Additionally, infill development and redevelopment will be encouraged in this land use, however it is important that residential is the primary use in these areas.

**Neighborhood Commercial (NC)**

*Neighborhood Commercial areas include a mix of residential uses and commercial uses of limited size and intensity uses including, but not limited to, small professional and business offices, specialty shops, boutiques, restaurants, and personal services.*

In Sulphur, Neighborhood Commercial areas will include a mix of low to medium density residential uses and commercial development that are of similar size and scale to nearby residential uses. Commercial uses should have limited impact on adjacent residential areas especially in terms of lighting, signage, traffic, odor, noise, and hours of operation. Compatible and complimentary institutional uses will be allowed including neighborhood schools, small churches, small parks and playgrounds, libraries, home occupations, and day-care facilities. Additionally infill development and redevelopment will be encouraged.

**Corridor Commercial (CC)**

*Corridor Commercial areas include commercial areas with access to arterial roads and highways that serve Sulphur as well as the surrounding areas, and include large mixed-use developments, large retail and shopping centers, restaurants, and entertainment establishments.*

In Sulphur, Corridor Commercial areas will include medium to large scale commercial development. Within these areas, there should still be adequate development guidelines for lighting, signage, traffic, odor, noise, and hours of operation. Acceptable commercial uses

should be compatible with surrounding development in terms of scale, building design, material and color where applicable; should provide adequate off-street parking; and should have an acceptable level of capacity on roads and other public services. Institutional uses are also allowed.

### **Industrial (I)**

*Industrial areas include a wide-range of employment-generating office, light industrial, processing, passive storage, clean manufacturing, and business/campus style parks.*

In Sulphur, Industrial land uses will have adequate buffering and design standards that limit the negative impacts of the uses on the adjacent land uses and the community as a whole.

### **Open Space and Recreation (OS)**

*Open Space and Recreation areas include public and private recreational facilities and activities, as well as environmental preservation needs.*

In Sulphur, Open Space and Recreation land use areas will include, but are not limited to: parks, playgrounds, recreation centers, golf courses, and land reserved for open and green space. Within this land use there may also be the provision of car parking facilities, as well as ancillary buildings and structures required for operating and maintaining the recreational area or open space.

### **Institutional (INS)**

*Institutional areas include establishments that serve the religious, municipal, and educational needs of the community. Such uses include, but are not limited to, educational facilities, places of worship, hospitals, community centers, libraries, and civic/government buildings and the administrative support for each use.*

In Sulphur, Institutional land use areas will take many forms, from neighborhood schools to governmental offices to large churches. Depending on the size and impact of these facilities, additional controls such as master planning and site plan review may be considered for new development to minimize the impacts on surrounding neighborhoods. Small-scale institutional uses such as small churches and schools, libraries and daycare facilities are not necessarily identified by the institutional land use category because they are considered compatible and complimentary to residential uses.

*Special Emphasis Areas:*

Additionally, this plan identifies two areas in Sulphur for additional analysis based on their current uses and potential for future growth and development. These two areas include the downtown/historic center of Sulphur and the areas surrounding the hospital on Cypress Street. These two Special Emphasis Areas are not mapped on the Sulphur Future Land Use Map.

**Sulphur Historical and Cultural Emphasis Area**

The Sulphur Historical and Cultural Emphasis Area acknowledges the historic character of Sulphur's historic core neighborhood. This area includes both residential and neighborhood commercial land uses as well as the Sulphur downtown area surrounding City Hall. Opportunities for infill development, adaptive reuse of older structures, small mixed-use type developments, and incentives for preservation and renovation of historic residences and business are reflective of the type of development that is desired in the Historic and Cultural Emphasis area. Additionally, the development of an official historical geographic area and possibly a historic main street designation are tools that will help achieve the above development goals.

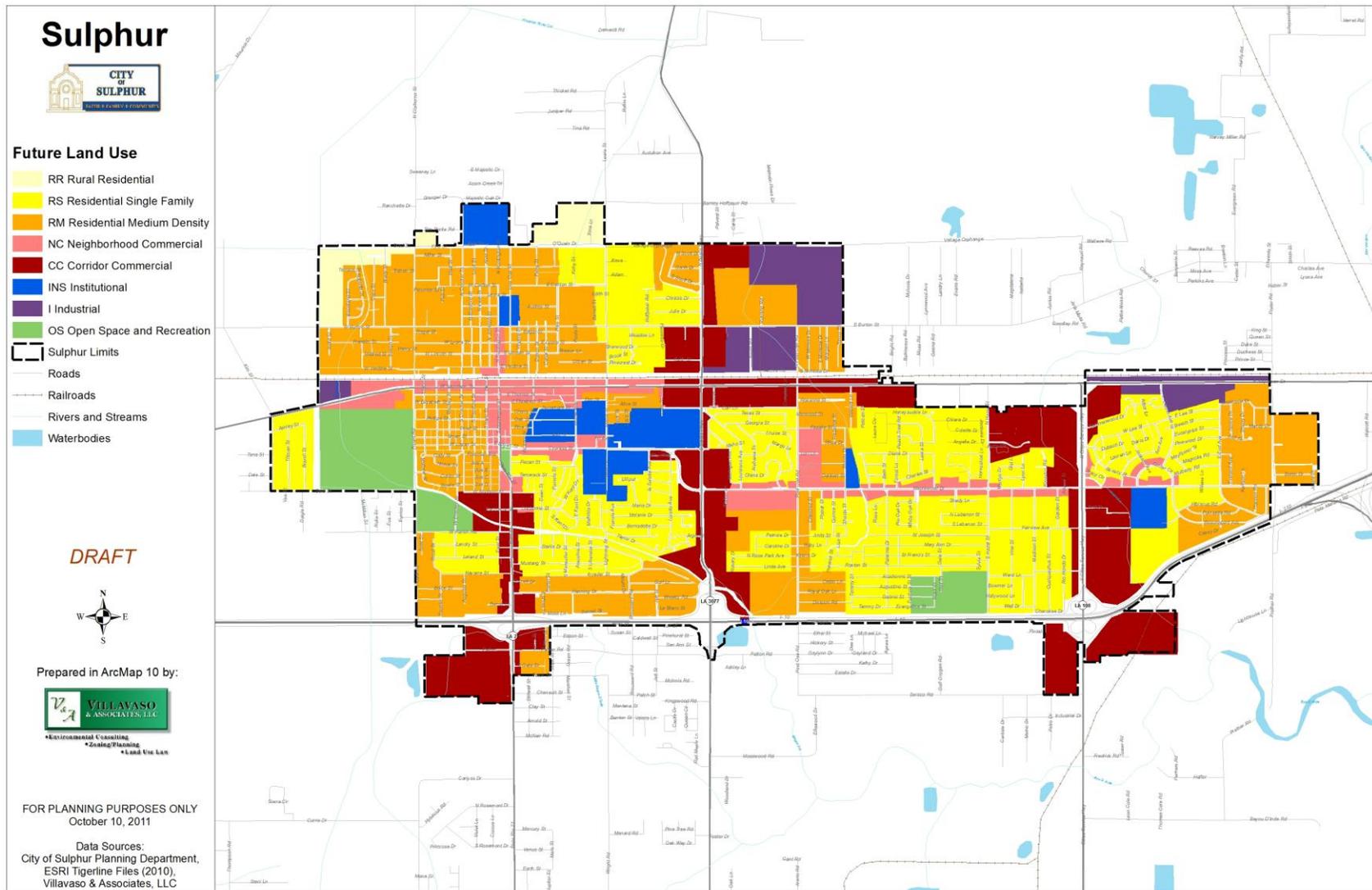
**Sulphur Medical Services Corridor Emphasis Area**

The Sulphur Medical Services Corridor Emphasis Area is located primarily along Cypress St. between Huntington Street and South Begis Highway. This area will support the use and development of the current hospital and medical facilities, as well as medical services and other related uses such as medical offices, medical services, and special housing opportunities for individuals that benefit from living on close proximity to the services. Additionally, this corridor area is in close proximity to educational and institutional facilities such as the library and commercial areas, and an emphasis on urban design and connectivity should help to create a destination area for new investment in Sulphur.

# CITY OF SULPHUR - MASTER PLAN 2011

**DRAFT – NOVEMBER 2011**

**Map 10: Sulphur Future Land Use Map**



*Future Land Use Objectives and Strategies*

Objective 1: Promote and integrate future land use compatibility into any new or updated ordinances in Sulphur.

Strategy 1: Connect Future Land Use categories with consistency analysis in the future update of a Comprehensive Zoning Ordinance for the City of Sulphur.

Strategy 2: Develop formal process for connecting Future Land Use to growth and infrastructure allocations and planning processes in Sulphur and the surrounding areas.

Strategy 3: Develop formal process for updates of the Future Land Use categories and Future Land Use Map.

Objective 2: Promote future land compatibility within long term planning processes for new developments in Sulphur.

Strategy 1: Examine key areas of Sulphur identified by the Future Land Use Plan for targeted future land use and development plans that support the vision and goals of the Sulphur Master Plan.

Strategy 2: As a long-term goal, create an Office of Planning and Permitting where all zoning, subdivision/ resubdivision, building permits and inspections are administered.

Objective 3: Identify and make efforts to preserve and encourage appropriate development and redevelopment in the Sulphur Historical and Cultural Emphasis Area (see Chapter V.1. Future Land Use).

Strategy 1: Create a distinct zoning district, or an overlay district, for the Emphasis Area with appropriate development regulations for businesses, residences and mixed-uses that reflect the architectural history and scale of this area.

Strategy 2: The City should designate this part of Sulphur as a local historic district and possibly as a state- designated historic district. These designations could make buildings and properties eligible for a number of grant and tax incentive programs.

Strategy 3: Consider participating in the “Main Street Program”. “Main Street” is a program and a strategy begun by the National Trust for Historic Preservation. “Main Street”, “provides leadership, education, advocacy, and resources to save America's diverse historic places and revitalize our communities.”

Objective 4: Identify and make efforts to preserve and encourage appropriate development and redevelopment in the Sulphur Medical Corridor Services Area (see Chapter V.1. Future Land Use).

Strategy 1: Adopt a new Zoning Ordinance with a “Medical Services District” or Medical Services District Overlay.

Strategy 2: Development regulations for this district should continue the current trend in this area toward low-profile or monument signs, landscaping and appropriately scaled structures.

Strategy 3: Pursue funding through the Transportation Enhancement program, through LA DOTD, for sidewalk and other improvements. The “Home Town Street” program provides for streetscape improvements to help revitalize defined downtown and commercial centers.

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## V.2. Residential Neighborhoods

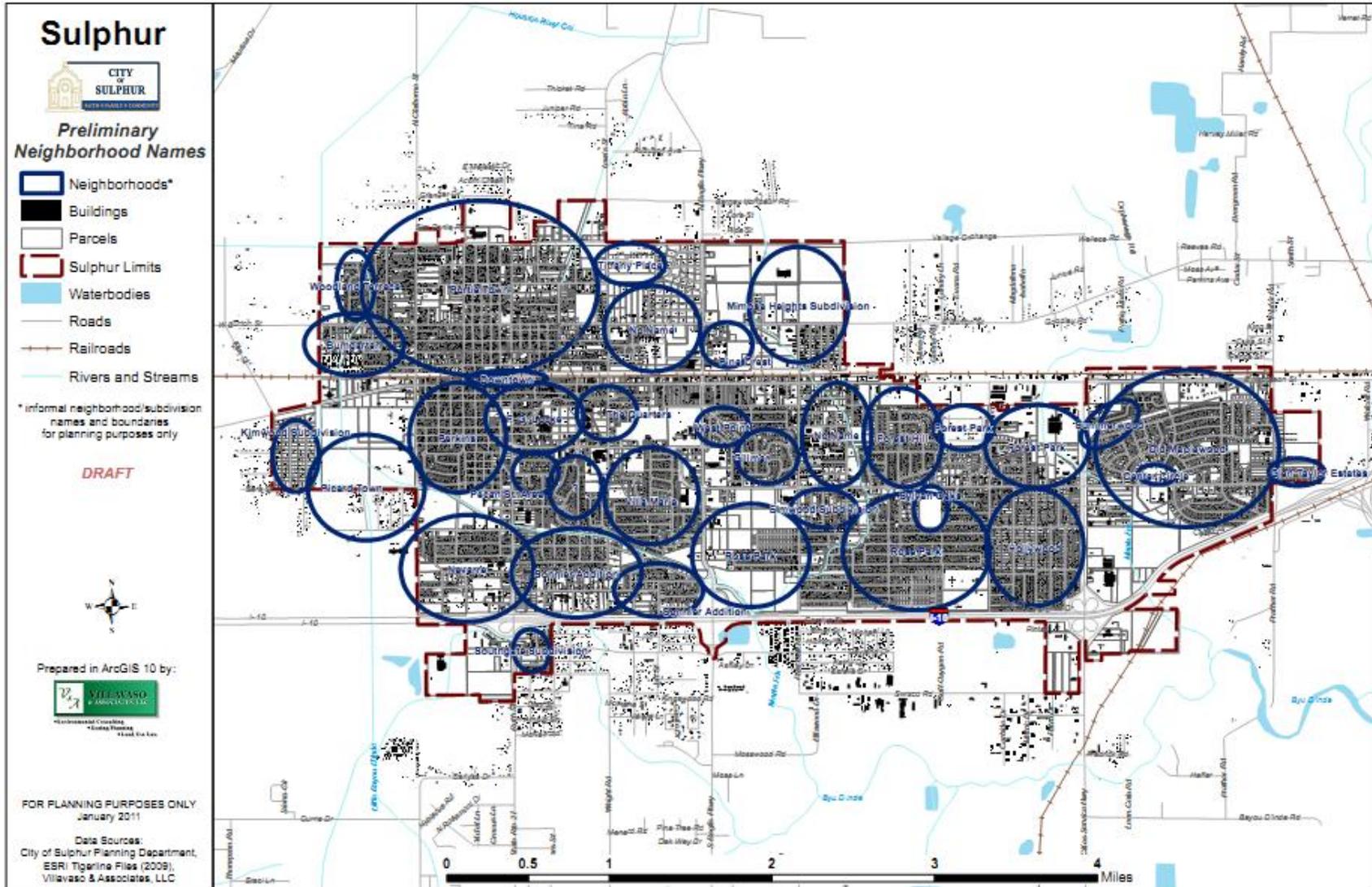
### *Introduction*

As mentioned previously, most of the land use in Sulphur is residential land use. The City of Sulphur has a mix of housing including older single family homes in and surrounding the historic center of town, single family subdivision developments, areas with a mix of single and two-family housing, and some small apartment buildings. Additionally, a number of smaller, traditional neighborhood style development subdivisions have been constructed with the past 10 to 15 years, mainly on the north and east side of Sulphur.

