



**DRAFT**  
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*McComb in  
Motion*

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The rail yards of McComb, Mississippi, are a prime example of untapped local potential (2014)

# Planning Context

1

**Potential...** It is a condition that all communities across our country share. However unique, all communities have resources which can be leveraged into opportunity. There inherently exists elements in virtually every American community that can be modified or improved to provide for the welfare of its citizens because big or small - prosperous or poor - every city, town, county and region has challenges to overcome.

**Initiative...** It is a condition that is not shared in equal abundance by our cities, towns, counties and regions. It takes initiative to adapt to change, and to position a community so that it can sustain or enhance its economic, social and environmental vitality for current and future generations. The City's decision to engage in a comprehensive planning process, and to chart a strategic course for improving the prosperity of its residents, property owners and business owners illustrates a degree of initiative that prepares the city to dictate its own future, rather than accepting what may come.

**Consensus...** It takes a mix of candor and humility to attempt to build consensus among individuals and groups with often divergent opinions for the purpose of creating a shared community vision for the future, and to prioritize the action steps to achieve that vision. The McComb, Mississippi, comprehensive planning process is an initiative of the City of McComb to quantify and leverage the community's potential through a general consensus of community input. The resulting *McComb in Motion Comprehensive Plan* represents the City's unified vision for the future and action plan for ensuring the long-term health of the community.





Simple investments by McComb's community groups reveal a genuine desire to engage in community improvement efforts.

## INTRODUCTION

In October, 1987, the Mayor and Board of Selectmen adopted the *Comprehensive Plan for the City of McComb: Growth Management Strategy*. This 50 page document established a series of land use policies for the city to follow when considering new development proposals, and the manner by which the City may annex property to accommodate future growth. The Plan also established a series of goals to guide future public activities related to land use, transportation, economy, housing and community facilities.

Many of the concepts and recommendations contained within the 1987 *Comprehensive Plan for the City of McComb: Growth Management Strategy* remain relevant today. But were these recommendations effective? Were they even heeded, or were they soon forgotten? It may depend on whom one asks. McComb's population has not grown in the intervening period. Basic demographic information contained within this document does not suggest that McComb can currently be classified as a prosperous community. Ultimately however, it is difficult to quantify the degree to which the 1987 Plan has influenced McComb over the last 28 years, as the document did not include a measurable short-term work program by which to judge Plan success; nor, is the City known to have compiled a report of accomplishments in the intervening period.

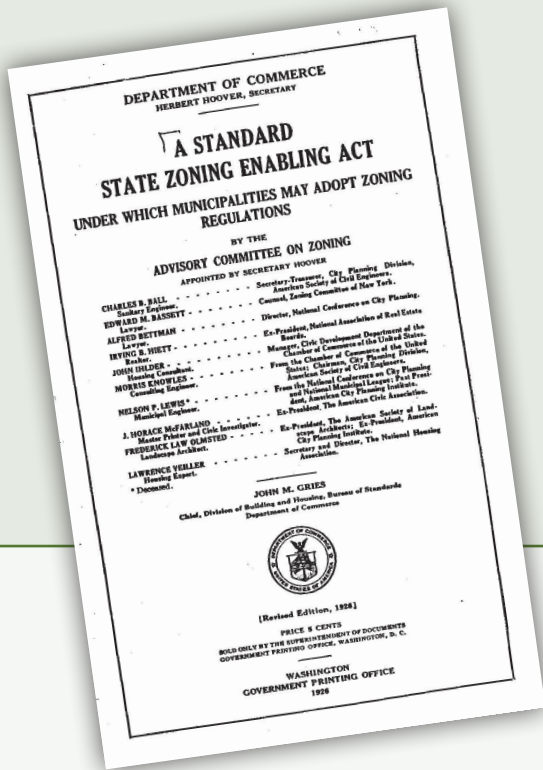
Nonetheless, the very act of undertaking a comprehensive planning process represents an acknowledgment by the commissioning authority that there exists a need to facilitate an honest and inclusive dialogue regarding how a community should grow and develop. The exercise of the planning process itself is valuable in that it invites collaboration among disparate groups, and increases the potential that at least one

common goal and common idea can result which improves the city.

The *McComb in Motion Comprehensive Plan*, represents McComb, Mississippi's future growth and development plan - the result of a 12-month collaborative planning process by the citizens and leadership of the city. It is the community's mandate for how McComb should approach its physical and social development for the next 20 years. Building on some of the ideas that were originally introduced to the city as far back as 1987, the Plan contains McComb's new long-term growth and development mission, and corresponding goals and policies. The point of departure for the *McComb in Motion Comprehensive Plan*, and the difference between prior planning efforts is that the City's new guiding document also contains a detailed implementation program. McComb now has a measurable work program that establishes clear action steps the City of McComb and its partners will undertake to achieve their desired future.

### WHAT IS A COMPREHENSIVE PLAN?

Comprehensive planning refers to an all-inclusive approach and process to addressing the complexities of future growth and change within a community. The final product of this process is a comprehensive plan document, which is official in nature, in that it is adopted by City Ordinance by the local government. The document is then used as a policy guide regarding decisions about the development and enhancement of the community. Comprehensive plans are sometimes referred to as land-use plans, because in many cases they are dealing with spatial issues related to the appropriate uses of land. Comprehensive plans are prepared to address a range of compatibility issues between various uses of land, such as the management of parks and the preservation of natural resources,



“

*It shall be the function and duty of the commission to make and adopt a master plan for the physical development of the municipality, including any areas outside of its boundaries which, in the commission's judgment, bear relation to the planning of such municipality.*”

(A Standard Planning Enabling Act, 1928)

identification and preservation of historically significant lands and structures, and adequate planning for infrastructure needs. In other instances, comprehensive plans are utilized to address issues related to the schools, transportation, housing, and public facilities.

### USE OF THE PLAN

It is important to distinguish between the function of a comprehensive plan relative to McComb's development regulations, such as its zoning ordinance and subdivision regulations. The comprehensive plan establishes overall policy for future land use, roads, utilities infrastructure, and other aspects of community growth and enhancement. It will be up to City officials to use allowable regulatory authorities outlined within the City's zoning ordinance, official zoning district map and subdivision regulations to regulate specific land uses, the layout of new streets and utilities infrastructure, and building and site development standards. The comprehensive plan's policy decisions will also be carried out through:

- Targeted programs and expenditures prioritized through the City's annual budget process, including routine, but essential functions such as code enforcement;
- Major public improvements and land acquisitions financed through the City's capital improvements program and related bond initiatives;

- New and amended City ordinances and regulations closely linked to master plan objectives (and associated review and approval procedures in the case of land development, subdivisions, and zoning matters);
- Departmental work plans and staffing in key areas;
- Support for ongoing planning and studies that will further clarify needs and strategies, including the Board of Selectmen's own strategic planning;
- The pursuit of external grant funding to supplement local budgets and/or expedite certain projects;
- Initiatives pursued in conjunction with other public and private partners to leverage resources and achieve successes neither could accomplish alone.

Despite these many avenues for action, a comprehensive plan should not be considered a “cure all” for every tough problem a community faces. On the one hand, such plans tend to focus on the responsibilities of City government in the physical planning arena, where cities normally have a more direct and extensive role than in other areas that residents value, such as education, social services, arts and culture. Of necessity, comprehensive plans, as vision and policy documents, also must remain relatively general and conceptual. The resulting plan may not touch on every challenge before the community, but it is meant to set a tone and motivate concerted efforts to move the community forward in coming years.



“The City of McComb will leverage its position as a regional destination for services, shopping, education and healthcare to diversify its economy, enhance its public services, provide for transportation choice, create neighborhoods and districts of quality design, and expand access to cultural and recreational amenities, in a manner that preserves its small town charm and will retain and attract active and engaged residents that are proud to call the city home.”

## MC COMB'S VISION STATEMENT (EXAMPLE TEXT ONLY)



## PLAN ORGANIZATION

### PLANNING AUTHORITY

Comprehensive plans and planning processes - although adapted to address the particular issues, needs and attitudes of the participating communities - have changed little since the United States Department of Commerce published *A Standard City Planning Enabling Act* (SCPEA) in 1928. Although not a binding document, the SCPEA provided guidance for local governments on how to establish a planning commission and develop a “master plan” for the community - such plan should include:

*“...the commission’s recommendations for the development of said territory, including among other things, the general location, character and extent of streets, viaducts, subways, bridges, waterways, waterfronts, boulevards, parkways, playgrounds, squares, parks, aviation fields, and other public ways, grounds and open spaces, the general location of public buildings and other public property, and the general location and extent of public utilities and terminals whether publicly or privately owned or operated for water, light, sanitation, transportation, communication power and other public services;...”*

SCPEA further established the master plan’s authority over land use and zoning. Much adaptation has occurred since the 1928 publication of SCPEA, but the contents of the *McComb in Motion Comprehensive Plan* illustrate a consistency with the historic general intent of a community comprehensive plan.

The Mississippi Code of 1972 § 17-1-11 grants the state’s local governments the enabling authority to adopt, amend and enforce a comprehensive plan.

Mississippi’s local governments are not generally mandated by the state to prepare a comprehensive plan. Conversely, a local government must first have adopted a comprehensive plan before being permitted to adopt and administer a zoning ordinance.

Although some states’ planning enabling legislation contain broad purpose statements, the Mississippi Code of 1972 statement of purpose in relation to preparing and adopting comprehensive plans is surprisingly concise: *“The governing authority of each municipality and county may provide for the preparation, adoption, amendment, extension and carrying out of a comprehensive plan for the purpose of bringing about coordinated physical development in accordance with present and future needs...”* (Miss. Code Ann. § 17-1-11(1)(a)). By definition, comprehensive plans in Mississippi must contain a minimum of four elements:

- *Goals and objectives for the long-range (twenty (20) to twenty-five (25) years) development of the county or municipality.*
- *A land use plan which designates in map or policy form the proposed general distribution and extent of the uses of land for residences, commerce, industry, recreation and open space, public/quasi-public facilities and lands.*
- *A transportation plan depicting in map form the proposed functional classifications for all existing and proposed streets, roads and highways for the area encompassed by the land use plan and for the same time period as that covered by the land use plan.*
- *A community facilities plan as a basis for a capital improvements program including, but not limited to, the following: housing; schools; parks and recreation; buildings and facilities; and utilities and drainage.*





Delaware Avenue is one of the city's many thoroughfares that are in need of resurfacing. McComb's comprehensive plan assists the community in prioritizing local infrastructure improvements.

### MC COMB IN MOTION PLAN ELEMENTS

The *McComb in Motion Comprehensive Plan* is organized into seven chapters according to key themes, which inherently overlap and cross-reference one another. Each chapter outlines specific issues that must be addressed in order to achieve the future envisioned by community leaders and residents.