### *Sulphur Neighborhoods*

In the visioning exercises and community meeting citizens from all areas of Sulphur indicated that they cherished the small-town atmosphere, the safe neighborhoods, and the great quality of life in the City of Sulphur. These neighborhoods are the lifeblood of the community and also help citizens feel connected to their community. *Map 9: Sulphur Preliminary Neighborhood Names* shows some of the Sulphur neighborhoods that were identified in the visioning exercises including their general locations. This goal of the neighborhood visioning exercises and this map is not to delineate specific neighborhood in Sulphur or their respective legal boundaries, rather, the goal is to visually display the history, diversity, and interconnectivity of neighborhoods in Sulphur.

Map 11: Preliminary Neighborhood Names



*Housing Market*

Census number and projections indicate that between the years 2011 to 2015 Sulphur is expected to have a slight increase in total housing units. However, the percentage of owner-occupied housing units will experience a slight decrease while the percentage of both renter-occupied housing units and vacant housing units are expected to increase. This data indicates that the Sulphur housing market is relatively stable and will include opportunities for new residential construction as well as the preservation of the older stock through code enforcement, rehabilitation, and infill development. This data also indicates a demand for affordable housing for families in Sulphur. This demand, combined with the increase in renter occupied housing indicates the need for housing choice in the Sulphur community, including options for senior housing.

*Housing Opportunities for Senior Citizens*

The demographics of Sulphur indicate that the overall population is aging. This parallels the national trends for many communities. Changing communities into places where our older populations have the chance to “age in place” is becoming more and more important. This can be accomplished through the development of communities that respond directly to older populations including traditional senior housing and assisted living facilities, and also newer developments such as Active Adult Retirement Communities. Some of the factors that developers look for when planning these communities include: access to significant employment cores, access to major highways and airports, presence of local character and social and cultural outlets, proximity to shopping facilities, and proximity to medical facilities. Additionally, it will be important for the City of Sulphur to supply the appropriate infrastructure and municipal services to support these communities.

*Residential Neighborhoods*

Objective 1: Preserve the small town residential character of Sulphur’s existing neighborhoods.

Strategy 1: The City should revise its “Land Use Ordinance” with a new Zoning Ordinance with district and design regulations that reflect and protect the existing character of Sulphur’s neighborhoods.

Strategy 2: Multiple single-family zoning districts should be created with development standards that reflect different and distinct characteristics of existing neighborhoods.

Strategy 3: The City will should encourage the buffering of residential areas from other potentially incompatible uses through the development of buffer standards as part of the new regulations.

Objective 2: Conserve the City’s housing stock and preserve community character through continued enforcement of all codes.

Strategy 1: The City shall continue to make sure that structures in Sulphur are in compliance with all codes, including housing code violations and general code violations (e.g. abandoned vehicles, public nuisance) a priority.

Strategy 2: Both the City and the Parish should provide assistance with compliance of City codes through the use of housing rehabilitation programs, where applicable, to help upgrade housing for senior citizens, disabled persons, and other eligible residents.

Strategy 3: The City will develop comprehensive regulations for trailers, mobile homes, and manufactured housing located within the City limits that are based on applicable local and state laws and will benefit the health, safety, and welfare of the community.

Objective 3: Encourage a variety of housing choices through preservation, rehabilitation, and new development.

Strategy 1: The City should consider revisions of the Land Use Ordinance and Map to identify areas for a wide range of housing types while recognizing the City’s historically residential character.

Strategy 2: The City should consider options for creation of a mixed-use development pattern for the old downtown area of Sulphur to reflect the historical development fabric of the area and the mixture of residential and other appropriately designated and sized uses.

### ***V.3. Economic Development***

#### *Introduction*

Economic development is a broad term that generally refers to the sustained, concerted effort of policymakers and community to promote the standard of living and economic health in a specific area. It can involve multiple areas including the development of a skilled workforce, critical infrastructure, regional competitiveness, health, safety and resilience, literacy, and other initiatives. In Sulphur, Economic development centers on many varied areas including, but not limited to, general commercial and retail, housing and services for regional athletic events and competitions, West Calcasieu Cameron Hospital and its ancillary medical services and doctors' offices, and support services for nearby heavy industrial uses.

#### *Locational Factors*

Sulphur has several additional factors that help to make the City an advantageous location for new development. Sulphur has three interstate exchanges on Interstate 10, the most trafficked East-West highway in the Southern United States. Additionally Sulphur is only a 20 minute drive from a regional airport and only a 2 hour drive from an international airport. Sulphur has a number of hotels including several new hotel developments that can support not only employment needs, but can also be used by visitors to Sulphur. Also, Sulphur is part of a strong school system and has an increasing stock of affordable housing, two characteristics that are definitely a drawing point for companies looking to "set up shop" in Sulphur. Last, anchored by the West Calcasieu Cameron Hospital, a number of medical uses, support services, and housing developments have located in the Cypress Street corridor. Medical services and related business tend to be very stable business with growth potential and relatively high salaries for their employees.

#### *Infill and Redevelopment*

Within the Neighborhood Commercial and Corridor Commercial land use areas there are a number of vacant parcels of developable land. There are also a number of vacant commercial structures and underutilized commercial strip centers in Sulphur. Vacant buildings and undeveloped parcels of land in commercial corridors tend to become blighted and often detract from the aesthetics of these corridors. The good news is there are many opportunities for infill development and redevelopment, especially along the commercial corridors in Sulphur. Improvement and beautification of these corridors was a goal expressed by many citizens and business owners in the Public Participation process of the Sulphur Master Plan. The downtown area of Sulphur also provides unique infill development and redevelopment opportunities.

The advantages of infill development and redevelopment are many. First, there are lower development costs because the infrastructure – streets, water and sewer service - is generally in

place. Redevelopment of existing buildings can also be less expensive than new construction. And redevelopment reduces blight, and the appearance of blight, in a community.

*Economic Development Objectives and Strategies*

Objective 1: Promote a “business-friendly” atmosphere in Sulphur to attract new businesses and retain existing ones.

Strategy 1: Appoint a City staff person as the “Economic Development Coordinator” to work on business retention and recruitment activities.

Strategy 2: Continue to work with regional and state agencies on strategies to bring new businesses and business opportunities to Sulphur. These agencies include the Calcasieu Visitor and Convention Bureau, the Southwest Louisiana Economic Development Alliance (the umbrella organization of the Chamber SWLA, the SWLA Alliance Foundation, and the Southwest Louisiana Partnership for Economic Development), the Louisiana Department of Economic Development, and others.

Strategy 3: Work with the Calcasieu Visitors and Convention Bureau and the local hotel industry to identify and promote special events and sports.

Strategy 4: The City should create a “Welcome to Sulphur” sign in the medians of all of the major corridors into the City as an example of appropriate signage and landscaping, similar to the sign on Ruth Street just north of Interstate-10.

Objective 2: Develop regulatory, administrative and permitting procedures to streamline as much as possible the permitting process.

Strategy 1: Adopt a new Zoning Ordinance with an appropriate number of districts to represent the existing and potential business types in Sulphur.

Strategy 2: Create basic signage regulations in the Zoning Ordinance to give the City’s commercial areas a more orderly and appealing look. These regulations would guide businesses on size and location of signage.

Strategy 3: Create basic landscape regulations in the Zoning Ordinance as part of a new zoning ordinance, again to give the City’s commercial areas a more orderly and appealing look.

Objective 3: Develop an “Infill Development Program” to take advantage of existing infrastructure in already developed parts of Sulphur.

Strategy 1: Inventory vacant and abandoned buildings and parcels along the main corridors of the City and identify target areas where there are redevelopment opportunities.

Strategy 2: Coordinate with regional and state economic development agencies to develop and utilize or develop special incentives, such as tax breaks, to attract investors for targeted properties.

Strategy 3: Strictly enforce blight and other code violations which should help to mitigate the negative effects of existing abandoned properties.

Strategy 4: Consider the intersection of Hwy 90 and Huntington as an area for future area economic and infrastructure investment that could develop into town center or main street style development anchored by the new City Hall.

#### V.4. Regional Growth and Development

##### Introduction

The City of Sulphur, with its unique identity and local government, is also part of a region where entities are tied together and, in many ways, are dependent upon each other. Some of those common characteristics have already been discussed, transportation and hazard mitigation for example.

##### The Economy

Sulphur is an integral part of the economy of the southwest Louisiana area and beyond. The chemical and petrochemical industries have been the mainstay of the Sulphur economy almost since its inception. Even though all of those plants are outside of the City limits, many citizens of Sulphur are employed in some capacity in that industry.

*“The need for a regional approach to the challenges in Southwest Louisiana, and a center of excellence to address ... problems, is perhaps more prevalent today than when the Commission (Imperial Calcasieu Regional Planning & Development Commission (IMCAL)) was formed.”*

- IMCAL website <http://imcal.webs.com/>

##### I-10 corridor

Transportation assets are extremely important to the area’s economy. The Interstate Highway 10 runs right through Calcasieu Parish and Sulphur and is a primary attraction for business, industrial, and residential development.

*“More than ever before, we live our lives within the context of a larger region. Our economic opportunities, cultural assets, social lives, and recreational destinations extend beyond neighborhood, city, or parish boundaries.”*

-Louisiana Speaks Regional Plan - May 2007

The City and the Parish have been working together to extend the I-10 service roads on both the north and south sides west of Ruth Street. The south side service road has already been extended and funding is in place for the north side. In an example of “build it and they will come”, the City must be prepared for the land use dynamics that this project will generate. This includes having the appropriate zoning in place to attract suitable businesses and other commercial and residential developments while discouraging incompatible land uses.

*Growth Areas and Annexation*

Throughout the public participation process for this plan, citizens commented that Sulphur needs to grow physically and to add jobs, business opportunities, and new housing. There are two ways for a community to grow, infill and redevelopment within the current boundaries of the city, or annexation of new areas in the Parish into the City limits. Infill development and redevelopment issues and strategies are discussed in the previous section, Economic Development.

Annexation is a process by which property located in unincorporated areas of the Parish is brought into the legal limits of the City. Annexation can provide the City with additional tax revenue generating areas and also service as a mechanism to extend municipal services into previously underserved areas of the Parish. Sulphur has not had an aggressive annexation policy in the past and new annexation should be considered carefully and should be tied to specific goals and strategies. A complete cost/benefit analysis should be performed before any potential annexation. This Master Plan recommends the primary focus of the City of Sulphur's annexation policy be undeveloped property in specific areas and existing transportation corridors.

Objective 1: Develop a comprehensive annexation policy to anticipate controlled growth and expansion of services of Sulphur into appropriate areas.

Strategy 1: The primary focus of the annexation policy should be undeveloped property in specific areas and existing transportation corridors.

Strategy 2: Negotiate an "Annexation Agreement" with Calcasieu Parish identifying the potential growth areas of Sulphur with a timeline and framework for allocation of tax revenue and municipal services.

Strategy 3: Coordinate with Calcasieu Parish Planning Department on development regulations for those areas under development along the edge of Sulphur to avoid conflicts over regulatory and permitting issues.

Objective 2: Prioritize potential annexation areas.

Strategy 1: Consider annexation of areas South of I-10 along Ruth Street /Highways 27 and 108, generally known as the Carlyss area, as the top priority. The City limits already extend south of Interstate-10 in this area and the City has the capacity to provide services in this area.

Strategy 2: Consider annexation of areas to north and west of the existing City limits, extending roughly to Pete Seay Road, as the second priority for annexation. The Imperial Calcasieu Regional Planning & Development Commission (IMCAL) has begun looking at transportation corridors in these areas for preservation for possible future development. The land elevation is relatively high and development costs are likely to be competitive, in part to lower insurance rates due to its location north of I-10.

Strategy 3: Other areas to the north of the current city limits would be the third annexation priority area. Sulphur has anticipated growth in this area and has installed lift stations with excess capacity in the northern areas of the City.

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# VI

## PLAN FOR THE FUTURE: MUNICIPAL INFRASTRUCTURE

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### *VI. PLAN FOR THE FUTURE: MUNICIPAL INFRASTRUCTURE*

The Plan for the Future: Municipal Infrastructure chapter of The Sulphur Master Plan addresses two specific topics, transportation systems, and drainage, water, and sewer systems. These two systems are very important to the future of Sulphur as they pertain directly to regional connectivity, regional growth, and protecting the health, safety, and welfare of the community.