#### CHAPTER 1, PLANNING CONTEXT

Chapter 1, *Planning Context*, sets the context for McComb's long-range and strategic planning program by presenting the purpose and function of the comprehensive plan; documenting community participation; and identifying key issues of opportunity or concern. This chapter includes a community snapshot, which illustrates pertinent demographic and socioeconomic trends that will guide future decision-making, and guiding principles that were formulated at the beginning of the planning process to provide the final implementation program with direction.

#### CHAPTER 2, COMMUNITY GROWTH

Chapter 2, *Community Growth*, evaluates McComb's ability to accommodate new development and/or redevelopment with existing and planned utility infrastructure and services. Maps and graphics illustrate surface hydrology, sensitive environmental lands and the geographic extent of the City's water distribution, wastewater collection and other infrastructure systems.

A list and description of current projects, planned capital improvements, and pending master plans or other relevant studies, was reviewed to ensure coordination across all plan elements. An inventory of other public services including: public safety, parks and recreations, education, and social services considers the city's strengths and weaknesses in providing for

current residents' quality of life regardless of whether or not anticipated growth materializes in McComb and alters current community demographics.

#### CHAPTER 3, MOBILITY

Chapter 3, *Mobility*, provides a framework for the orderly development and improvement of the City's transportation system, considering facilities for motorized transportation and non-motorized active transportation (e.g., pedestrian and bicycle circulation), existing and future public transportation needs, freight movement in or through the community (i.e., truck traffic, railroad and air corridors), and other associated needs.

This plan element includes a *Major Thoroughfare Plan* which categorizes the existing and planned street network according to functional classification (as required by Miss. Code Ann. § 17-1-11), and according to differing context areas within the municipal limits. The content of the *Major Thoroughfare Plan* is tied to - and greatly dependent upon - the *Future Land Use Plan* detailed in Chapter 6, *Land Use and Character*.

Chapter 3 also identifies priority transportation system improvement needs as an input to the implementation program contained within Chapter 7, *Implementation*.

#### CHAPTER 4, HOUSING & NEIGHBORHOODS

Chapter 4, *Housing & Neighborhoods*, assesses the local housing market and evaluates the design and planning of neighborhoods within the context of the city's current development regulations and the impact this has on housing development, community form, land use compatibility and connectivity. Housing options are evaluated and policy adjustments recommended to encourage varied housing development to meet the needs of an increasingly diverse constituency. Nuisance



McComb is taking steps to improve community character through the implementation of building design guidelines in commercial areas.

abatement and code enforcement efforts are evaluated to determine their impact on general housing and neighborhood condition.

### CHAPTER 5, ECONOMIC DEVELOPMENT

Chapter 5, *Economic Development*, inventories the properties, services, programs and associated resources of the City of McComb, and its partnering local government and non-profit entities, which collectively maintain and attract business development in the city and greater Pike County. The Chapter evaluates and compares the variable business and development recruitment efforts of McComb and its partnering agencies in an attempt to develop common priorities and reaction among all parties. Chapter 5 attempts to tie shared economic development initiatives to the appropriate state and federal resources which may further enhance local synergy and attract private investment and direct jobs to the community.

### CHAPTER 6, LAND USE & CHARACTER

Chapter 6, *Land Use & Character*, assesses the community's long-range development outlook and establishes guidance for making policy decisions about the compatibility and appropriateness of individual developments within the context of the larger community. Other considerations include City capabilities for preserving valued areas and lands, protecting the integrity of neighborhoods, and safeguarding and enhancing community image.

A key component of this chapter is the inclusion of a *Future Land Use Plan* which not only projects future development patterns by simple land use, but also by "character area" - measuring the form and function which varying land uses should take depending on their geographic location and linkages to McComb's variable districts, corridors and neighborhoods. The

*Future Land Use Plan* also identifies other "areas of special concern" which are in need of major investment or redevelopment, or otherwise require special considerations in order to maintain or support unique characteristics. Although the *Future Land Use Plan* is a minimum comprehensive plan requirement mandated by the Mississippi Code of 1972, it represents the single most important component of the *McComb in Motion Comprehensive Plan*.

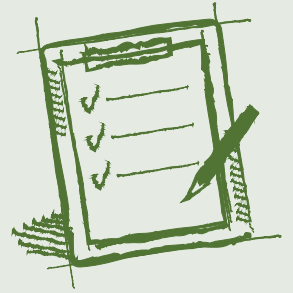
### CHAPTER 7, IMPLEMENTATION

Chapter 7, *Implementation*, identifies how the policies and principles of the Comprehensive Plan will be implemented - particularly for the highest-priority initiatives that will be first on the community's action agenda. This plan element further outlines the organizational structure necessary to implement the plan, including methods of implementation, roles and responsibilities, and specific implementation strategies.

Additionally, this plan element establishes a process for periodic evaluation and appraisal of the plan to ensure it is kept relevant through needed updates. This plan element also outlines crucial procedures for monitoring and revisiting plan policies and action priorities every year. Necessary adjustments can then be made based on implementation successes and challenges and ongoing changes in physical, economic and social conditions in the community and the region.

## GUIDING PRINCIPLES

While there exist across all jurisdictions consistent community benefits for engaging in a comprehensive planning process, the motivations for initiating such an exercise can be as numerous and diverse as each participating city, town or county.



## Guiding Principles (Draft)

McComb comprehensive planning stakeholders identified and developed a series of Guiding Principles that direct how the community will approach the topics addressed by the various chapters of this Plan. The Guiding Principles represent “future values” which inform all subsequent Plan goals, strategies and recommendations. McComb’s Guiding Principles by Plan element include:

### COMMUNITY GROWTH:

- Principle:** Promote growth that revitalizes areas of existing development.
- Principle:** Prioritize infrastructure investments that improve the function of existing network facilities.
- Principle:** Incentivize development that is in harmony with natural resources.
- Principle:** Provide public facilities and services that are accessible to citizens.

### MOBILITY:

- Principle:** Develop a transportation network that provides local interconnectivity and accessibility.
- Principle:** Design street systems that balance traffic flow and function with neighborhood and district character.
- Principle:** Reduce the impact of traffic patterns that are incompatible with neighborhoods and activity centers.
- Principle:** Provide for transportation choices.

### HOUSING AND NEIGHBORHOODS:

- Principle:** Create neighborhoods that are suitable for all ages.
- Principle:** Provide for a variety of housing types, densities, and price points.
- Principle:** Incentivize reinvestment in existing housing stock and neighborhoods.

### ECONOMIC DEVELOPMENT:

- Principle:** Engage in activities to diversify the local economic base.
- Principle:** Provide for workforce enhancement and personal career growth opportunities.
- Principle:** Identify and prepare property to be “shovel ready” for development.
- Principle:** Identify and promote commercial and industrial lands in need of redevelopment.

### LAND USE AND CHARACTER:

- Principle:** Preserve and expand unique community characteristics.
- Principle:** Enhance corridor, district, and neighborhood aesthetics.
- Principle:** Promote building and site design that is energy efficient.
- Principle:** Mitigate environmental impacts related to intensive land uses and sudden growth trends.

### IMPLEMENTATION:

- Principle:** Assume accountability for implementation of comprehensive plan strategies.
- Principle:** Monitor implementation results and measure citizen satisfaction.
- Principle:** Promote citizen participation in the land use and development process.

## RELEVANCE OF PAST PLANNING EFFORTS.



McComb's previous comprehensive plan and growth management strategy contains goals that remain relevant today. Although developed independently, the guiding principles of the *McComb in Motion Comprehensive Plan* emulate the following growth and development goals which were adopted by the City as part of the 1987 Plan:

- Preserve and enhance McComb's small town character.
- Promote future development to fill-in areas where scattered development has already occurred.
- Promote the diversification of the city's economy by encouraging growth in the health and service sectors.
- Preserve the character of McComb's original neighborhoods.
- Provide land use controls which allow for alternative types of residential development.

The seven (7) chapters of the *McComb in Motion Comprehensive Plan* provide a clear framework for what topics must be evaluated in order to plan for long-term community health and prosperity in McComb. Identifying these standard topics does not however, provide the citizens of McComb with answers to how the City should develop related Plan goals, strategies and actions. How will we know that growth patterns reflect the principles we value as a community? How should new infrastructure investments be prioritized? How will we redevelop our neighborhoods in an aesthetically pleasing and functionally efficient manner?

To answer the question of "How" McComb achieves its preferred vision of growth and development, stakeholders began the comprehensive planning process by identifying a series of "Guiding Principles" which inform Plan goals, strategies and recommendations. Guiding principles have been approved by stakeholders for the overarching topics evaluated in Chapters 2 through 6 of the Plan. Throughout the comprehensive planning process, these principles were revisited by planning participants to frame and define the character that would be most beneficial to McComb's future. Continual reference to the guiding principles provided the public with direction and motivation for formulating plan goals, strategies and actions.

## PLANNING PROCESS

### PAST PLANNING EFFORTS

As previously discussed within this chapter, McComb undertook its first comprehensive planning effort in 1987. More recent studies have been conducted on the City's behalf since the community's initial comprehensive planning effort, but typically with a narrower or more topic-specific focus. The most recent documented

study is a seven-page report prepared by the Mississippi Development Authority entitled *McComb, The Hospitality City: Assets, Recommendations and Resources*.

Regardless of the scope of past planning efforts to be conducted for the City of McComb, it is acknowledged by city leadership that the *McComb in Motion* comprehensive planning effort represents the City's most significant effort in many years to conduct a wholesale evaluation of community conditions, and to solicit public participation in developing a new community vision and action plan.

### COMMUNITY LEADERSHIP

McComb community leadership and citizens were integral to the comprehensive planning process. Their perspectives helped to frame the issues, and identify the enduring strengths of the community – the tangible and intangible qualities of place that resonate with local residents and attract people to move to or invest in McComb.

Community input also helped to identify opportunities and resources that can improve community character and promote growth; as well as weaknesses that can detract from the community's quality of life or economic wellbeing. The issues articulated early on set the trajectory of the Comprehensive Plan update with respect to its areas of focus and what it set out to accomplish.

Engagement with elected and appointed city leaders, - as well as city staff - began in August, 2014, as part of an initial round of outreach activities. Meetings involving the Board of Mayor and Selectmen, the Planning Commission, and City department heads were held to orient community leaders to the comprehensive planning process, as well as to obtain early input, and to





Public input for McComb's comprehensive plan took a variety of forms - from small-group listening sessions (pictured) to larger community workshops.

set the direction and establish priorities for the planning effort.

Concurrently, a series of one-hour "listening sessions" were convened, to provide a forum through which a cross-section of acknowledged community leaders, including residents, business and property owners, public officials, representatives from the development community, neighborhood and community organizations, and others could come together and discuss their hopes, concerns and priorities for the City's future.

Finally, a series of workshop meetings with an appointed comprehensive plan advisory committee were convened to review individual plan elements and facilitate discussion and debate on all plan concepts, eventual policy recommendations and proposed action items.

### McCOMB'S CITIZENS

Community input opportunity in the *McComb in Motion Comprehensive Plan* was not limited to elected and appointed City leadership, or key stakeholder groups. Over the course of the planning process three community workshops were held to solicit the opinions and thoughts of the general. At the first workshop, held in August, 2014, citizens were provided with a plan overview and offered the opportunity to identify the communities key strengths and assets around which a community action plan could be built. At the second workshop held in (date) citizens reviewed and provided input on interim Plan documents - including the *Major Thoroughfare Plan* and *Future Land Use Plan*. At the final workshop, citizen input was received on a complete Plan draft, and participants ranked proposed actions in order to create a prioritized implementation program.

Contact information of attendees was recorded at each

workshop. Throughout the comprehensive planning process this list of contact information was used to provide digital updates of Plan progress to all interested parties, and to provide access to interim documents.



### McCOMB IS/HAS/CAN...

*"A great place to raise a family."*

*"A great location that serves as a regional draw."*

*"A reasonable cost of living."*

*"Provide for diverse housing options."*

*"Develop a consistent vision."*

*"Improve economic opportunities."*

*"Develop its workforce."*

*"Attract college graduates."*

*"Provide cultural opportunities for youth."*

*"Improve citizen communication."*

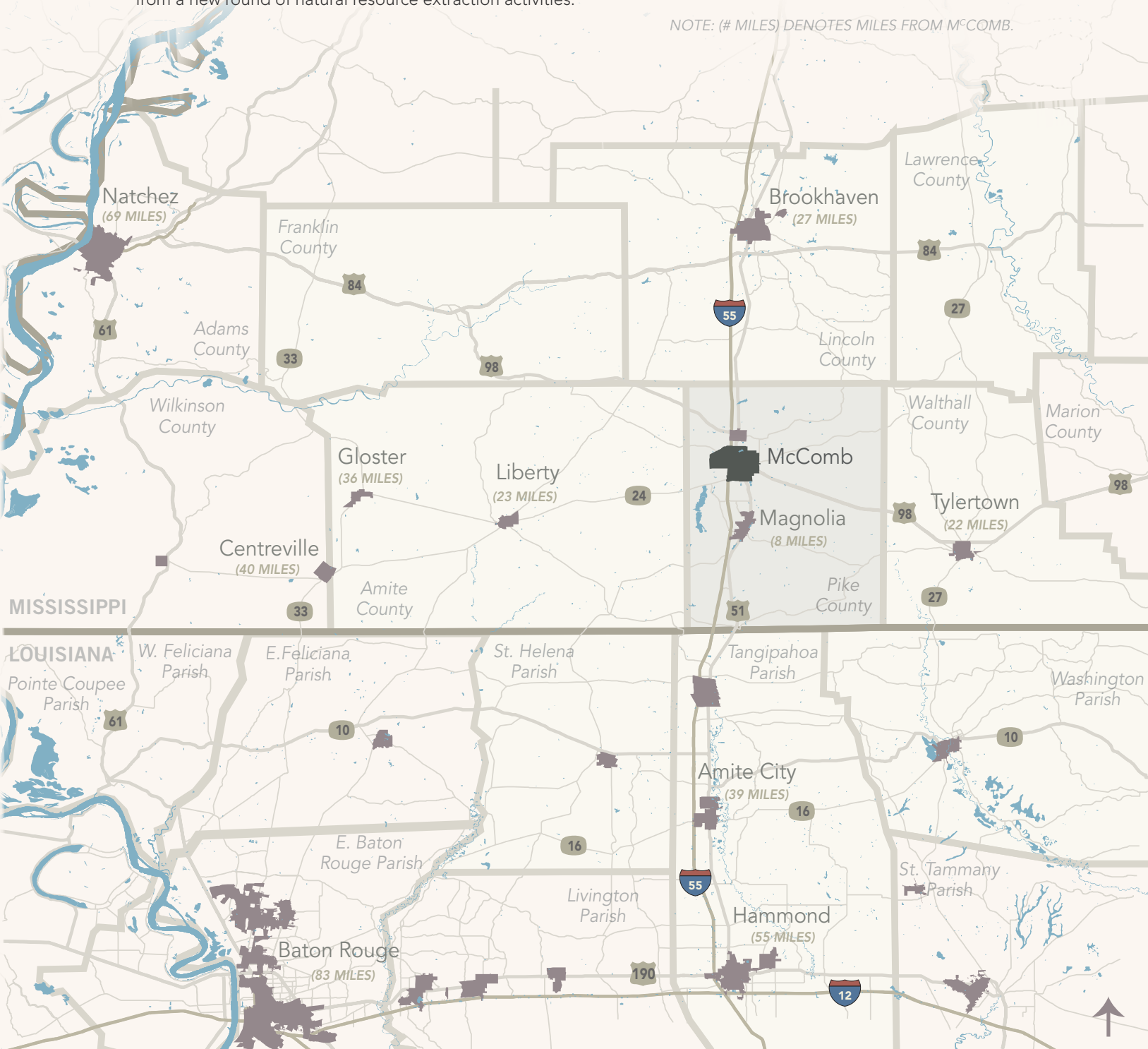
**CITIZEN INSIGHT  
(COMMUNITY WORKSHOP,  
AUGUST 13, 2014)**

## CONTEXT

### GEOGRAPHIC SETTING

McComb is the most populous city of Pike County, Mississippi, and is located in the southwestern portion of the state within the Pine Belt section of the wide North American Coastal Plain. The land of McComb and Pike County is characterized by gently rolling and densely forested prairie. Hardwood stands of trees are generally confined to floodplains flanking the area's river systems which follow a north-south orientation. Agricultural activity in the vicinity is generally limited due to a mixture of non-conductive sand and clay soil types - resulting in a greater local reliance on silviculture due to the abundance of pine woodlands.

McComb sits on the Citronelle geological formation. The significance to McComb of this particular geological formation is the presence of sub-surface oil and gas deposits which have been commercially extracted within the city, and surrounding areas, in substantial amounts since World War II. Recent exploration of nearby Tuscaloosa Marine Shale deposits in southern Pike County, Amite County, and Wilkinson County suggest that McComb may soon benefit from a new round of natural resource extraction activities.



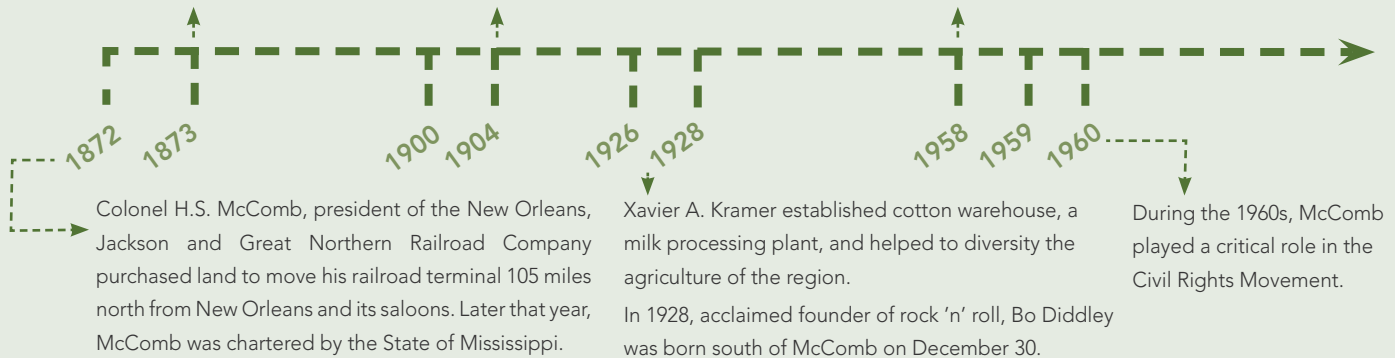


## HISTORICAL TIMELINE

Mississippi Valley Company took over the land in McComb for the promotion of a town site.

Captain J.J. White established a large saw mill in south McComb. In 1904, White erected the McComb Cotton Mill.

Oil was discovered in Little Creek, near McComb, the largest U.S. oil discovery that year. In 1959, oil sands were discovered within less than a mile of McComb's corporate limits.



## REGIONAL SETTING

McComb is located roughly 70 miles south of Jackson, Mississippi, and 110 miles north of New Orleans, Louisiana (directly accessible to both destinations via the Interstate 55 corridor). The city is also favorably positioned on an east-west access between other population concentrations such as Hattiesburg and Natchez, Mississippi - with direct vehicular access via U.S. 98 and U.S. 84, respectively. Access to McComb is further enhanced by the city's location on the Canadian National Railway - a Class I Main-Line which supports both freight and passenger rail.

Even with its relatively close proximity to major cities, the Regional Context Map presented on page 10 illustrates McComb's own position as a regional hub of southwestern Mississippi. The following facilities - among others to be addressed in further detail within subsequent chapters of the Comprehensive Plan - which help McComb to retain its regional importance to surrounding communities include:

- *McComb Sports Park.* The 50 acre facility located on S. Magnolia Street includes first-class baseball and softball fields, covered seating areas, press box, and other enhancements which make McComb a desirable location for athletic tournaments of local, regional and state importance.
- *Southwest Mississippi Regional Medical Center.* This medical complex includes a 160 bed hospital, the Mississippi Cancer Institute, a 20 bed geriatric/psychiatric unit, and home health services serving a 17-county area. The facility's service area extends to a rural population of over 170,000 people.

- *Edgewood Mall.* Contains roughly 400,000 square feet of retail space, and in conjunction with other adjacent major retailers, anchors McComb's position as a regional shopping destination.

McComb also has a rail yard of exceptional size, and a significant concentration of downtown buildings that may serve the City as regional draws in their own right - but which have not yet been fully developed.

## CATALYTIC CHANGE

There exist a number of variable economic, natural and social events which can effect sudden and catalytic demographic shifts among and between communities. Many of these drivers of catalytic change can be tragic - such as the population displacement and re-settlement associated with the 2005 Hurricane Katrina disaster in Alabama, Louisiana and Mississippi. Other events which serve as agents of change may be viewed by many as positive - such as the development of an industry which draws population to a region in search of work and wealth. Regardless of whether catalytic change in a community is caused by push or pull factors, there often exist subtle signs that such change may be on the horizon. McComb has recognized that catalytic change is on its own horizon - the pull of an anticipated economic shift in southwestern Mississippi.