#### **Municipal Infrastructure Goal:**

**Infrastructure is arguably the most visible component of Sulphur's high quality of life. The City of Sulphur will support and encourage the planning, development, and maintenance of municipal infrastructure systems that are sustainable, resilient, and efficient. This effort includes: municipal decision making and investment planning, potable water supply, storm water and waste water, and transportation elements such as streets and sidewalks.**

## ***VI.1. Transportation***

### *Introduction*

The transportation system of a community includes the road and street network, comprised of federal, state, and local thoroughfares. A transportation system also includes other modes of transportation to service businesses, industry, and residents. Additionally, a transportation system includes access for alternate forms of transportation used by many people including pedestrian access and bikes. An efficient transportation system is critical for economic development and job creation, for efficiency of travel, and for a community's quality of life.

### *Sulphur Street System*

The Sulphur street system is essentially a network of arteries that provides mobility within Sulphur, and also to areas outside of Sulphur. This network can be described by functional road classification (see Appendix 1: Map 11 and Map 12). Overall, the street system in Sulphur is effective in serving the transit needs of residents and visitors. Additionally, Sulphur does not have an immediate need to build new major roads within the City. However, transportation infrastructure improvements can be utilized to help beautify a streetscape, improve safety, promote walkability, and encourage new development in specific corridors and at key intersections. Sulphur should continue to focus on a few specific transit areas including: access management, including the systematic control of location, spacing, design, and operation of driveways and street connections; traffic calming methods and appropriate traffic signal placement, especially around schools, parks, and activity centers; and easily visible signage and wayfinding markers that are compatible with the development character of the areas in which they are located.

### *Sidewalks, Crosswalks, and Bike Paths*

Sidewalks, crosswalks, and bike paths are key infrastructure upgrades that provide opportunities to make Sulphur a community that truly embraces a wide range of multi-modal transportation options. The City is already pursuing a sidewalk improvement program. Another key function of sidewalks, crosswalks, and bike paths is that they are often utilized to provide better access to schools, parks, and activity and recreation centers. There are a number of state and federal funding opportunities for sidewalks and bike paths such as the Louisiana DOTD Transportation Enhancement Program that might be available for Sulphur. The "Transportation Enhancement" program is mandated by Congress and is funded through a 10 percent set aside of each state's highway Surface Transportation Program (STP) dollars.

*Complete Streets*

In the past few years, the State of Louisiana has begun implementing Complete Street designs in a number of their transportation projects. Complete Streets, broadly defined, are streets that enable safe access for all users. A complete street in Sulphur would utilize features such as sidewalks, bike lanes (or wide paved shoulders), frequent crossing opportunities, median islands, accessible pedestrian signals, curb extensions, and turning lanes where appropriate. Complete Street projects often do not require additional funding or design costs, and in many cases they can be implemented within the process of normal street maintenance and repairs.

*Transportation Objectives and Strategies*

Objective 1: Provide an efficient, convenient, and safe network of streets and roads throughout the City.

Strategy 1: Continue to coordinate with the *Lake Charles Urbanized Area Metropolitan Planning Organization* to plan and fund needed transportation infrastructure improvements.

Strategy 2: Make the construction of the I-10 Service Roads east of Ruth Street, on both the north and south sides, a top priority of the City.

Strategy 3: Continue the City program of periodically inspecting and rating bridges according to their condition and continue the bridge upgrade program, replacing poor performing and unsafe structures.

Strategy 4: Periodically conduct a city-wide review of all signaled intersections and select non-signalized intersections to identify potential problems.

Strategy 5: Continue the front-foot assessment program being used to finance the paving of unpaved streets in residential areas of the City.

Objective 2: Promote economic development and job growth by identifying transportation solutions.

Strategy 1: Provide a second rail spur at the City's Northside Industrial Park. This entails pursuing federal and state funding sources.

Strategy 2: Adopt an access management program for businesses fronting on major thoroughfares. This program can help make traffic to and from local businesses safer and more efficient.

Strategy 3: Consider the intersection of Hwy 90 and Huntington for transportation infrastructure improvements that could support the future development a town-center style development for downtown Sulphur that includes streetscape and traffic calming mechanisms that create a safe sense of walkability.

Objective 3: Sidewalks, bike paths, and crosswalks should be a consideration on every street in the City.

Strategy 1: Continue to participate in and pursue funding through the Safe Routes to School program. The Safe Routes to School program is designed to work with school districts and pedestrian and bicycle safety advocates to make physical improvements that promote safe walking and biking passages to schools.

Strategy 2: The City should adopt a “Complete Streets” policy that encourages the design and operation of the entire roadway with all users in mind including bicyclists, public transportation, and pedestrians of all ages and abilities. This will help provide a safe, efficient and complete transportation network for Sulphur.

Strategy 3: Develop and improve a network of trails, sidewalks, and bike paths between neighborhoods, public facilities, recreation lands and commercial areas.

## ***VI.2. Drainage, Water, Sewer Systems***

### *Introduction*

Drainage, water, and sewer systems are essential public services for every community. In the aftermath of a disaster or emergency, recovery and resilience are functions of the ability to provide potable water and sewer services, and to drain transportation routes for mobility of emergency units. Sulphur has a history of excellent maintenance of these systems and the quick recovery after Hurricanes Katrina, Rita, and Ike provide evidence to this fact.

### *Floodplain and Flood Zones in Sulphur*

The City of Sulphur is largely located in the Maple Fork-Bayou D'Inde Watershed Flood Plain (see Appendix 1: Map 14 Sulphur Watersheds). In 2011 the Federal Emergency Management Agency (FEMA) released the document, *Flood Insurance Study, Calcasieu Parish, Louisiana and Incorporated Areas, Volume 1 or 2 (February 2011)*. This report states that flooding in Sulphur usually occurs in the late winter and spring with occasional flooding during tropical systems in the late summer. Channel overflow from rainfall runoff combined with generally flat watersheds that delay the runoff of water and inhibit drainage, is the most common cause of this flooding. Additionally, approximately 15% of the land area of the City of Sulphur is within the 100 year plain. The 100-year floodplain is land within a flood zone subject to one percent or greater chance of flooding in any given year, as defined by FEMA (see Appendix 1: Map 15 Sulphur Flood Zones).

### *Connection to Future Growth*

While concerns about drainage and flooding issues are often the most noticeable municipal infrastructure issues, it is important that Sulphur and the surrounding areas have reliable potable water and sewer. Any future planning for growth and development should be tied directly to the ability to provide these services. Looking to the future, the City of Sulphur should be prepared to accommodate the additional demand for these municipal services in growth and annexation areas, as well as for infill and redevelopment within the existing City limits.

Note: Chapter VII.2 will present a more detailed discussion of the environment and hazard mitigation in Sulphur.

*Drainage, Water, Sewer Systems Objectives and Strategies*

Objective 1: Continue to provide excellent drainage for the City of Sulphur.

Strategy 1: Continue drainage system maintenance and improvements throughout the City with a focus on those areas subject to periodic tidal flooding.

Strategy 2: Continue a close working relationship with Gravity Drainage District No. 5 to find funding and solutions to drainage issues.

Strategy 3: Analyze future demand and available drainage capacity in areas identified by the City of Sulphur has having potential for future growth.

Objective 2: Continue to provide adequate and safe potable water for drinking and other uses.

Strategy 1: Continue to provide safe and quality drinking water through ongoing infrastructure maintenance.

Strategy 2: Continue to provide reliable fire protection capacity for the City of Sulphur Fire Department by continued maintenance and necessary upgrades.

Strategy 3: Analyze future demand and available capacity for potable water in areas identified by the City of Sulphur has having potential for future growth.

Objective 3: Continue to provide excellent and environmentally safe sewer service and treatment capacity.

Strategy 1: Identify the necessary upgrades to the wastewater pumping stations and collection system in order to maintain reliability, minimize surface water intrusion and protect the environment.

Strategy 2: Analyze future demand and available capacity for sewer in areas identified by the City of Sulphur has having potential for future growth.

# VII

## PLAN FOR THE FUTURE: THE NATURAL ENVIRONMENT

### *VII. PLAN FOR THE FUTURE: THE NATURAL ENVIRONMENT*

#### **The Natural Environment Goal:**

The City of Sulphur supports preservation of natural areas that promote and encourage the “Sportsman’s Paradise” culture of southwest Louisiana including recreational uses and providing habitats and preserves for wildlife. When and where appropriate, development in natural areas should be environmentally friendly. Additionally, Sulphur supports the preservation of natural areas that provide resilience attributes as a first line of defense for hurricanes, drainage basins for runoff, safe and available drinking water, and clean air.

## *VII.1. Open Space and Recreation*

### *Introduction*

Throughout the public participation process of this plan, the citizens of Sulphur praised their access to top quality recreational facilities and recognized the importance of these facilities to the quality of life in Sulphur. These facilities also help to drive the economy of Sulphur by hosting tournaments and events throughout the year that bring in hundreds of visitors to the area.

It is important that open space and recreation efforts not be limited to the current SPAR parks and projects. Although much of Sulphur is built out, there are possible opportunities for development of new open spaces or recreation spaces in the City. New residential or planned developments should be encouraged to include open spaces, recreation spaces, sidewalks, and bike paths. Additionally, the Future Land Use Section (V.1 Future Land Use) discusses two special land use emphasis areas, the Sulphur Historical and Cultural Emphasis Area and the Sulphur Medical Services Corridor Area. Both of the areas include a variety of uses and activities that would be enhanced by additional recreation spaces and the connectivity provided by sidewalks and bike paths.

In the Transportation section (see VI.1 Transportation), Complete Streets are discussed. An important component of Complete Streets is providing sidewalks for pedestrians and bike paths for cyclist. Several of the recommendations in the transportation section address Complete Streets; however it is important to also note the recreational benefit Complete Streets provide to the community.

### *Open Space and Recreation Objectives and Strategies*

Objective 1: Enhance the quality and variety of recreational opportunities, both passive and active, for all age groups and abilities in the City of Sulphur.

Strategy 1: Continue the close cooperation and communication with Sulphur Parks and Recreation District (SPAR) on facilities and programs.

Strategy 2: Work with SPAR in considering options for a recreational facility near the Sulphur Medical Services Corridor Emphasis Area (see V1. Future Land Use) that could cater to older residents who live nearby and frequent many of the offices and services located near the corridor.

Strategy 3: Expand the number of “passive” recreational sites, such as the proposed park on Ruth Street and Tamarack and Pecan Street.

Objective 2: Develop and improve a network of trails, sidewalks and bike paths between neighborhoods, public facilities, recreation areas, and commercial areas.

Strategy 1: Consider adoption of a “Complete Streets” policy, as described in the Transportation section (see VI.1 Transportation) of this plan.

Strategy 2: Develop a plan for sidewalks, bike paths, and trails within the City limits and develop a strategy to obtain federal, state, and grant funding to implement this plan.

Strategy 3: Consider providing incentives for developers to include recreation areas, sidewalks, bike paths, and walking trails in new developments in Sulphur.

Objective 3: Take advantage of existing assets provided by the Sulphur Parks and Recreation District (SPAR) and build on the economic development opportunities its facilities provide while coordinate to improve and expand services.

Strategy 1: Work with SPAR officials to expand and improve local programs, sports leagues, and activities for area children, adults, and the elderly.

Strategy 2: Continue the existing relationship between the City and SPAR to provide a wide range of recreational facilities and programs.

Strategy 3: Continue to work with the Calcasieu Visitors and Convention Bureau to identify and promote recreation and sporting events and tournaments associated with SPAR facilities.

## ***VII.2. Environment, Natural Resources, and Resiliency***

### *Introduction*

These three topics, the environment, natural resources, and resiliency, are closely related and intersect at “hazard mitigation.” Over the past few years, South Louisiana has become very experienced in both natural and man-made disasters. Hurricanes, tropical storms and weather-related hazards have always been a part of life on the Gulf coast, however Hurricanes Katrina and Rita in 2005 and Ike and Gustav in 2008 highlighted the dangers of living near the Gulf of Mexico. The 2010 Deepwater Horizon oil spill had a major impact on the oil and petro-chemical industries, the economy of the State, and on the ecology of the Gulf. Most recently, massive snowmelt and runoff from heavy rains in the north of the country resulted in a massive rush of water down the Mississippi River forcing the opening of the Bonnet Carre and Morganza Spillways. All of these events affected the lives of thousands of homes, businesses and people.

Governments at all levels have begun to plan and enforce strategies to protect the environment, residences, and businesses from disasters of all kinds; to prepare for these potential disasters; and, to mitigate future events. Because of the size, scope, and cost of these issues, Federal and State governments have assumed much of the responsibility but have also mandated action by local governments to do their part.

### *Hazard Mitigation*

The term Hazard Mitigation describes actions that can help reduce or eliminate long-term risks caused by natural hazards or disasters such as floods, hurricanes, wildfires, tornadoes, and earthquakes. After a disaster, repairs and reconstruction are often completed in such a way as to simply restore damaged property to pre-disaster conditions. These efforts may expedite a return to normalcy, but the replication of pre-disaster conditions often results in a repetitive cycle of damage, reconstruction, and repeated damage. Hazard mitigation is needed to break this repetitive cycle by producing less vulnerable conditions through post-disaster repairs and reconstruction. The implementation of such hazard mitigation actions now by state and local governments means building stronger, safer, and smarter communities that will be able to reduce future injuries and future damage.

When recurrent disasters take place such as flooding along a river or hurricanes, repeated damage and reconstruction occurs. This recurrent reconstruction is often more expensive as the years go by. Hazard mitigation breaks this expensive cycle of recurrent damage and increasing reconstruction costs by taking a long-term view of rebuilding and recovery following natural disasters.