As presented in the "Geographic Setting" section on page 10, McComb has long benefited from its position above sub-surface shale containing deposits of oil and natural gas. No fewer than 91 wells within the municipal limits have been utilized to access sub-surface deposits (includes all active, inactive or capped wells). Many of the wells in McComb have long since ceased operation. Only a handful are currently active, undergoing "tertiary recovery" activities using new technology to ensure that residual oil or gas reserves are recovered.

## TUSCALOOSA MARINE SHALE

The Tuscaloosa Marine Shale (TMS) is an oil and gas “play” in Louisiana and Mississippi that is enjoying renewed interest due to advancements in drilling technology (right). TMS is a similar age to the Eagle Ford shale play within south central Texas. Although the TMS “fairway” stretches across hundreds of miles in an east-west orientation, the current “sweet spot” - or area of high resistivity is currently confined to a small geographic area in the eastern half of the play. High resistivity values in a shale formation indicates that the shale formation contains hydrocarbons such as oil and gas.



Historic oil and gas extraction activities in McComb have been small enough and sufficiently dispersed over time so that their impact on the city's economy has been diffused. There is no evidence that the oil and gas industry has caused a previous speculative rush resulting in associated population shifts. But new shale fracturing activity developed by the industry significantly increases the chances that resource extraction from Tuscaloosa Marine Shale deposits, largely to the south and west of McComb proper, will soon become commercially viable and trigger a “play” of associated local development.

McComb's catalytic change is anticipated to be near - its transition taking the form of an oil and gas “boomtown.” Following in a long line of other communities throughout the country that have been strategically positioned in the vicinity of oil or natural gas deposits, boomtowns benefit from demand for workers, low rates of unemployment, high wage jobs, increased sales taxes, and rising property values - all good

factors that McComb should welcome. The boomtown phenomena results however in undesirable disruptions including: housing shortages, high rents, shortages in retail workers, increased crime rates/emergencies, heavy vehicle traffic and stresses on infrastructure capacity. These unwelcome impacts represent factors that McComb must pro-actively prepare to mitigate.

McComb's ability to absorb these social, economic and physical impacts is heavily dependent on the City's ability to leverage new revenue streams that are tied directly to the oil and gas development that precipitates them in order to pay for much needed infrastructure improvements. Traditional tax revenue sources grow and decline with private investment that is happening during a concurrent time frame. Since much of the boomtown workforce is transient, increased public revenues can decline rapidly without locally initiated steps to diversify the local economy during the peak development phase of oil and gas infrastructure.

## GILMORE'S FOUR STAGES OF BOOMTOWN ATTITUDES

In 1976, John S. Gilmore wrote an article entitled “Boom Towns May Hinder Energy Resource Development: Isolated Rural Communities Cannot Handle Sudden Industrialization and Growth Without Help.” Among the most often cited excerpts from Mr. Gilmore's work is the concept of changing local attitudes in communities that are experiencing sudden growth as a result of oil and gas development. Gilmore's four stages of boomtown attitudes may be summarized as follows:

**ENTHUSIASM.** New development brings about new income and demand for services and property in a community. Local focus is on positive impacts. Negative impacts are unknown or dismissed.

**UNCERTAINTY.** The community begins to change as the realities of the influx of growth begin to show. The demand on public infrastructure and services begins to stress local resources. Divisions in the community grow between pro and anti-growth advocates.

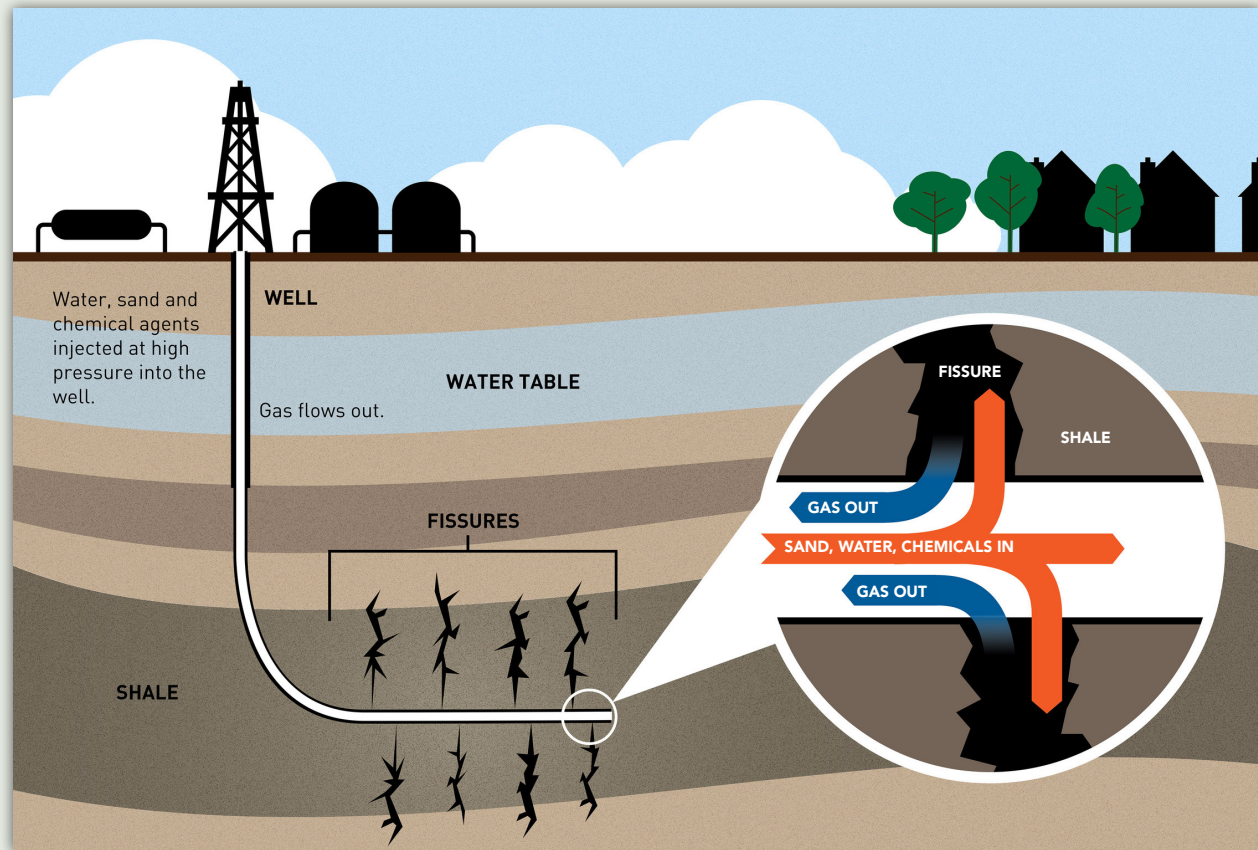
**NEAR-PANIC.** Infrastructure and public service demands outstrip local communities' resources. Resource gaps become clear as new public revenues do not match expenditures.

**ADAPTATION.** Core issues are identified, mitigation strategies agreed upon, and a sense of progress emerges from the large mass of impacts.

McComb's decision to plan for growth in advance of the expected TMS play may help lessen the stages of “uncertainty” and “near panic” that have been otherwise shared among boomtowns throughout the country.

## WHAT IS A SHALE "PLAY"?

In geological terms a "shale play" is a defined geographic area containing organic rich fine-grained sedimentary rock containing specific characteristics conducive to the economic production/extraction of oil or natural gas. In economic terms, a "shale play" may refer to the conducive geological area being actively targeted for exploration due to favorable geoseismic survey results, and to subsequent resource recovery. Below is a depiction of gas extraction, known as hydrologic fracturing, from a shale play.



## OIL AND GAS ENERGY SECTORS.

The oil and gas industry is divided into three principal sectors extending from exploration activities to the refinement of crude oil into various products for consumption.

**UPSTREAM.** The upstream sector refers to the search for, recovery and production of, crude oil and natural gas. Stages within the upstream sector include the search for sub-surface oil and gas fields, the drilling of exploratory wells and, if the wells are deemed economically viable and recoverable, the operation of wells that bring crude oil and natural gas to the surface. The upstream sector includes all manufacturers, suppliers and service entities that support and finance construction, drilling and recovery operations.

**MIDSTREAM.** The midstream sector may include elements of both the upstream and downstream sectors but mainly refers to gathering and storage systems. Oil and natural gas storage areas are where raw products are held until they can be transported, via pipeline, rail car or tanker truck to the refinery, where they are turned into marketable petroleum products.

**DOWNSTREAM.** The downstream sector includes facilities and activities related to the refining of crude oil, and the selling and distribution of natural gas and products that are derived from crude oil. Such products can include gasoline, jet fuel, diesel fuel, fuel oils, asphalt and petroleum coke. The downstream segment of the oil and gas industry includes oil refineries, petrochemical plants, petroleum distribution outlets, retail outlets and natural gas distribution companies.

McComb already serves as a staging area in support of upstream oil and gas sector activities. As the Tuscaloosa Marine Shale play progresses, the city's ability to play a vital role in the midstream sector is heavily dependent on the viability of its transportation systems – particularly the downtown rail yards.







Contemporary subdivision development, such as that pictured to the left, has been relatively rare. McComb has issued only three permits for the construction of new single-family residential homes in the past five years.

## COMMUNITY PROFILE

### DEMOGRAPHIC MEASURES

When drafting public policy focused on improving the lives of people, decisions must rely on data that answer who these people are, where and how they live, and how their lives are changing. Demographic and related data that answer these questions are essential to policymakers and development planners across nearly every sector of society. Demographics provide a snapshot pertaining to the current statistical characteristics of a given population, such as its size, composition and spatial distribution, as well as the process through which populations change. Planners study demographic trends to determine historical changes in a population over time, in order to help fulfill the needs of their constituency and plan for change as accurately as possible. Information pertaining to the City of McComb as well as comparative communities was obtained from the 2010 U.S. Census, and the Census Bureau's American Community Survey files. The data illustrated on pages 15 - 18, provide an interesting overview of McComb's demographic composition. These data sets were presented to stakeholders and the general public at initial Plan meetings and workshops, and helped to generate initial public debate, and frame subsequent plan activities and analysis.

### COMPARISON COMMUNITIES

Several communities within the region were identified for comparison with McComb, in order to identify local and regional trends that may be influencing issues such as population growth, out-migration, the local economy, and land use patterns. McComb's comparison communities include Amite and Bogalusa,

Louisiana; and, Brookhaven, Grenada, Laurel, Natchez, and Picayune, Mississippi.