*Benefits of Hazard Mitigation Planning*

- Reduces the loss of life, property, essential services, critical facilities and economic hardship.
- Reduces short-term and long-term recovery and reconstruction costs.
- Increases cooperation and communication within the community through the planning process.
- Increases potential for state and federal funding for recovery and reconstruction projects.

*The Tools of Hazard Mitigation*

A key process of hazard mitigation is utilizing land use planning and regulation of development in hazard-prone areas, such as prohibiting new construction in a floodplain, along a coastline or in any other hazard prone area. This can be accomplished through the following:

- Enforcement of building codes and environmental regulations.
- Public safety measures such as continual maintenance of roadways, culverts, and dams.
- Acquisition of relocation of properties, such as purchasing buildings located in a floodplain.
- Retrofitting of structures and design of new construction such as elevating a home or building.
- Coastal zone management such as dune restoration and harbor safety measures.
- Comprehensive emergency planning, preparedness, and recovery.

The City of Sulphur is located in a region that experiences relatively frequent and devastating natural disasters. The impacts of natural hazards directly affect the safety and well-being of residents of the City highlighting the importance of developing ways to eliminate or reduce future damages from hazards.

*The Calcasieu Parish Multi-Jurisdiction Hazard Mitigation Plan*

This regional plan was developed in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), which is the primary authority for providing federal disaster recovery and hazard mitigation financial assistance to states and local governments. The Hazard Mitigation Plan assesses the potential risks of the Parish, including Sulphur. The purpose of the risk assessment is to identify and describe the hazards that affect the area and to inventory and analyze potential losses for human and material assets. Through a better understanding of potential hazards and the degree of risk they pose to the participating jurisdictions, more successful mitigation strategies can be developed and implemented.

Among the many natural disaster occurrences in the State of Louisiana since 1971, there have been 13 federal disaster declarations that included Calcasieu Parish. Seven of the 13 disaster declarations were related to hurricanes and tropical storms and five declarations were related to severe storms and flooding. Adjusted for inflation to 2008 dollars, the total damage estimate that includes all affected Louisiana parishes is over \$30 billion.\*

*\*Source: Calcasieu Parish Multi-Jurisdiction Hazard Mitigation Plan*

The chart below, from the Calcasieu Parish Multi-Jurisdiction Hazard Mitigation Plan, summarizes the types of hazards facing the area and its likely impact.

***Overall Vulnerability and Impact by Hazard Type – City of Sulphur***

| <b>HAZARD TYPE</b>                   | <b>VULNERABILITY</b> | <b>PRIMARY IMPACT CATEGORIES</b>                        |
|--------------------------------------|----------------------|---|
| Dam and Levee Failure                | Moderate             | Public Safety, Property, Infrastructure                 |
| Drought                              | Moderate             | Economy, Environment                                    |
| Excessive Heat                       | Moderate             | Public Safety, Economy, Infrastructure                  |
| Expansive Soils                      | Low                  | Property, Infrastructure                                |
| <b>Flooding</b>                      | <b>Very High</b>     | <b>Public Safety, Property, Infrastructure, Economy</b> |
| Hailstorm                            | Low                  | Property  |
| <b>Hurricane and Tropical Storms</b> | <b>Very High</b>     | <b>Public Safety, Property, Infrastructure, Economy</b> |
| Thunderstorm, Lightning & High Winds | High                 | Public Safety, Property, Infrastructure                 |
| Tornados                             | High                 | Public Safety, Property, Infrastructure                 |
| Tsunami                              | Moderate             | Public Safety, Property                                 |
| Wildfire                             | Moderate             | Public Safety, Property                                 |
| Winter Storm                         | Moderate             | Public Safety, Infrastructure                           |

*Source: Calcasieu Parish Multi-Jurisdiction Hazard Mitigation Plan*

*Notes: Overall vulnerability classifications are defined as follows:*

*Very High—High probability of future occurrence and potentially catastrophic severity.*

*High—Moderate/high probability of future occurrence and potentially critical severity.*

*Moderate—Moderate/high probability of future occurrence and limited potential severity.*

According to the chart above, from the Hazard Mitigation Plan, the Sulphur area is most likely to experience hurricanes/tropical storms, and flooding.

***Resiliency***

Resilience is a measure of how well a community can “bounce back” or recover from a disaster. Sulphur, though vulnerable due to its location near the Gulf of Mexico and near heavy industry, is a somewhat resilient community, based on its recovery from the storm events of 2005 and 2008.

The vulnerability of a community, city or region to trauma is influenced by a variety of factors that can be generally divided according to two categories:

- Physical vulnerability is the location or proximity to hazard-prone areas such as coastlines or flood plains. Physical vulnerability can be exacerbated by the degradation of wetlands, erosion of barrier islands, new development in wetlands, and other growth and development practices. Other factors that affect physical vulnerability include the strength of flood-defense infrastructure; types of residential housing stock; and, the strength/susceptibility of public infrastructure, such as roads, bridges, and power systems.
- Social vulnerability is highly contingent upon connectivity and information flow when a major trauma strikes; demographic features including age, levels of education, and income levels of residents; and, economic health as communities reliant on a single economic sector are more vulnerable to disaster than those with a more diversified economic base.

A disaster-resilient community is one in which organizations are better able to prepare for, respond to, and recover from disasters. The need for coordination is essential and should be a continuous process that includes all stakeholders. Four interlocking systems (social, political, infrastructure, and business) must come together in appropriate ways to respond to hazards effectively.

Factors that can increase a community, city or region's resilience include:

- Guiding development away from high-hazard areas
- Strengthening natural defense systems including wetlands, and maintaining open space
- Improved building practices/codes, retrofitting homes, elevating homes
- Ensuring a dense fabric of social networks to maintain connections and information/resource flows when trauma strikes
- Economic health, economic diversity
- Institutions and organizations that are able to buffer negative effects and survive and function under extreme and unique conditions
- Interdependence among social and institutional networks, and
- Redundancy of critical infrastructure, safeguards

*Sources: "Hazard and Resiliency Planning: Perceived Benefits and Barriers Among Land Use Planners - Final Research Report" by National Oceanic and Atmospheric Administration Coastal Services Center*

*Environment, Natural Resources, and Resiliency Objectives and Strategies*

Objective 1: Keep Sulphur prepared for potential natural and other hazards and continue to implement the *Calcasieu Parish Hazard Mitigation Plan* recommendations.

Strategy 1: Implement storm drainage improvement projects that will help minimize damage to Sulphur assets (see “Sulphur Priority Ranking 2” in the *Calcasieu Parish Hazard Mitigation Plan*).

Strategy 2: Identify and implement necessary actions and steps to initiate and/or further Sulphur’s participation in the NFIP and Community Rating System including but not limited to floodplain mapping, higher regulatory standards, protecting building utilities, storm water management standards, drainage system maintenance, and flood warning programs (see “Sulphur Priority Ranking 3” in the *Calcasieu Parish Hazard Mitigation Plan*).

Strategy 3: Maintain generators for emergency response for hazard events.

Strategy 4: Continue public safety measures such as maintenance of roadways, culverts and dams.

Strategy 5: Continue working with the Calcasieu Parish on the acquisition and relocation of repetitive loss properties or those properties in the floodplain.

Strategy 6: Follow the recommendations and policies of The Calcasieu Parish Multi-Jurisdiction Hazard Mitigation Plan, as well as other resiliency policies.

Objective 2: In all areas of City government work on implementing policies and plans that help to improve the resiliency of the City of Sulphur.

Strategy 1: Continue to monitor development in hazard-prone areas and floodplains in Sulphur.

Strategy 2: Continue to make strict enforcement of building codes and environmental regulations a top priority.

Strategy 3: Continue to encourage retrofitting of structures and design of new construction such as elevating structures when appropriate.

Strategy 4: Continue comprehensive emergency planning and preparedness with other local, regional and state agencies.

# VIII

## PLAN FOR THE FUTURE: IMPLEMENTATION

### *VIII. PLAN FOR THE FUTURE: IMPLEMENTATION*

As the old proverb says, every journey begins with the first step. The City of Sulphur Master Plan is, in some sense, that first step. The City has never had a Master Plan so it is a wonderful accomplishment in terms of identifying goals and objectives for the City. The ultimate goal of this plan is to assist the City of Sulphur in developing policies and decision-making processes; however any plan is only worth the paper it is written on unless it is implemented. Although the comprehensive plan communicates a community's vision, it is regulations, ordinances, and other governmental tools that turn the vision into reality. Zoning ordinances, subdivision regulations, development incentives, capital improvements programs, and annexation agreements are among the implementation tools available to help in implementation.

Definition of IMPLEMENT  
transitive verb

*1: carry out, accomplish; especially to give practical effect to and ensure of actual fulfillment by concrete measures*

*2: to provide instruments or means of expression for*

<http://www.merriam-webster.com/dictionary/>

#### **Implementation Goal:**

**It is important that the strategies and recommendations in this Master Plan, whether short-term, medium-term, or long-term, are implemented in the City of Sulphur. The support and effort of the Administration, the City Council and other boards and commissions are critical to successful implementation. Utilizing the entire “development toolbox” including comprehensive zoning, subdivision regulations, development agreements, impact fees, annexation, form based and performance based design controls, and sustainable development incentives should be considered.**

### ***VIII.1. Adoption***

The authority to make and adopt a Master Plan is given to the local government by Louisiana state law. According to Louisiana Revised Statutes, RS 33:106...”A planning commission *shall* make and adopt a master plan for physical development...” of the community. In Sulphur, the Land Use Commission is the planning commission. The goals and policy recommendations adopted will serve as a guide for future decisions of the Commission and the City Council.

#### *Amendments to the Master Plan*

Changes to long-range planning documents are inevitable. Although the Future Land Use Map is often the focal point of master plans, plan amendments may include changes to the text or any of the maps included in the master plan. Text amendments may include changing, adding, or modifying a goal, objective, policy, or program in any of the element chapters in response to changing conditions or new information. Future plan amendments should not be taken lightly and should only happen after detailed study and review. Consequently, one of the important tasks of plan implementation is a periodic re-evaluation to ensure the plan continues to properly reflect current conditions. It is recommended that a general plan reevaluation take place on an annual basis by the Sulphur Land Use Commission and staff. A more robust review of the plan is recommended every three to five years.

#### *Plan Amendment Process*

It is critical to have and to follow guidelines when determining if an amendment to the plan is appropriate. All projections and assumptions should be reviewed in detail at meetings where City officials and citizens are provided information on new factors which might affect this plan. Officials and citizens should be asked to submit any additional concerns of their own.

Amendments to this plan should generally follow the same procedure as the one that was followed for the adoption of this plan, including public participation, public hearings, approval of the plan amendment by the Planning Commission, ratification of the amendment by a resolution of the City Council, and distribution of the plan amendment to interested parties, including citizens, business leaders, and government officials.

## VIII.2. *Transition to Implementation*

### *Who Implements the Master Plan?*

Implementation of the plan will take many forms and will be undertaken by several entities. The City of Sulphur is the primary implementation authority. Decisions and recommendations of the Commission, decisions of the City Council, and actions by the Administration should be guided by the Plan. The City Council, through its budgeting authority, will be a primary force in the Plan's success.

***“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.”*** Act 859 of the 2004 legislature amending RS: 33

Since it is a Plan based on public input, the citizens of Sulphur also have the opportunity to implement some of the recommendations. Actions by SPAR, Calcasieu Parish and other entities should be in compliance with the Plan. Even state agencies should consider the Plan when working in Sulphur.

***“Whenever a parish or municipal planning commission has adopted a master plan, state agencies and departments shall consider such adopted master plan before undertaking any activity or action which would affect the adopted elements of the master plan.”*** Act 859 of the 2004 legislature amending RS: 33

## VIII.3. *Implementation Tools and Strategies*

### *Implementation Tools – The Toolbox*

The City has a number of tools at its disposal to shape development patterns, protect natural and man-made infrastructure, and protect the quality of life for residents. Implementation strategies can be separated into several distinct categories of implementation tools. Each tool has distinct characteristics that make it suitable for specific goals and circumstances. In order for the Sulphur Master Plan to be effective, it is important that all development regulations and policies be consistent with the Sulphur Master Plan.

### *Zoning*

A zoning ordinance is the legal means for both guiding and controlling development within the City so that an orderly and desirable pattern of land use can be achieved. Zoning regulations,

like all land use regulations, should conform to the plan and balance individual property rights with community interests and goals. A Zoning Ordinance typically contains provisions for regulating the use of property, size of lots, intensity of development, site planning, provision of open space, and the protection of natural resources.

Zoning has morphed into various methods or approaches over the years. Typically, there are a few basic categories:

- *Conventional controls* over the location of uses and the size of development. This most closely fits the existing regulations in Sulphur.
- *Performance controls* over the intensity of use.
- *Form-based controls* over the placement of buildings on a site and the exterior design of those buildings.

No one approach or method will fit all communities. Each community is different and requires a tailor-made approach. The Consultant Team sees a “hybrid” zoning ordinance as the best fit for Sulphur, where some areas of the City are regulated by conventional regulations, other areas possibly by performance or form-based regulations.

#### *Subdivision Regulations Ordinance*

The City of Sulphur Subdivision Ordinance is intended to be another implementing tool of this plan and should also reflect and promote the Master Plan vision, goals, objectives, polices, and programs. The Subdivision Ordinance is the legal means to regulate the division of land into parcels. The Subdivision Ordinance also provides for City oversight of the creation of new parcels and helps to ensure that new development is appropriately located; lot size requirements are observed; street rights-of-way are appropriately dedicated or reserved; access to arterial streets and highways is limited in order to preserve traffic-carrying capacity and safety; adequate land for parks, drainage ways, and other open spaces is appropriately located and preserved; street, block, and lot layouts are appropriate; and, adequate public improvements are provided.

#### *Annexation*

Annexation is the process by which a municipality extends its municipal services, regulations, voting privileges and taxing authority to new territory. Municipalities annex territory to provide municipal services to new areas and to exercise the regulatory authority necessary to protect public health, safety and welfare of the area. Annexation may also be used as a technique to manage growth.

Unlike some states, including neighboring Texas, Louisiana does not have “Extraterritorial Jurisdiction (EJT).” ETJ is the authority granted by some states to municipalities to impose zoning and subdivision regulations beyond their boundaries. Without that authority, annexation is often the only way to ensure compatible development and prevent “leap-frog” style development. Annexation is a very detailed process under Louisiana law and annexation of certain areas may not be in the municipality’s best interest if decaying infrastructure or other costs outweigh the benefits of annexation. This plan recommends a thorough cost/benefit analyses on every potential annexation

### *Moratoria*

A Moratorium is a tool used by a municipality to temporarily stop a specific government process. In a Moratorium, a governmental action or process is temporary suspended until specific conditions are met or the specified time frame ends. The moratorium must include a specific purpose or cause, a realistic time frame, and the geographic area of impact if applicable. For example, a local government may attempt to regulate property development by imposing a moratorium on the issuance of building permits while a specific problem or issue is studied or resolved. This is not open ended and there are court cases that outline criteria for a moratorium, specifically the “2002 Lake Tahoe Case.” (*Tahoe-Sierra Preservation Council v. Tahoe Regional Planning Commission*, 122 S. Ct. 1465 (2002))

### *Eminent Domain*

Eminent Domain is “the power to take private property for public use by a state, municipality, private individual, or corporation authorized to exercise functions of public character, following the payment of just compensation to the owner of that property.” Like all of the implementation tools, it must be used with caution.

Historically, Eminent Domain has been used to obtain property for large public uses such as highways, airports and schools. In recent years, court cases have involved eminent domain issues where local governments partnering with private development have used this tool for large “economic development” projects (*Kelo (545 U.S. 469) (June, 2005)*). There has been significant public backlash as a result of the Kelo decision and it highlights the contentious issues of takings and property rights, but the case also stresses the importance of comprehensive planning and citizen participation in making those decisions.

<http://legal-dictionary.thefreedictionary.com/eminent+domain>

### *Impact Fees*

Impact fees are payments required by local governments of new developments for the purpose of providing new or expanded public capital facilities and infrastructure required to serve the development. The fees typically require cash payments in advance of the completion of the development, are based on a methodology and calculation derived from the cost of the facility and the nature and size of the development, and are used to finance improvements offsite of, but to benefit, the development.

In Louisiana, Impact Fees have been used to pay for roads and drainage improvements in St. Tammany Parish and for water and sewer services and infrastructure in the City of Mandeville. Other communities using impact fees in Louisiana are Ascension Parish, the City of Covington and East Baton Rouge Parish/City of Baton Rouge Unified Government. It is important that the fees are calculated to meet the impact and that the collected fees are used in the areas being impacted.

### *Traffic Impact Analysis*

A Traffic Impact Analysis (TIA) is a study that assesses the effects a particular development's traffic will have on the transportation network in the community. These studies vary in their range of detail and complexity depending on the type, size, and location of the development. TIAs are important in assisting public agencies in making land use decisions and should accompany developments which have the potential to impact the transportation network. A TIA can be used to help evaluate whether the development is appropriate for a site and what type of transportation improvements may be necessary.

[http://www.lic.wisc.edu/shapingdane/facilitation/all\\_resources/impacts/analysis\\_traffic.htm](http://www.lic.wisc.edu/shapingdane/facilitation/all_resources/impacts/analysis_traffic.htm)

## **VIII.4. Next Steps**

Following the adoption of the Master Plan, the City should move ahead on a short-term action plan that includes:

- Conduct training sessions for the Planning and Zoning (Land Use) Commission on the contents of the Plan and administrative issues that may be associated with implementation. This may include having commissioners attend the required State of Louisiana Planning Commissioner Trainings to learn about statewide planning best practices.

- Conduct a comprehensive revision of the Zoning Ordinance, Subdivision Regulations, and related land development regulations, including environmental protection and floodplain regulations, senior citizen zoning regulations, and others, as called for in the Master Plan.

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### ***VIII.5. Implementation Matrix***

The Implementation Matrix includes all of the Objective and Strategy recommendations found in the Sulphur Master Plan. The following tables prioritize this information; describe the tools, policies, and actions required to implement these goals; and establish priorities and implementation timing for each strategic recommendation.

Each matrix is organized as follows:

- Objective;
- Strategies related to the specific objective;
- Major Implementation Tools;
- Priority; and
- Implementation Timing.

The Implementation Matrices are organized by the key discussion areas presented in the Sulphur Master Plan: Future Land Use and Development, Municipal Infrastructure, The Natural Environment, and Implementation. The objectives and strategies within the key discussion areas are presented in a table format. The Implementation Tools describe the types of tools needed to implement the objectives and strategies. Major Implementation Tools include:

- Development Regulations: Update regulations and tools, such as the zoning ordinance, subdivision regulations, overlay zones, traditional neighborhood developments (TNDs), urban design requirements, impact fees, to ensure consistent and successful implementation;
- Capital Improvement Programs: Improvements need to be included in a Capital Improvement Program;
- Budget Process and Funding: Additional funding by the City and/or other sources including grants are needed to implement;
- Program Development and Implementation: New programs need to be developed and absorbed into the City's service structure;
- Area Plans and Strategic Issue Plans: Geographic area studies or studies of strategic issues develop specific recommendations that can be implemented through one of more of the Implementation Tools;
- Facility Plans: Plans for City facilities, such as parks or libraries are required; and
- Coordination: Recommendations that need to be coordinated with Parish, Regional, and State departments and responsible actors; and
- Enforcement: Enforcement of existing codes and regulations by responsible City actors.

Each matrix assigns a priority level to each strategy from 1 (highest) to 3 (lowest). The criteria for selecting these priority levels are:

- Is the policy or action a precedent for further actions?
- Does the policy or action address critical City needs?
- Is there current pressure for imminent change that needs direction and guidance?

Finally, the anticipated Implementation Timing for each of the strategies is provided in the final column. Timing is divided into four categories:

- Implementation is needed in 1 to 3 years;
- Implementation is anticipated in 3 to 5 years;
- Implementation will occur in 5 to 10 years or beyond; and
- Implementation occurs constantly throughout the effective life of the Master Plan.

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**Future Land Use and Development Objectives**

| <b>Future Land and Development: Future Land Use Objective 1</b>   |   |          |                       |          |           |
|---|---|----------|-----------------------|----------|-----------|
| Promote and integrate future land use compatibility into any new or updated ordinances in Sulphur.  |   |          |                       |          |           |
| Strategies  | Major Implementation Tools  | Priority | Implementation Timing |          |           |
|   |   | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Connect Future Land Use categories with consistency analysis in the future update of a Comprehensive Zoning Ordinance for the City of Sulphur.              | Development Regulations, Enforcement  | 1        | X                     |          |           |
| Develop formal process for connecting Future Land Use to growth and infrastructure allocations and planning processes in Sulphur and the surrounding areas. | Development Regulations, Capital Improvement Programs, Budget Process and Funding, Facility Plans | 2        | X                     |          |           |
| Develop formal process for updates of the Future Land Use categories and Future Land Use Map.   | Development Regulations, Budget Process and Funding, Program Development and Implementation       | 2        | X                     |          |           |

| <b>Future Land Use and Development: Future Land Use Objective 2</b>  |   |          |                       |          |           |
|--|---|----------|-----------------------|----------|-----------|
| Promote future land compatibility within long term planning processes for new developments in Sulphur.   |   |          |                       |          |           |
| Strategies   | Major Implementation Tools  | Priority | Implementation Timing |          |           |
|  |   | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Examine key areas of Sulphur identified by the Future Land Use Plan for targeted future land use and development plans that support the vision and goals of the Sulphur Master Plan. | Development Regulations, Capital Improvement Programs, Area Plans and Strategic Issue Plans | 2        |                       | X        |           |
| As a long-term goal, create an Office of Planning and Permitting where all zoning, subdivision/ resubdivision, building permits and inspections are administered.                    | Development Regulations, Budget Process and Funding, Program Development and Implementation | 3        |                       |          | X         |

| <b>Future Land Use and Development: Future Land Use Objective 3</b>  |  |          |                       |          |           |
|--|--|----------|-----------------------|----------|-----------|
| Identify and make efforts to preserve and encourage appropriate development and redevelopment in the Sulphur Historical and Cultural Emphasis Area (see Chapter V.1. Future Land Use).   |  |          |                       |          |           |
| Strategies   | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|  |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Create a distinct zoning district, or an overlay district, for the Emphasis Area with appropriate development regulations for businesses, residences and mixed-uses that reflect the architectural history and scale of this area.   | Development Regulations, Program Development and Implementation, Area Plans and Strategic Issue Plans, Enforcement | 2        | X                     |          |           |
| The City should designate this part of Sulphur as a local historic district and possibly as a state- designated historic district. These designations could make buildings and properties eligible for a number of grant and tax incentive programs.   | Program Development and Implementation, Area Plans and Strategic Issue Plans, Facility Plans, Coordination         | 2        | X                     |          |           |
| Consider participating in the “Main Street Program”. “Main Street” is a program and a strategy begun by the National Trust for Historic Preservation. “Main Street”, “provides leadership, education, advocacy, and resources to save America’s diverse historic places and revitalize our communities.” | Program Development and Implementation, Area Plans and Strategic Issue Plans, Facility Plans, Coordination         | 2        |                       | X        |           |

| <b>Future Land Use and Development: Future Land Use Objective 4</b>   |   |          |                       |          |           |
|---|---|----------|-----------------------|----------|-----------|
| Identify and make efforts to preserve and encourage appropriate development and redevelopment in the Sulphur Medical Corridor Services Area (see Chapter V.1. Future Land Use). |   |          |                       |          |           |
| Strategies  | Major Implementation Tools  | Priority | Implementation Timing |          |           |
|   |   | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Adopt a new Zoning Ordinance with a “Medical Services District” or Medical Services District Overlay.   | Development Regulations, , Area Plans and Strategic Issue Plans   | 2        | X                     |          |           |
| Development regulations for this district should continue the current trend in this area toward low-profile or monument signs, landscaping and appropriately scaled structures. | Program Development and Implementation, Area Plans and Strategic Issue Plans, Facility Plans, Coordination, Enforcement | 2        | X                     |          |           |
| Pursue funding through the Transportation Enhancement program, through LA DOTD, for sidewalk and other improvements.  | Program Development and Implementation, Area Plans and Strategic Issue Plans, Facility Plans, Coordination              | 2        |                       | X        |           |

**CITY OF SULPHUR - MASTER PLAN 2011**

**DRAFT – NOVEMBER 2011**

| <b>Future Land Use and Development: Residential Neighborhoods Objective 1</b>  |  |          |                       |          |           |
|--|--|----------|-----------------------|----------|-----------|
| Preserve the small town residential character of Sulphur’s existing neighborhoods.   |  |          |                       |          |           |
| Strategies   | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|  |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| The City should revise its “Land Use Ordinance” with a new Zoning Ordinance with district and design regulations that reflect and protect the existing character of Sulphur’s neighborhoods. | Development Regulations, Enforcement                                       | 1        | X                     |          |           |
| Multiple single-family zoning districts should be created with development standards that reflect different and distinct characteristics of existing neighborhoods.                          | Development Regulations, Enforcement                                       | 1        | X                     |          |           |
| The City will should encourage the buffering of residential areas from other potentially incompatible uses through the development of buffer standards as part of the new regulations.       | Development Regulations, Area Plans and Strategic Issue, Plans Enforcement | 1        | X                     |          |           |

| <b>Future Land Use and Development: Residential Neighborhoods Objective 2</b>  |   |          |                       |          |           |
|--|---|----------|-----------------------|----------|-----------|
| Conserve the City’s housing stock and preserve community character through continued enforcement of all codes.   |   |          |                       |          |           |
| Strategies   | Major Implementation Tools  | Priority | Implementation Timing |          |           |
|  |   | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| The City shall continue to make sure that structures in Sulphur are in compliance with all codes, including housing code violations and general code violations (e.g. abandoned vehicles, public nuisance) a priority.                                   | Development Regulations, Program Development and Implementation, Enforcement                      | 1        | ALL                   |          |           |
| Both the City and the Parish should provide assistance with compliance of City codes through the use of housing rehabilitation programs, where applicable, to help upgrade housing for senior citizens, disabled persons, and other eligible residents.  | Capital Improvement Programs, Program Development and Implementation, Facility Plans, Enforcement | 1        | X                     |          |           |
| The City will develop comprehensive regulations for trailers, mobile homes, and manufactured housing located within the City limits that are based on applicable local and state laws and will benefit the health, safety, and welfare of the community. | Development Regulations, Program Development and Implementation, Enforcement                      | 1        | X                     |          |           |