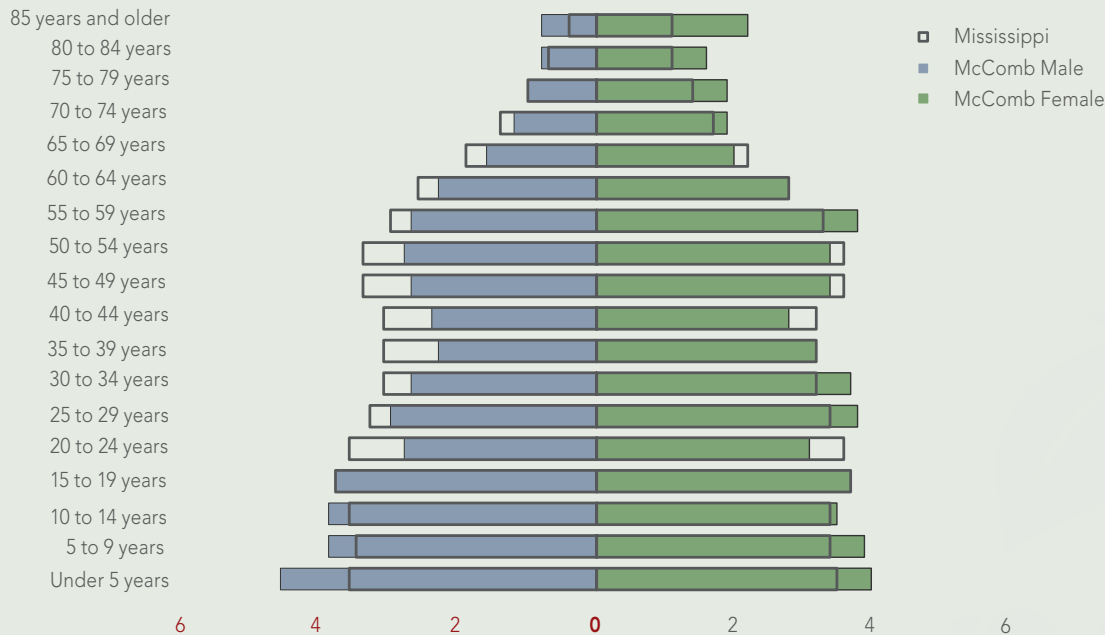
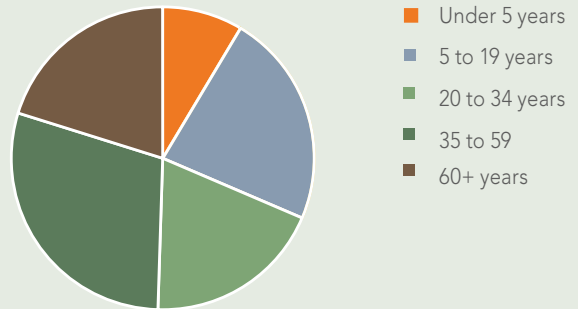
Comparison community data has been incorporated into some of the figures presented on pages 15 - 18. The inclusion of this information provides McComb leaders and citizens with a broader perspective of how to interpret localized economic and housing measures relative to other similar cities and towns. Within the comprehensive planning process, such knowledge provides a more nuanced "snapshot" of where the community strengths and weaknesses may lie, rather than simply comparing local data with larger geographic areas (e.g. state. nation).



## Age

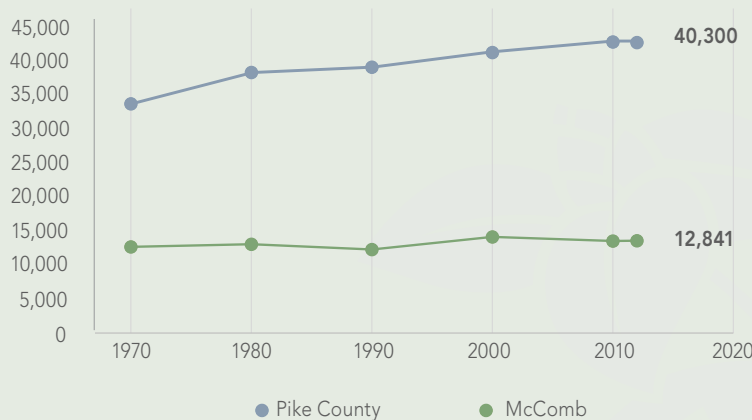
The City of McComb has a median age (34.6) that is younger than the State of Mississippi (36) and Pike County (36.9), and falls in the middle among comparison communities. With respect to McComb's population by age and gender, there are several characteristics in McComb that stand out compared to the State. First, there are more women in the age groups 25 to 34 years, 55 to 59 years, and 85 and older, than men in McComb as compared to the State. Second, there are less men in ages 20 to 74 years in McComb than compared to the State. Finally, there are more children in age groups 9 years and younger in McComb than compared to the State.

The Median Age in McComb is **34.6 years**.



The analysis of age distribution in McComb is noteworthy because it shows that compared to the State, the City has a high proportion of young children and elderly women, as well as a reduced number of males within age groups which are typically comprise the majority of a work force. Source: U.S. Census Bureau, 2006-2010 ACS (DP1).

## Historic Population



The historic population chart for McComb shows that there has been an ebb and flow of population gains and losses since 1970, with recent population loss occurring between 2000 and 2010. Compared to McComb, Pike County has more consistently gained population since 1970. Population trends continue to fluctuate as 2012 population estimates suggest a slight population increase in McComb since 2010 - with a corresponding decline in County population during the same period. Source: U.S. Census Bureau

## Race

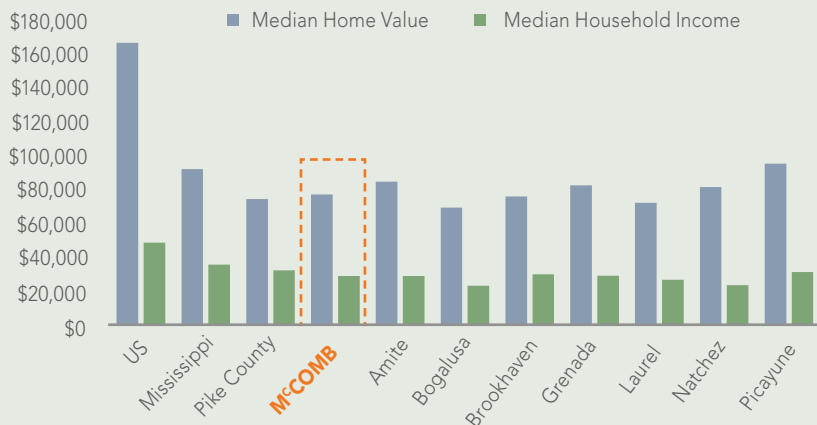
McComb has the highest proportion of Black and African American residents compared to the County, State and US, and a correspondingly low proportion of White residents. These proportions of Black to White residents are similar to those of all six comparison communities.

Rates of Hispanic populations were also reviewed; however, rates of Hispanic population in McComb, Pike County and the State were negligible. Source: U.S. Census Bureau, 2006-2010 ACS (DP1).

| Race                                       | US  | Mississippi | Pike County | McComb       |
|--|-----|-------------|-------------|--------------|
| White Alone                                | 72% | 59.1%       | 46.4%       | <b>31.2%</b> |
| Black or African American                  | 13% | 37%         | 51.5%       | <b>66.3%</b> |
| American Indian and Alaska Native Alone    | 1%  | 0.5%        | 0.3%        | 0.2%         |
| Asian Alone                                | 5%  | 0.9%        | 0.5%        | 0.9%         |
| Native Hawaiian and Other Pacific Islander | 0%  | 0%          | 0%          | 0.1%         |
| Some Other Race Alone                      | 6%  | 1.3%        | 0.5%        | 0.5%         |
| Two or More Races                          | 3%  | 1.1%        | 0.8%        | 0.8%         |

## Household Income vs Home Value

McComb’s median household income (\$31,623) is lower than the County (\$35,212) and State (\$38,882), yet is on par with peer communities. On the other hand, median home values in McComb (\$84,000) fall in the middle with respect to the County (\$81,000) and State (\$100,200). Compared to peer communities, McComb falls in the lower half of median home values. Ultimately, McComb and its comparison communities in Mississippi and Louisiana have a significantly lower median household income and home value when compared to the nation (\$53,046, \$181,400 respectively). Source: U.S. Census Bureau, 2006-2010 ACS (DP03)



## Poverty

As of the 2010 Census, roughly one fourth (25%) of the residents of McComb were living in poverty - greater than found in Pike County (22%), the State of Mississippi (17.5%) and the nation (10.5%). City unemployment rates fluctuate depending on data source and year, but recent federal estimates indicated that McComb had an unemployment rate of 5.4 percent. Such a unemployment figure illustrates that McComb’s economic health is similar to that of the County and the State. A comparison of McComb’s poverty and unemployment rates raises questions about the quality of local job opportunities and compensation. Source: 2008-2012 ACS, DP03.





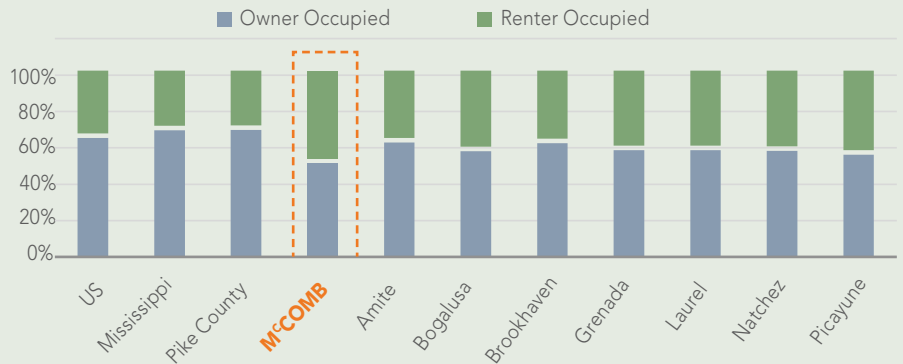
## Educational Attainment

McComb residents' educational attainment - with respect to both high school and bachelor's degree or higher - is comparable to peer communities. Compared to the County, McComb has more residents 25 years of age and older who have completed high school (73%); yet, fewer of those residents have earned a bachelor's degree (20%) as compared to the County. Source: U.S. Census Bureau, 2008-2012 ACS (S1501).