**CITY OF SULPHUR - MASTER PLAN 2011**

**DRAFT – NOVEMBER 2011**

| <b>Future Land Use and Development: Residential Neighborhoods Objective 3</b>  |  |          |                       |          |           |
|--|--|----------|-----------------------|----------|-----------|
| Encourage a variety of housing choices through preservation, rehabilitation, and new development.  |  |          |                       |          |           |
| Strategies   | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|  |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| The City should consider revisions of the Land Use Ordinance and Map to identify areas for a wide range of housing types while recognizing the City’s historically residential character.  | Development Regulations, Program Development and Implementation, Enforcement                                       | 1        | X                     |          |           |
| The City should consider options for creation of a mixed-use development pattern for the old downtown area of Sulphur to reflect the historical development fabric of the area and the mixture of residential and other appropriately designated and sized uses. | Development Regulations, Program Development, Area Plans and Strategic Issue Plans and Implementation, Enforcement | 1        | X                     |          |           |

| <b>Future Land Use and Development: Economic Development Objective 1</b>  |  |          |                       |          |           |
|---|--|----------|-----------------------|----------|-----------|
| Promote a “business-friendly” atmosphere in Sulphur to attract new businesses and retain existing ones.   |  |          |                       |          |           |
| Strategies  | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|   |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Appoint a City staff person as the “Economic Development Coordinator” to work on business retention and recruitment activities.   | Budget Process and Funding, Program Development and Implementation, Coordination   | 3        |                       | X        |           |
| Continue to work with regional and state agencies on strategies to bring new businesses and business opportunities to Sulphur. These agencies include the Calcasieu Visitor and Convention Bureau, the Southwest Louisiana Economic Development Alliance (the umbrella organization of the Chamber SWLA, the SWLA Alliance Foundation, and the Southwest Louisiana Partnership for Economic Development), the Louisiana Department of Economic Development, and others. | Budget Process and Funding, Program Development and Implementation, Coordination   | 2        |                       | X        |           |
| Work with the Calcasieu Visitors and Convention Bureau and the local hotel industry to identify and promote special events and sports.  | Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination                               | 3        |                       | X        |           |
| The City should create a “Welcome to Sulphur” sign in the medians of all of the major corridors into the City as an example of appropriate signage and landscaping, similar to the sign on Ruth Street just north of Interstate-10.   | Budget Process and Funding, Capital Improvement Programs, Program Development and Implementation, Facility Plans, Coordination | 2        |                       | X        |           |

**CITY OF SULPHUR - MASTER PLAN 2011**

**DRAFT – NOVEMBER 2011**

| <b>Future Land Use and Development: Economic Development Objective 2</b>  |                                      |          |                       |          |           |
|---|--------------------------------------|----------|-----------------------|----------|-----------|
| Develop regulatory, administrative and permitting procedures to streamline as much as possible the permitting process.  |                                      |          |                       |          |           |
| Strategies  | Major Implementation Tools           | Priority | Implementation Timing |          |           |
|   |                                      | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Adopt a new Zoning Ordinance with an appropriate number of districts to represent the existing and potential business types in Sulphur.   | Development Regulations, Enforcement | 2        | X                     |          |           |
| Create basic signage regulations in the Zoning Ordinance to give the City’s commercial areas a more orderly and appealing look. These regulations would guide businesses on size and location of signage. | Development Regulations, Enforcement | 2        | X                     |          |           |
| Create basic landscape regulations in the Zoning Ordinance as part of a new zoning ordinance, again to give the City’s commercial areas a more orderly and appealing look.                                | Development Regulations, Enforcement | 2        | X                     |          |           |

| <b>Future Land Use and Development: Economic Development Objective 3</b>   |   |          |                       |          |           |
|--|---|----------|-----------------------|----------|-----------|
| Develop an “Infill Development Program” to take advantage of existing infrastructure in already developed parts of Sulphur.  |   |          |                       |          |           |
| Strategies   | Major Implementation Tools  | Priority | Implementation Timing |          |           |
|  |   | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Inventory vacant and abandoned buildings and parcels along the main corridors of the City and identify target areas where there are redevelopment opportunities.   | Development Regulations, Budget Process and Funding, Program Development and Implementation, Area Plans and Strategic Issue Plans | 2        |                       | X        |           |
| Coordinate with regional and state economic development agencies to develop and utilize or develop special incentives, such as tax breaks, to attract investors for targeted properties.                                 | Capital Improvement Programs, Development Regulations, Budget Process and Funding, Area Plans and Strategic Issue Plans           | 2        | X                     |          |           |
| Strictly enforce blight and other code violations which should help to mitigate the negative effects of existing abandoned properties.   | Development Regulations, Enforcement  | 1        | ALL                   |          |           |
| Consider the intersection of Hwy 90 and Huntington as an area for future area economic and infrastructure investment that could develop into town center or main street style development anchored by the new City Hall. | Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Enforcement                     | 3        |                       |          | X         |

| <b>Future Land Use and Development: Regional Growth and Development Objective 1</b>   |   |          |                       |          |           |
|---|---|----------|-----------------------|----------|-----------|
| Develop a comprehensive annexation policy to anticipate controlled growth and expansion of services of Sulphur into appropriate areas.  |   |          |                       |          |           |
| Strategies  | Major Implementation Tools  | Priority | Implementation Timing |          |           |
|   |   | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| The primary focus of the annexation policy should be undeveloped property in specific areas and existing transportation corridors.  | Development Regulations, Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Coordination | 1        | X                     |          |           |
| Negotiate an “Annexation Agreement” with Calcasieu Parish identifying the potential growth areas of Sulphur with a timeline and framework for allocation of tax revenue and municipal services.       | Development Regulations, Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Coordination | 2        |                       | X        |           |
| Coordinate with Calcasieu Parish Planning Department on development regulations for those areas under development along the edge of Sulphur to avoid conflicts over regulatory and permitting issues. | Development Regulations, Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Coordination | 2        |                       | X        |           |

| <b>Future Land Use and Development: Regional Growth and Development Objective 2</b>  |  |          |                       |          |           |
|--|--|----------|-----------------------|----------|-----------|
| Prioritize potential annexation areas.   |  |          |                       |          |           |
| Strategies   | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|  |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Consider annexation of areas South of I-10 along Ruth Street /Highways 27 and 108, generally known as the Carlyss area, as the top priority. The City limits already extend south of Interstate-10 in this area and the City has the capacity to provide services in this area.  | Capital Improvement Programs, Budget Process and Funding, Area Plans and Strategic Issue Plans, Coordination | 2        |                       | X        |           |
| Consider annexation of areas to north and west of the existing City limits, extending roughly to Pete Seay Road, as the second priority for annexation. The Imperial Calcasieu Regional Planning & Development Commission (IMCAL) has begun looking at transportation corridors in these areas for preservation for possible future development. The land elevation is relatively high and development costs are likely to be competitive, in part to lower insurance rates due to its location north of I-10. | Capital Improvement Programs, Budget Process and Funding, Area Plans and Strategic Issue Plans, Coordination | 2        |                       | X        |           |
| Other areas to the north of the current city limits would be the third annexation priority area. Sulphur has anticipated growth in this area and has installed lift stations with excess capacity in the northern areas of the City.   | Capital Improvement Programs, Budget Process and Funding, Area Plans and Strategic Issue Plans, Coordination |          |                       |          |           |

**Municipal Infrastructure Objectives**

| <b>Municipal Infrastructure: Transportation Objective 1</b>  |  |          |                       |          |           |
|--|--|----------|-----------------------|----------|-----------|
| Provide an efficient, convenient, and safe network of streets and roads throughout the City.   |  |          |                       |          |           |
| Strategies   | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|  |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Continue to coordinate with the <i>Lake Charles Urbanized Area Metropolitan Planning Organization</i> to plan and fund needed transportation infrastructure improvements.                      | Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Area Plans and Strategic Issue Plans, Facility Plans, Coordination | 1        | ALL                   |          |           |
| Make the construction of the I-10 Service Roads east of Ruth Street, on both the north and south sides, a top priority of the City.  | Capital Improvement Programs, Budget Process and Funding, Facility Plans, Coordination   | 1        |                       | X        |           |
| Continue the City program of periodically inspecting and rating bridges according to their condition and continue the bridge upgrade program, replacing poor performing and unsafe structures. | Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination                                       | 2        | ALL                   |          |           |
| Periodically conduct a city-wide review of all signaled intersections and select non-signalized intersections to identify potential problems.  | Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination                                       | 2        |                       | X        |           |
| Continue the front-foot assessment program being used to finance the paving of unpaved streets in residential areas of the City.   | Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination                                       | 2        | X                     |          |           |

| <b>Municipal Infrastructure: Transportation Objective 2</b>  |   |          |                       |          |           |
|--|---|----------|-----------------------|----------|-----------|
| Promote economic development and job growth by identifying transportation solutions.   |   |          |                       |          |           |
| Strategies   | Major Implementation Tools  | Priority | Implementation Timing |          |           |
|  |   | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Provide a second rail spur at the City's Northside Industrial Park. This entails pursuing federal and state funding sources.   | Capital Improvement Programs, Budget Process and Funding, Facility Plans, Coordination                      | 2        |                       | X        |           |
| Adopt an access management program for businesses fronting on major thoroughfares. This program can help make traffic to and from local businesses safer and more efficient.   | Development Regulations, Capital Improvement Programs, Program Development and Implementation, Coordination | 2        |                       | X        |           |
| Consider the intersection of Hwy 90 and Huntington for transportation infrastructure improvements that could support the future development a town-center style development for downtown Sulphur that includes streetscape and traffic calming mechanisms that create a safe sense of walkability. | Development Regulations, Area Plans and Strategic Issue Plans, Facility Plans, Coordination, Enforcement    | 3        |                       |          | X         |

DRAFT

**CITY OF SULPHUR - MASTER PLAN 2011**

**DRAFT – NOVEMBER 2011**

| <b>Municipal Infrastructure: Transportation Objective 3</b>   |  |          |                       |          |           |
|---|--|----------|-----------------------|----------|-----------|
| Sidewalks, bike paths, and crosswalks should be a consideration on every street in the City.  |  |          |                       |          |           |
| Strategies  | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|   |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Continue to participate in and pursue funding through the Safe Routes to School program. The Safe Routes to School program is designed to work with school districts and pedestrian and bicycle safety advocates to make physical improvements that promote safe walking and biking passages to schools.                  | Budget Process and Funding, Program Development and Implementation, Facility Plans, Enforcement  | 2        |                       | X        |           |
| The City should adopt a “Complete Streets” policy that encourages the design and operation of the entire roadway with all users in mind including bicyclists, public transportation, and pedestrians of all ages and abilities. This will help provide a safe, efficient and complete transportation network for Sulphur. | Development Regulations, Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Enforcement | 2        | X                     |          |           |
| Develop and improve a network of trails, sidewalks, and bike paths between neighborhoods, public facilities, recreation lands and commercial areas.   | Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans                                       | 2        |                       | X        |           |

| <b>Municipal Infrastructure: Drainage, Water, Sewer Systems Objective 1</b>   |  |          |                       |          |           |
|---|--|----------|-----------------------|----------|-----------|
| Continue to provide excellent drainage for the City of Sulphur.   |  |          |                       |          |           |
| Strategies  | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|   |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Continue drainage system maintenance and improvements throughout the City with a focus on those areas subject to periodic tidal flooding. | Capital Improvement Programs, Budget Process and Funding, Facility Plans, Coordination             | 1        | ALL                   |          |           |
| Continue a close working relationship with Gravity Drainage District No. 5 to find funding and solutions to drainage issues.              | Capital Improvement Programs, Budget Process and Funding, Coordination                             | 1        | ALL                   |          |           |
| Analyze future demand and available drainage capacity in areas identified by the City of Sulphur has having potential for future growth.  | Capital Improvement Programs, Program Development and Implementation, Facility Plans, Coordination | 2        |                       | X        |           |

**CITY OF SULPHUR - MASTER PLAN 2011**

**DRAFT – NOVEMBER 2011**

| <b>Municipal Infrastructure: Drainage, Water, Sewer Systems Objective 2</b>   |  |          |                       |          |           |
|---|--|----------|-----------------------|----------|-----------|
| Continue to provide adequate and safe potable water for drinking and other uses.  |  |          |                       |          |           |
| Strategies  | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|   |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Continue to provide safe and quality drinking water through ongoing infrastructure maintenance.   | Capital Improvement Programs, Budget Process and Funding, Facility Plans, Coordination             | 1        | ALL                   |          |           |
| Continue to provide reliable fire protection capacity for the City of Sulphur Fire Department by continued maintenance and necessary upgrades.    | Capital Improvement Programs, Budget Process and Funding, Facility Plans, Coordination             | 1        | ALL                   |          |           |
| Analyze future demand and available capacity for potable water in areas identified by the City of Sulphur has having potential for future growth. | Capital Improvement Programs, Program Development and Implementation, Facility Plans, Coordination | 2        |                       | X        |           |

| <b>Municipal Infrastructure: Drainage, Water, Sewer Systems Objective 3</b>  |  |          |                       |          |           |
|--|--|----------|-----------------------|----------|-----------|
| Continue to provide excellent and environmentally safe sewer service and treatment capacity.   |  |          |                       |          |           |
| Strategies   | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|  |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Identify the necessary upgrades to the wastewater pumping stations and collection system in order to maintain reliability, minimize surface water intrusion and protect the environment. | Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination | 1        | X                     |          |           |
| Analyze future demand and available capacity for sewer in areas identified by the City of Sulphur has having potential for future growth.  | Capital Improvement Programs, Program Development and Implementation, Facility Plans, Coordination                             | 2        |                       | X        |           |