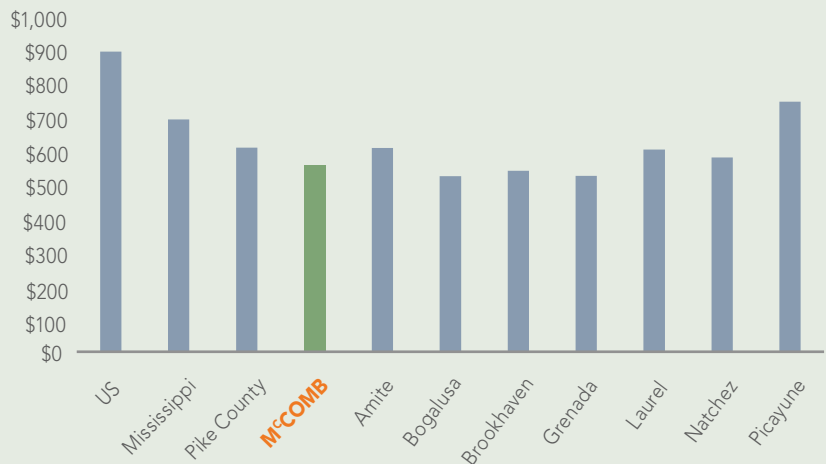
## Housing Tenure

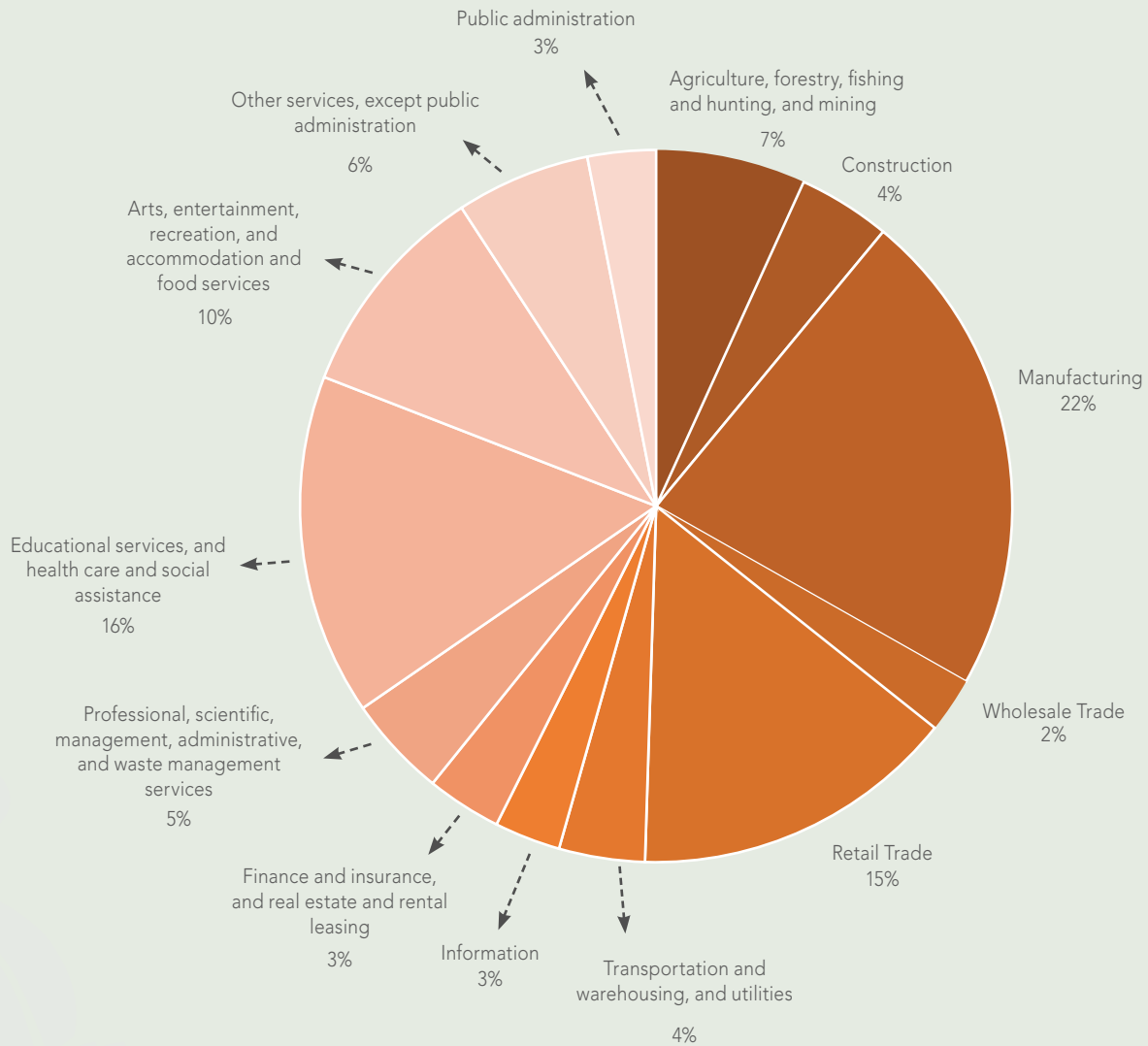
McComb has almost an equal percentage of owner-occupied (52%) and renter-occupied (48%) housing, which is unique compared to Pike County and the State of Mississippi, which are both comprised primarily of owner-occupied housing units (70%). In comparison to other peer communities, McComb remains unique for its proportional split in type of housing tenure.



## Median Rent

McComb (\$551) has a median monthly rent (\$551) that is lower than the County (\$604) and State (\$688), and falls within the lower half of median rents among peer communities. The data suggests that rental housing is affordable in McComb but, does not offer a picture into the quality and condition of those units. Source: 2008-2012, ACS 5-year Estimates, DP04.





### Employment by Local Industry

National data suggests that manufacturing (22%), educational services, health care and social assistance (16%), and retail trade (15%) industries are the largest industry sectors of employment in McComb. There has been a consistent presence of the oil and gas industry in McComb over several decades, and recent activities in the Tuscaloosa Marine Shale play within Pike and neighboring counties suggest a looming boom in oil production and employment. Still, current levels of local employment in the oil and gas industry remain relatively low as employment in the industry sector that includes oil and gas jobs (agriculture, forestry, fishing and hunting, mining) accounts for only 7 percent of local employment. Source: U.S. Census Bureau, 2008-2012 ACS (DP03).



Cultural and recreational assets will encourage some transient residents to choose McComb as a permanent home.

### MC COMB POPULATION PROJECTIONS

Population projections are an important component of a long-range planning process. They help determine and quantify the demands and capacities that will be placed on public facilities and services based on the potential pace and scale of the community's physical growth. Projections reflect local, regional and even national and international trends and offer a basis to prepare for the future. However, forecasting population changes can be challenging, particularly for the long term, because it is often difficult to account for all circumstances that may arise. Therefore, it will be important for the City of McComb to monitor population and economic growth continually to account for both short- and longer-term shifts that can influence development activity and trends in the City and larger region.

Demographers caution that population projections become trickier as the geographic area gets smaller, making city-level population the most difficult to forecast. This is because population change within a city is strongly influenced by less predictable factors such as housing prices, availability of vacant land to develop, and annexation of additional territory, which may already have existing residents and results in an instant increase in the City-wide total.

Adding to the forecasting challenge in McComb, as in any community that has seen minimal growth or even some population loss in recent years, is the lack of a clear trend to which traditional projection methods may be applied. For example, while McComb's population grew by 6.8 percent between 1970 and 2010, that long-term growth trend was interrupted during that time-frame by two (2) decades of population loss.

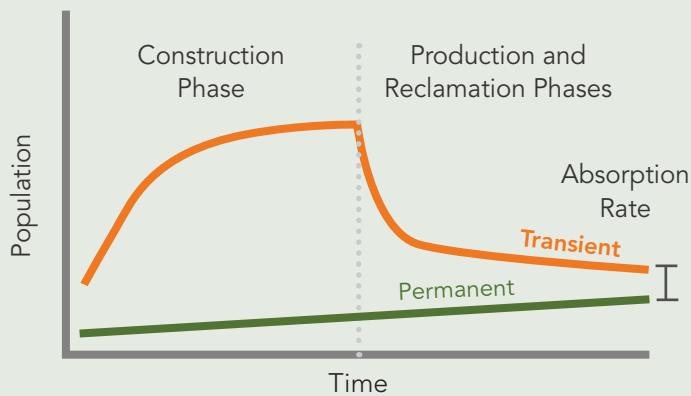
### TRADITIONAL POPULATION PROJECTIONS

A traditional population projection has been prepared for McComb utilizing data from standardized sources. It is provided for illustrative purposes only. Federal population data is derived from the U.S. Census Bureau, while the source of State-generated population projections is the Mississippi Institutions of Higher Learning's, University Research Center. Based solely on historic forty year growth trends, McComb is expected to grow at an average annual growth rate of 1.7 percent to a population of 13,485 by 2040 (refer to Figure 1.2 on page 21).

Traditional population projections do not consider the widely anticipated population growth attributed to the ongoing development of the Tuscaloosa Marine Shale (TMS) oil and gas reserves in the vicinity. Should full development of the nearby shale materialize, rapid short-term growth is expected in McComb which far exceeds what is represented in this Figure. Therefore, the assumptions in the *McComb in Motion Comprehensive Plan* is based on an alternative projection. A full explanation McComb's preferred population projection is provided beginning on page 20.

It must be acknowledged that there exist additional methods by which to generate traditional population projections for McComb. Local growth indicators such as school attendance records, building permits and subdivision plats are just a few examples of resources which can be used for generating alternative projections. During Plan preparation however, it was determined that the raw data associated with these historical indicators was minimal and would not alter the projections provided herein in any manner sufficient enough to warrant their use.

FIGURE 1.1: OIL AND GAS POPULATION TRENDS



Past experience shows that oil and gas extraction activities create a “boomtown” scenario in relation to population growth. A significant influx of temporary workers accompanies a rush of drilling and construction activity. Ninety to 98 percent of this transient workforce may depart once long-term production begins.

### POPULATION PROJECTIONS INCORPORATING TMS CONSIDERATIONS

Given that southwestern Mississippi communities are acknowledged to be on the cusp of sudden and substantial demographic shifts due to expected increases in drilling and construction activities related to the TMS, sole reliance on standard data sources and traditional models is insufficient to chart McComb’s future growth potential. Figure 1.1 illustrates that oil and gas extraction activities result in unique impacts to a community’s permanent and transient population. Assuming McComb and Pike County are only now experiencing the beginning of a TMS-related exploration and construction phase, transient populations will increase substantially in the near-term according to growth cycles documented in communities undergoing similar energy development. Transient growth will peak after the initial construction phase, at which time jobs (and associated population) may decrease by as much as 98 percent during the production and reclamation phases. Due to their variable nature, the trend lines in Figure 1.1 are shown for illustrative purposes only.

While housing needs should primarily reflect permanent resident projections, the City’s utility and transportation networks must adapt to sharp increases and decreases in transient growth. Although some public investments are inevitable, such as facility upgrades that are proportionate to total population demands, others must be strategically located to prevent unnecessary sprawl and support longer-term development patterns.

In addition to a traditional population projection, Figure 1.2 (page 21) utilizes the trend presented in Figure 1.1 to generate alternative long-range population projections based on expected TMS development and production activities. The Figure suggests that in 2035 McComb’s permanent population may exceed traditional estimates

by anywhere between 2.3 percent (TMS Low) and 8.8 percent (TMS High). The following assumptions were used to determine the TMS-influenced projections:

- Tuscaloosa Marine Shale (TMS) development is still in the exploratory phase. Although there is evidence that the local transient workforce is beginning to have a continual presence in McComb, such presence remains cyclical throughout the calendar year and is not yet reliable enough to be calculated alongside permanent City population numbers.<sup>1</sup>
- TMS production potential mirrors long-term estimates for the Eagle Ford Shale play located in Texas.<sup>2,3</sup>
- By 2021 total jobs supported by Eagle Ford Shale drilling and production (direct, indirect and induced jobs) are expected to number 82,644 across a 14 county area.<sup>4</sup> Of this number, roughly 27,950 jobs may be defined as “induced” - referring largely to jobs in service sectors that accompany growth of any type, and are not generated to principally serve oil and gas operations. No comparable economic impact study has been prepared to measure TMS potential. Given the absence of a TMS-related economic impact study, and the knowledge that TMS potential rivals Eagle Ford production potential, the total job estimate for Eagle Ford drilling and production was applied to the 13-county area in Louisiana and Mississippi where shale geology exhibits high resistivity levels (e.g. presence of hydrocarbons), and where TMS leasehold activity is taking place.<sup>5</sup>

<sup>1</sup> Kendig Keast Collaborative phone interviews w/hotels, motels RV parks, mobile home parks. (August, 2014).

<sup>2</sup> Basin Research Institute, Louisiana State University, “An Unproven Unconventional Seven Billion Barrel Oil Resource – The Tuscaloosa Marine Shale.”

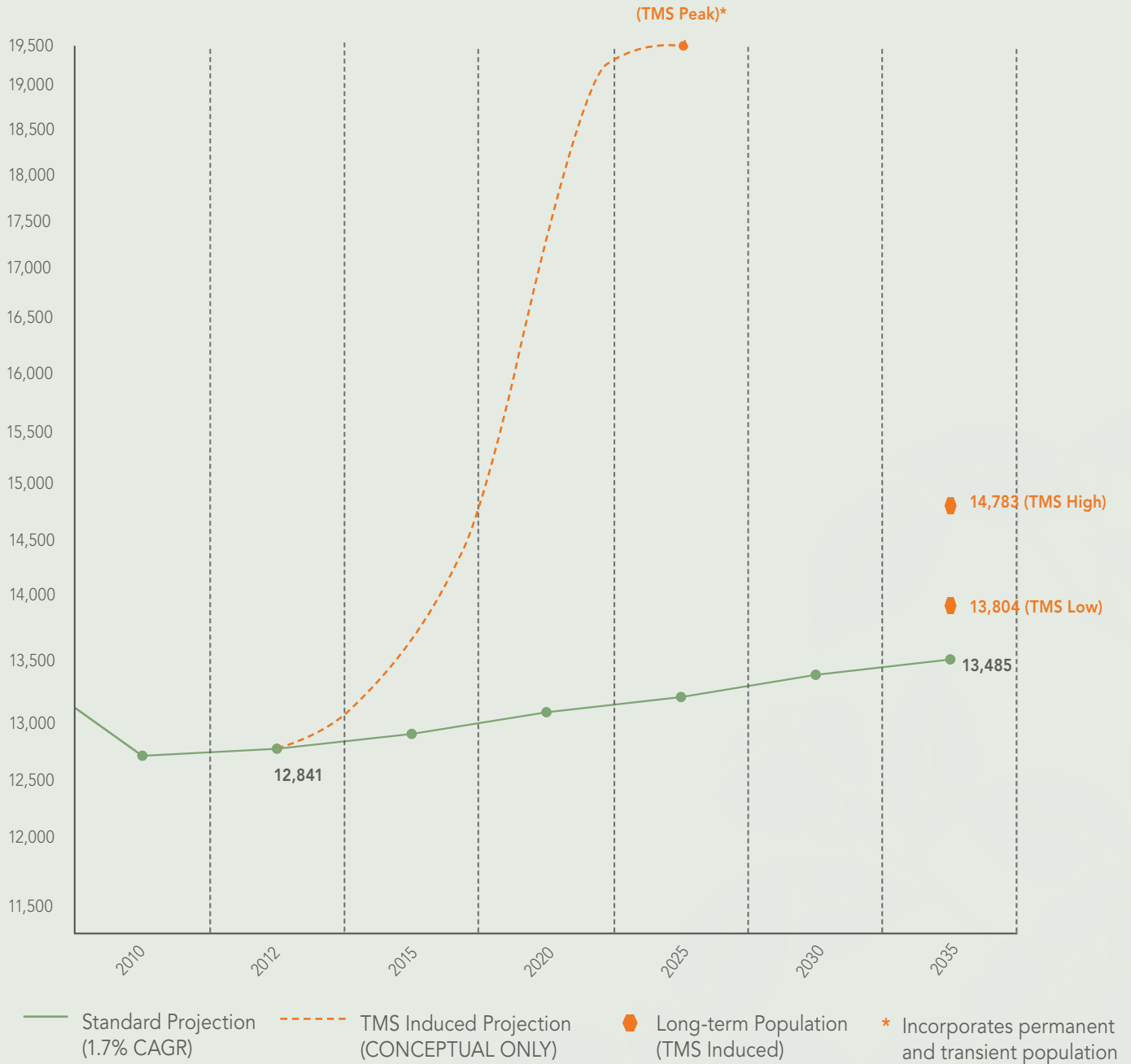
<sup>3</sup> USGA, “Assessment of Undiscovered Oil and Gas Resources in Conventional and Continuous Petroleum Systems in the Upper Cretaceous Eagle Ford Group, U.S. Gulf Coast Region.” (2011)

<sup>4</sup> Center for Community and Business Research, University of Texas at San Antonio, “Workforce Analysis for the Eagle Ford Shale.” (2012)

<sup>5</sup> Tuscaloosa-Marine-Shale.com (2013)

FIGURE 1.2: M<sup>c</sup>COMB ESTIMATED POPULATION PROJECTIONS (2012 - 2035)

“ Figure 1.2 projects that **McComb will add 6,198 permanent and transient residents at the peak of the TMS play**. This represents only 1/3 of the estimated 20,621 persons to be added to Pike County’s population during the peak period within the 20-year horizon of this document. ”



“ Figure 1.2 projects McComb’s population growth only. Strategies and actions in the subsequent Chapters of the McComb in Motion Comprehensive Plan must be formulated with both **permanent and transient City population** projections, and **projected County growth** in mind. ”





Medical facilities in McComb provide a platform for long-term economic diversification following the departure of transient residents after oil and gas facility development and construction.

- Of the 13 counties within which there is high TMS resistivity and significant leasehold activity, Pike County is one of only a few that also have substantially developed retail, office/clerical and healthcare sectors that may attract workers seeking long-term residency. Under this assumption, 75 percent of estimated direct and indirect jobs were allocated to Pike County, and three other counties/parishes (East Baton Rouge & Tangipahoa, LA; Adams, MS) that may serve as regional anchors. All induced jobs were likewise assigned to the same four counties since they exclusively exhibit the characteristics to support substantial retail and institutional service sector development. Assuming these job distribution parameters, it is estimated that Pike County will support 17,242 TMS-related jobs at peak construction and drilling. Of this number, long-term production jobs – which would become permanent jobs within the County – range from between 2 percent and 10 percent of the peak job total (344 to 1724 jobs).<sup>6,7</sup>
- McComb is expected to account for a proportion of long-term TMS-related jobs which exceeds its current and projected proportion of county population. Understanding however that places of work and places of residence often differ, there is no data to suggest that McComb's proportion of permanent long-term population will exceed its current 31 percent share of the County's overall population. Therefore, permanent jobs in McComb related to long-term TMS oil and natural gas production are assumed to represent 31 percent of the total jobs in Pike County – consistent with the proportion of McComb's county population. This assumed distribution of jobs

based on local population dispersal recognizes that there are other population centers in Pike County (Magnolia, Summit) in which jobs may be located, or workers may reside. McComb's estimated share of permanent TMS jobs ranges between 105 and 528. Long-term and permanent TMS-induced population gain by 2035 is estimated to be between 258 and 1298 persons based on an average household size of 2.46 persons in 2010.

- Considering TMS-related growth impacts, Figure 1.2 projects that by 2035 McComb's permanent population will range from 13,804 to 14,783 persons. This represents a population gain of between 7.5 and 15 percent between 2012 and 2035.
- Since commercial drilling in the TMS was still pending at the time the Comprehensive Plan was drafted, the curve associated with transient population growth during oil and gas drilling periods was illustrated only conceptually within Figure 1.2. A peak population number was not assigned to the conceptual curve because it is presumed that the household size associated with the many of these transient jobs will be lower than the current City average. Similarly, the downward side of the projected transient population curve was not extended within the Figure as a result of not knowing the true starting point of the play. Similar activity in other shale play areas suggests a drilling and construction period of 10 - 20 years, followed by an extended period of production. What is most important is to remember is that a temporary peak will occur, and it has the potential to generate temporary and transient jobs that may exceed permanent jobs by 90 to 98 percent – prior to a substantial decline.

<sup>6</sup> Marcellus Shale Training and Education Center, "Pennsylvania Statewide Marcellus Shale Workforce Needs Assessment." (2011)

<sup>7</sup> Jacquet, Jeffrey, "Community and Economic Impacts of Marcellus Shale Natural Gas Development." Cornell Cooperative Extension Webinar. (2010)





Hotels represent McComb's only temporary worker housing option. The City must be deliberate in balancing a short-term demand for housing, with a sustainable long-term supply.