**The Natural Environment Objectives**

| <b>The Natural Environment: Open Space and Recreation Objective 1</b>   |  |          |                       |          |           |
|---|--|----------|-----------------------|----------|-----------|
| Enhance the quality and variety of recreational opportunities, both passive and active, for all age groups and abilities in the City of Sulphur.  |  |          |                       |          |           |
| Strategies  | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|   |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Continue the close cooperation and communication with Sulphur Parks and Recreation District (SPAR) on facilities and programs.  | Capital Improvement Programs, Program Development and Implementation, Facility Plans, Coordination   | 1        | ALL                   |          |           |
| Work with SPAR in considering options for a recreational facility near the Sulphur Medical Services Corridor Emphasis Area (see V1. Future Land Use) that could cater to older residents who live nearby and frequent many of the offices and services located near the corridor. | Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Area Plans and Strategic Issue Plans, Facility Plans, Coordination | 2        |                       | X        |           |
| Expand the number of “passive” recreational sites, such as the proposed park on Ruth Street and Tamarack and Pecan Street.  | Capital Improvement Programs, Program Development and Implementation, Facility Plans, Coordination   | 2        | X                     |          |           |

| <b>The Natural Environment: Open Space and Recreation Objective 2</b>  |  |          |                       |          |           |
|--|--|----------|-----------------------|----------|-----------|
| Develop and improve a network of trails, sidewalks and bike paths between neighborhoods, public facilities, recreation areas, and commercial areas.                    |  |          |                       |          |           |
| Strategies   | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|  |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Consider adoption of a “Complete Streets” policy, as described in the Transportation section (see VI.1 Transportation) of this plan.                                   | Development Regulations, Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Enforcement | 1        | X                     |          |           |
| Develop a plan for sidewalks, bike paths, and trails within the City limits and develop a strategy to obtain federal, state, and grant funding to implement this plan. | Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Enforcement                          | 2        |                       | X        |           |
| Consider providing incentives for developers to include recreation areas, sidewalks, bike paths, and walking trails in new developments in Sulphur.                    | Development Regulations, Program Development and Implementation, Area Plans and Strategic Issue Plans  | 2        | X                     |          |           |

| <b>The Natural Environment: Open Space and Recreation Objective 3</b>  |  |          |                       |          |           |
|--|--|----------|-----------------------|----------|-----------|
| Take advantage of existing assets provided by the Sulphur Parks and Recreation District (SPAR) and build on the economic development opportunities its facilities provide while coordinate to improve and expand services. |  |          |                       |          |           |
| Strategies   | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|  |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Work with SPAR officials to expand and improve local programs, sports leagues, and activities for area children, adults, and the elderly.  | Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination | 2        | X                     |          |           |
| Continue the existing relationship between the City and SPAR to provide a wide range of recreational facilities and programs.  | Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination | 2        | ALL                   |          |           |
| Continue to work with the Calcasieu Visitors and Convention Bureau to identify and promote recreation and sporting events and tournaments associated with SPAR facilities.   | Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination | 2        | X                     |          |           |

**CITY OF SULPHUR - MASTER PLAN 2011**

**DRAFT – NOVEMBER 2011**

| <b>The Natural Environment: Environment, Natural Resources, and Resiliency Objective 1</b>  |   |          |                       |          |           |
|---|---|----------|-----------------------|----------|-----------|
| Keep Sulphur prepared for potential natural and other hazards and continue to implement the <i>Calcasieu Parish Hazard Mitigation Plan</i> recommendations.   |   |          |                       |          |           |
| Strategies  | Major Implementation Tools  | Priority | Implementation Timing |          |           |
|   |   | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Implement storm drainage improvement projects that will help minimize damage to Sulphur assets (see “Sulphur Priority Ranking 2” in the <i>Calcasieu Parish Hazard Mitigation Plan</i> ).   | Development Regulations, Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination | 1        | X                     |          |           |
| Identify and implement necessary actions and steps to initiate and/or further Sulphur’s participation in the NFIP and Community Rating System including but not limited to floodplain mapping, higher regulatory standards, protecting building utilities, storm water management standards, drainage system maintenance, and flood warning programs (see “Sulphur Priority Ranking 3” in the <i>Calcasieu Parish Hazard Mitigation Plan</i> ). | Development Regulations, Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination | 1        | X                     |          |           |
| Maintain generators for emergency response for hazard events.   | Capital Improvement Programs, Facility Plans, Coordination  | 1        | ALL                   |          |           |
| Continue public safety measures such as maintenance of roadways, culverts and dams.   | Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination                          | 1        | ALL                   |          |           |
| Continue working with the Calcasieu Parish on the acquisition and relocation of repetitive loss properties or those properties in the floodplain.   | Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination                          | 1        | ALL                   |          |           |
| Follow the recommendations and policies of The Calcasieu Parish Multi-Jurisdiction Hazard Mitigation Plan, as well as other resiliency policies.  | Development Regulations, Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Facility Plans, Coordination | 1        | ALL                   |          |           |

**CITY OF SULPHUR - MASTER PLAN 2011**

**DRAFT – NOVEMBER 2011**

| <b>The Natural Environment: Environment, Natural Resources, and Resiliency Objective 2</b>  |  |          |                       |          |           |
|---|--|----------|-----------------------|----------|-----------|
| In all areas of City government work on implementing policies and plans that help to improve the resiliency of the City of Sulphur. |  |          |                       |          |           |
| Strategies  | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|   |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Continue to monitor development in hazard-prone areas and floodplains in Sulphur.   | Program Development and Implementation, Area Plans and Strategic Issue Plans, Facility Plans, Coordination, Enforcement  | 1        | ALL                   |          |           |
| Continue to make strict enforcement of building codes and environmental regulations a top priority.                                 | Development Regulations, Program Development and Implementation, Facility Plans, Coordination, Enforcement   | 1        | ALL                   |          |           |
| Continue to encourage retrofitting of structures and design of new construction such as elevating structures when appropriate.      | Development Regulations, Program Development and Implementation, Facility Plans, Coordination, Enforcement   | 2        | X                     |          |           |
| Continue comprehensive emergency planning and preparedness with other local, regional and state agencies.                           | Capital Improvement Programs, Budget Process and Funding, Development Regulations, Program Development and Implementation, Facility Plans, Coordination, Enforcement | 1        | X                     |          |           |

**Implementation: Next Steps**

| <b>Implementation: Next Steps</b>  |  |          |                       |          |           |
|--|--|----------|-----------------------|----------|-----------|
| Following the adoption of the Master Plan, the City should move ahead on a short-term action plan that includes:   |  |          |                       |          |           |
| Next Steps   | Major Implementation Tools   | Priority | Implementation Timing |          |           |
|  |  | 1-2-3    | Year 1-3              | Year 3-5 | Year 5-10 |
| Conduct training sessions for the Planning and Zoning (Land Use) Commission on the contents of the Plan and administrative issues that may be associated with implementation. This may include having commissioners attend the required State of Louisiana Planning Commissioner Trainings to learn about statewide planning best practices. | Development Regulations, Budget Process and Funding, Program Development and Implementation  | 1        | X                     |          |           |
| Conduct a comprehensive revision of the Zoning Ordinance, Subdivision Regulations, and related land development regulations, including environmental protection and floodplain regulations, senior citizen zoning regulations, and others, as called for in the Master Plan.   | Development Regulations, Capital Improvement Programs, Budget Process and Funding, Program Development and Implementation, Area Plans and Strategic Issue Plans, Facility Plans, Coordination, Enforcement | 1        | X                     |          |           |

# IX

## APPENDICES

### *IX. APPENDICES*

#### *Appendix 1: Sulphur Maps*

Appendix 1 contains the following maps:

Map 12: Sulphur Functional Class Roads

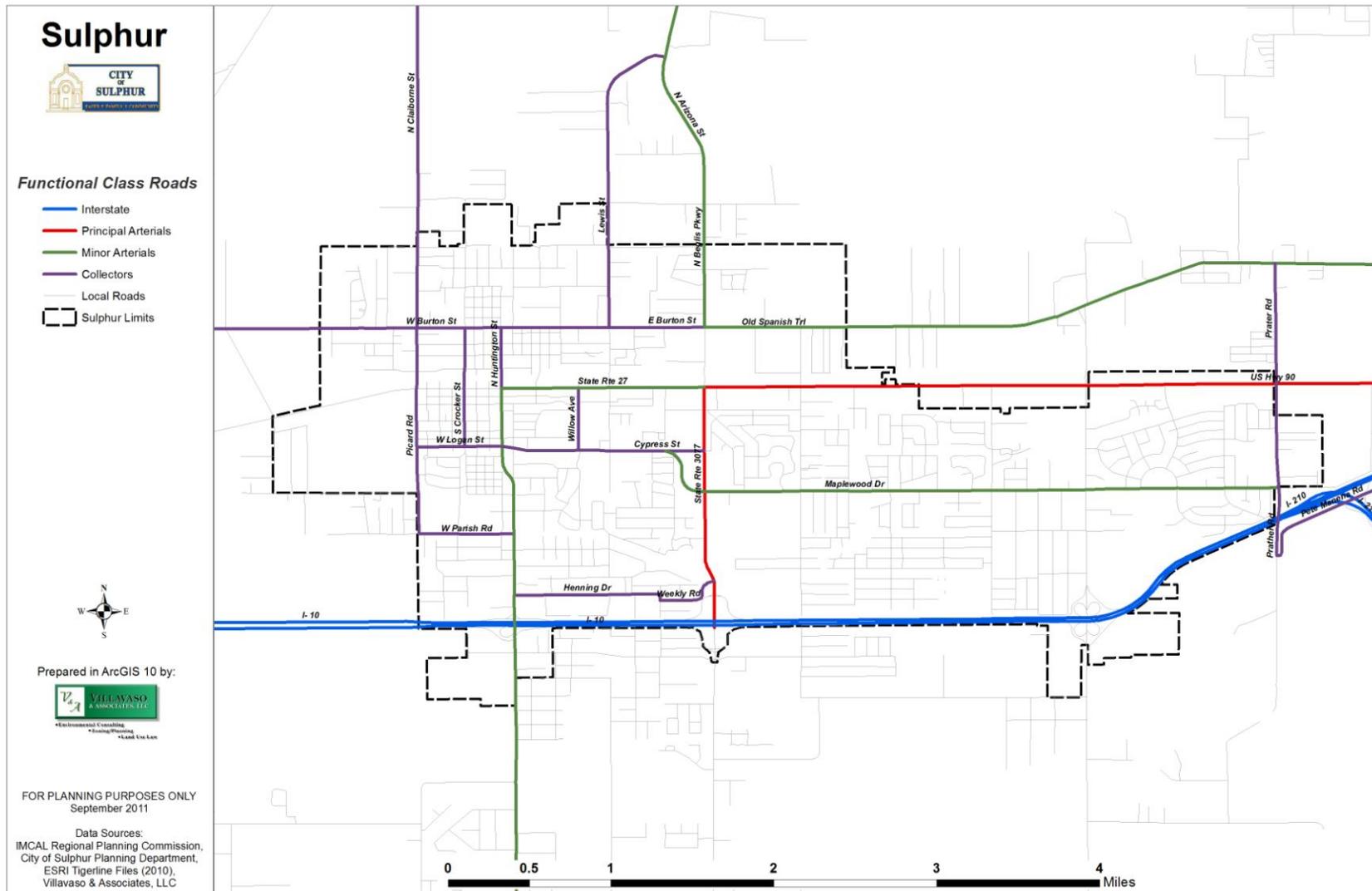
Map 13: Calcasieu Parish Corridor Preservation Map

Map 14: Sulphur Watersheds Map

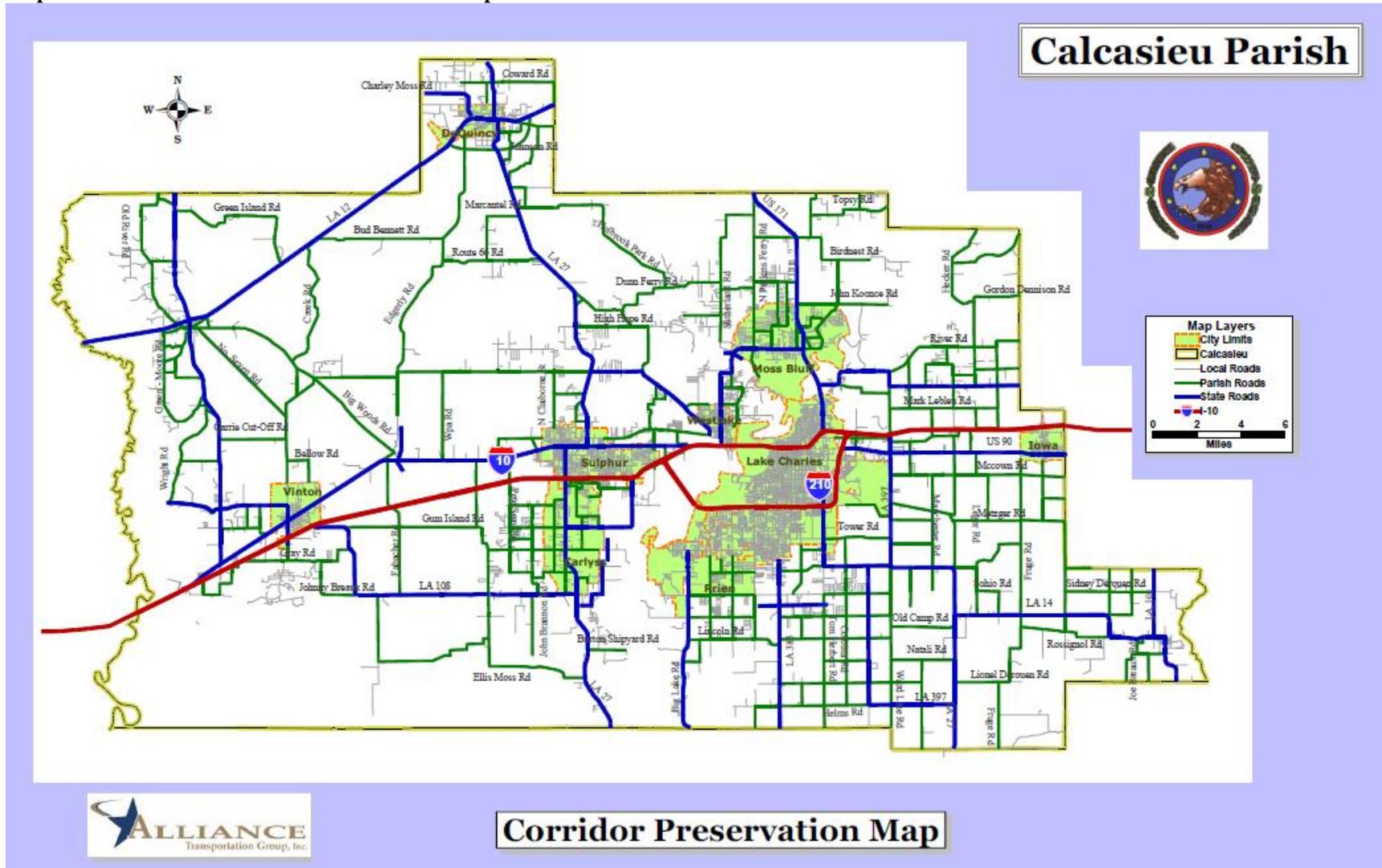
Map 15: Sulphur Flood Zones

Map 16: Calcasieu Parish Multi-Jurisdictional Hazard Mitigation Plan Flood Zones and Infrastructure Map

Map 12: Sulphur Functional Class Roads



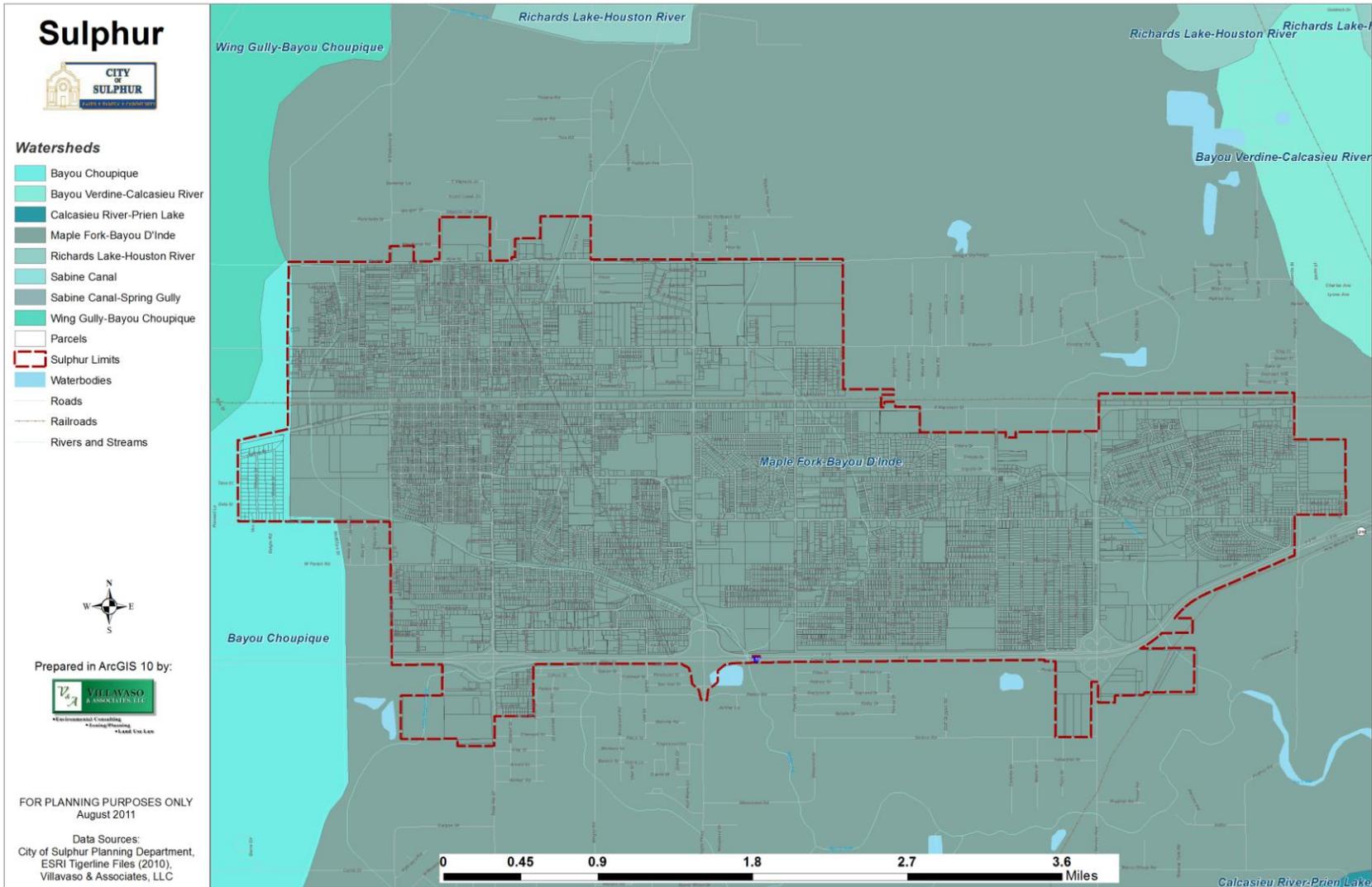
Map 13: Calcasieu Parish Corridor Preservation Map



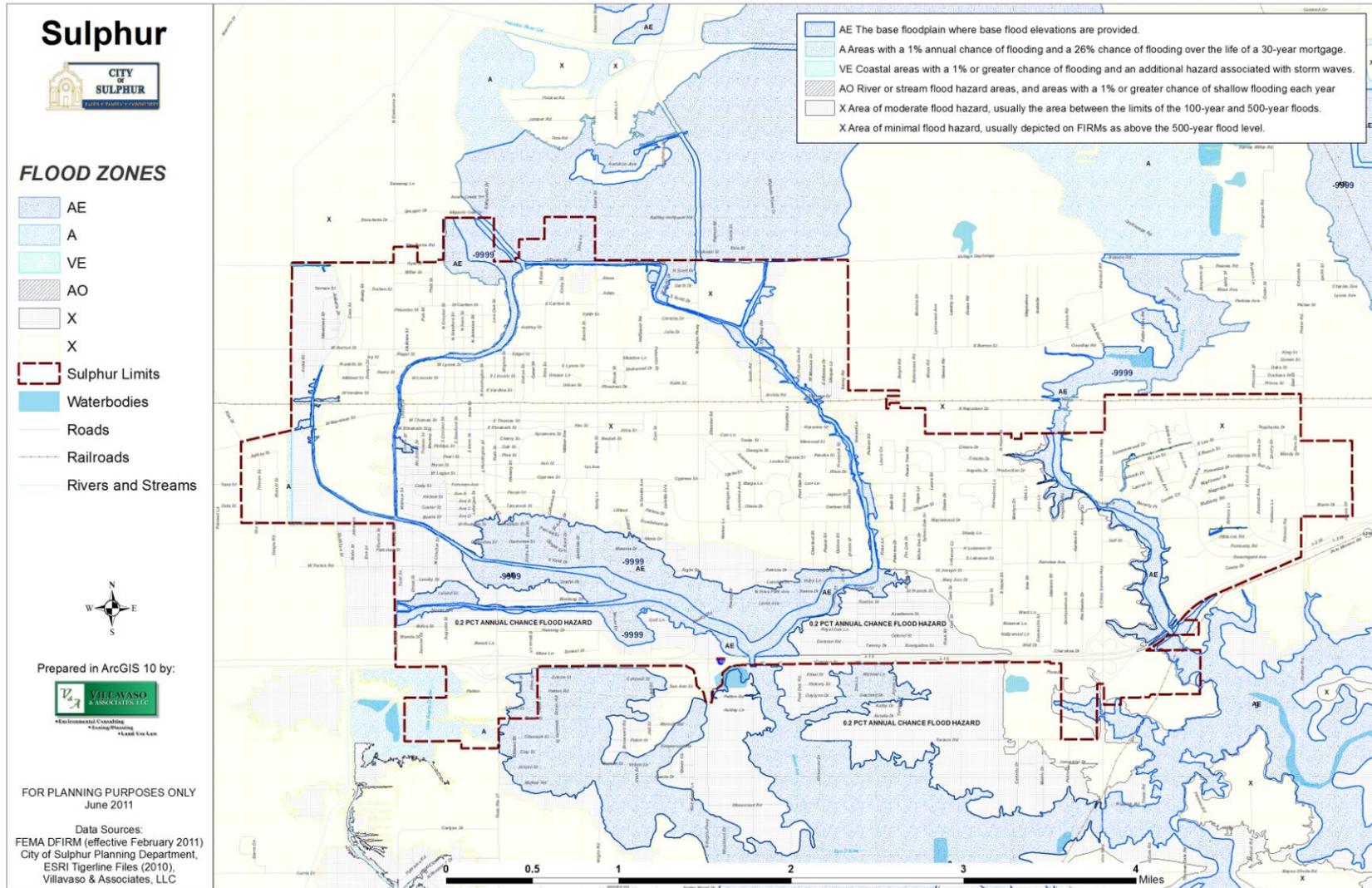
CITY OF SULPHUR - MASTER PLAN 2011

DRAFT – NOVEMBER 2011

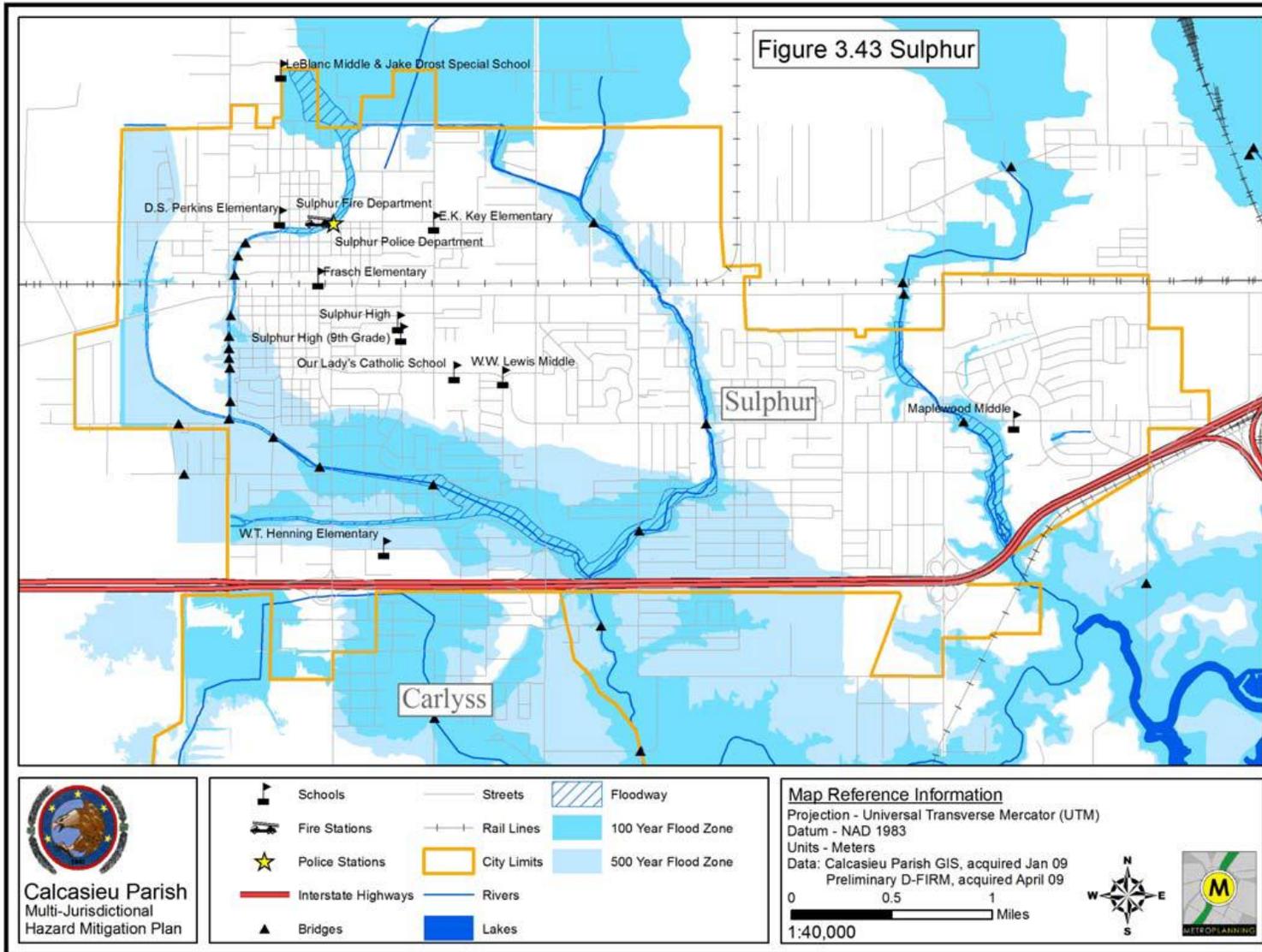
Map 14: Sulphur Watersheds Map



Map 15: Sulphur Flood Zones



Map 16: Calcasieu Parish Multi-Jurisdictional Hazard Mitigation Plan Flood Zones and Infrastructure Map



*Appendix 2: XXX*

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