### PIKE COUNTY TMS PROJECTIONS

McComb's public infrastructure and services will not only be impacted by projected job and population gains within the municipal limits, but also by growth in Magnolia, Summit and unincorporated Pike County. As a result, the recommendations in the subsequent chapters in the *McComb in Motion Comprehensive Plan* have been developed to consider **peak population growth of roughly 20,261 persons within the 20-year horizon of this document.**

### ADDITIONAL POPULATION PROJECTION INPUTS

It will be imperative for the City of McComb, along with partnering jurisdictions and development organizations, to continually monitor and refine the City's population projections. Although such adjustments can be made at any time that new data becomes available, modifications to population projections should at least occur in conjunction with the periodic Comprehensive Plan "Reports of Accomplishment" that are recommended in Chapter 7, *Implementation*. Additional data inputs which may enhance the accuracy of long-term population projections include:

- **Annexation Patterns.** *McComb's recent annexation history is limited. Therefore, the projections referenced herein have assumed permanent population growth based on current municipal boundaries. A change in policy which increases the frequency of the City's annexation activity may require population projection adjustments that consider the absorption of new residential property.*

- **Sewer System Expansion.** *Expansion of the City's sewer infrastructure to previously non-serviced areas may increase potential requests to rezone property to accommodate higher residential densities.*
- **Residential Building Permits/Subdivision Plats.** *As noted in the Traditional Population Projections section, the projections presented in Figure 1.2 do not incorporate historical indicators such as residential building permits and platted subdivisions. McComb has simply been largely void of such activity in the recent past. Should residential building permit and subdivision activity increase over the next few years at a rate that exceeds the projection provided herein, this trend should be incorporated into a modified long-term population projection. Please note that permits for hotel/motel accommodations, or residential land uses that largely support a transient population (e.g. RV parks, workforce housing ("man-camp")) should not be used as a means to adjust long-term population projections as the majority of occupants would not be expected to remain in McComb as permanent residents.*
- **School Enrollments.** *As with residential building permits and platted subdivisions, this indicator was not used in the long-term population projection presented in Figure 1.2 due to historical data that did not illustrate appreciable growth trends. Annual enrollments should be monitored and may support a modification of the long-term population projection provided herein if a trend of substantially increased enrollments becomes obvious over the next few years.*



Visual clues such as sudden increases in traffic congestion may trigger the need to revise McComb's long-term population projections by incorporating new data inputs as they become available.

- **TMS Inputs.** *As the TMS play becomes more active, trends will emerge that provide a better estimate of the commercial potential of the oil and natural gas deposits. Annual trends in new wells permitted, barrels extracted, and rigs operating, will provide demographers with more data in which to estimate the potential of the entire play – and thereby better project a lifespan of drilling and construction activities, a peak workforce, and potential workforce distribution by geographic area. Until the play is in full swing, its true scale and degree of impact remains a mystery.*

related oil and gas facility construction. Depending on when this occurs during the planning horizon of this Plan, McComb could experience a peak population for limited period of time which exceeds the permanent population projection (using traditional means) by 46.9 percent. Strategies and actions in the subsequent Chapters of the *McComb in Motion Comprehensive Plan* are formulated with both permanent and transient City population projections, and projected County growth in mind.



## DEMOGRAPHIC CONCLUSIONS

It is wise for cities to think in terms of a range of potential growth rather than an absolute number given the uncertainty of any small-area forecast that extends beyond a few years. It is assumed for this comprehensive plan that McComb's full-time 2035 population will fall within a forecast range of 13,804 to 14,783 persons, which yields a midpoint of 14,293 persons. As previously stated, these figures represent a potential growth rate ranging from roughly 7.5 to 15 percent through 2035 (from a base of 12,841 persons in 2012).

Ultimately, McComb should not base its long-term plans on infrastructure and public services growth and maintenance solely on "full-time" population. It is generally accepted that full play of the nearby Tuscaloosa Marine Shale will result in a temporary population spike of transient residents within McComb during the play's construction phase. What is not universally agreed upon is exactly "when" the shale play will occur during the 20-year time-frame of this Plan. Regardless, Plan estimates conceptually represented in Figure 1.2 suggests that an additional 6,198 residents will call McComb home during the peak of shale play-





The Tuscaloosa Marine Shale play may create growth opportunities and pressures in McComb far exceeding previous oil and gas extraction activities (above).

# Community Growth

## 2

Influenced over the last several decades by cyclical patterns of population increases and decline, McComb, Mississippi, is a community that has had to acclimate to both “times of plenty” and “times of want” - and to the variable needs and stresses which can be placed on community service and infrastructure investment as a result. When should public expenditures be devoted toward meeting anticipated future demand? When should such investments emphasize the maintenance of existing infrastructure, and the enhancement of public services which provide for the well-being of the city’s existing residents?

McComb now stands on the cusp of an apparent growth trend related to oil and gas exploration of nearby sub-surface shale formations for commercialization. In initiating the *McComb in Motion: Comprehensive Plan*, the community has acknowledged that should the “play” of the Tuscaloosa Marine Shale in fact prove to be financially viable for the wholesale extraction of oil and gas deposits, significant private investment will trigger unprecedented growth in McComb. Will public services and infrastructure be adequate to support provide investment in the city? Can McComb cope with the type of demand on public services that has affected multiple other “boomtowns” that have come before it? And what if McComb’s anticipated “boomtown” economy fails to materialize? McComb’s evaluation of its growth capacity only enhances its ability to improve service delivery and infrastructure in order to attract other forms of investment and boost the local economy.

Chapter 2, *Community Growth*, examines the City of McComb’s prospective growth patterns, and identifies tools and policies through which the city can pro-actively guide that growth in a fiscally responsible manner. The benefits and consequences of differing growth patterns are presented, and the community’s capacity to absorb new population and public service demands are evaluated. McComb has utilized the information to develop growth policies for six (6) measures of Community Capacity. The six (6) Community Capacity evaluations begin on page 12, and include strategies McComb can utilize to prepare itself for future growth.



## MC<sup>C</sup>OMB'S COMMUNITY GROWTH GUIDING PRINCIPLES:

### MC<sup>C</sup>OMB WILL:

**Principle A:** Promote growth that revitalizes areas of existing development.

**Principle B:** Prioritize infrastructure investments that improve the function of existing network facilities.

**Principle C:** Incentivize development that is in harmony with natural resources.

**Principle D:** Provide public facilities and services that are accessible to citizens.



## PLANNING FOR GROWTH

### CONVENTIONAL GROWTH MANAGEMENT METHODS

The economic opportunities that are reaching McComb as a result of ongoing oil and gas exploration in southwest Mississippi, have historically been accompanied by predictable physical and social growth pressures. In response to these anticipated or ongoing impacts, it is wise for the City to consider ways in which it can exert maximum influence over the direction, timing, pattern, mix and quality of new development within the municipal limits – growth that will require the provision of public utilities and services in a cost-efficient manner; that in turn, may be catalytic in attracting businesses and people to the area. Even absent the apparent growth trend that is now affecting McComb, pro-active communities position themselves - through ordinance maintenance, intergovernmental agreements, and other tools - to guide new development whenever it may occur, rather than react to it.

It is currently within the City of McComb's capacity to exercise the following tools to manage growth:

- **Long-range Planning.** A process of identifying, and analyzing locations in the City that are targeted for the gradual expansion of its urbanized area, in contrast with areas that are less conducive for intensive development because of environmental or other identifiable constraints (e.g., terrain, wetlands,, historic sites, etc.), existing patterns of use and ownership, or public service provision constraints. Although local government authority to engage in comprehensive planning is enabled by the Miss. Code. Ann. § 17-1-11(1)(a), McComb's ability to engage in other types of long-range planning is not otherwise restricted by the State.
- **Annexation.** Brings key growth areas and areas intended for limited development into the City limits before significant development activity begins, and so appropriate land use and development standards may be established early on. Annexation is a mechanism to expand the City's tax base, especially to incorporate the pool of tax and fee payers who benefit from municipal infrastructure and services. Consequently, the City assumes responsibility for providing services to newly annexed areas, in the form of expanded utilities infrastructure and police and fire protection, among other services. Miss. Code. Ann. § 21-1-27 et. seq., establishes the powers of Mississippi municipalities to annex - including related procedures.
- **Subdivision and Development Regulations.** Can be used to carry out growth strategies, particularly in terms of the quality of new development or redevelopment. Clear infrastructure standards in the regulations, and associated City specifications and criteria, shall establish minimum improvements required of private development.
- **Zoning.** Is the land use regulatory concept under which a municipality establishes rules for the use and development of land. A zoning structure consists of two separate components. The first is the ordinance text, which establishes specific development regulations applicable to structures and property within the community. The second component is the zoning map, which allocates the various zoning districts geographically in the community. In adopting zoning the City establishes a series of districts, and within each, sets forth the uses to which structures or land may be placed. The minimum provisions under which a municipality may establish a zoning ordinance are addressed by Miss. Code. Ann. § 17-1-11(1)(a).



- **Urban Growth Boundary / Urban Service Limit.**

These terms refer to the establishment of an area around a community within which the local government plans to provide public services and facilities. Beyond an established urban growth boundary (UGB) or urban service limit (USL), dense or high-intensity urban development is discouraged or prohibited. Boundaries are usually set to accommodate growth over 10 to 20 years, and are intended to provide more efficient services and to protect rural land and natural resources. UGB or USL boundaries are almost always viewed as extending beyond the current municipal limits, but in the case of McComb there exist some areas within the municipal limits where urban services may not be extended in order to preserve a rural character. The state of Mississippi does not legislate or regulate the concept of a UGB or USL – although parameters are established for local governments in some other states.

- **Designated Development Area.** This area is similar to an urban growth boundary in that certain areas within a community are designated as urbanized, urbanizing, future urban, suburban and/or rural, within which different policies for future development apply. This is often used to encourage development in an urbanizing area or redevelopment in an urbanized area. Designated development area distinctions are identified within McComb's Future Land Use Plan found in Chapter 6, Land Use & Character.

- **Capital Improvements Programming.** This development tool clearly establishes the City's intentions for extending its primary arterial streets, trunk water mains, and wastewater collection lines to targeted growth areas. Consistent with the requirements of state statute, the McComb in

Motion Comprehensive Plan includes a "community facilities plan" (Incorporated into Chapter 7, Implementation) which can serve as the basis for a capital improvements program.

- **Adequate Facilities Ordinance.** This type of ordinance requires that approvals for projects are contingent upon evidence that public facilities have adequate capacity for the proposed development. When facilities are found to be inadequate, development is postponed or developers may contribute funds to improve facilities.
- **City/County Coordination (Planning).** The powers provided in the Miss. Code Ann. § 17-1-11 which allow for counties and municipalities to engage in comprehensive planning; and to prepare subdivision regulations, and zoning ordinances; may be enacted by individual jurisdictions or jointly. Joint planning and development powers provide McComb and Pike County with the option of establishing a joint planning commission, preparing a unified comprehensive plan, and adopting consolidated land development ordinances which may be applied throughout the entirety of both jurisdictions, or in limited and defined geographic areas. The adoption of joint land development regulations by both McComb and Pike County can be an effective way to create uniform development patterns within an urban growth boundary or urban service area surrounding McComb.
- **City/County Coordination (Generally).** Miss. Code Ann. § 17-13-1 et. seq. (the "Interlocal Cooperation Act of 1974") provides local governments with broad authority to enter into agreements to jointly exercise their powers to provide services to the citizens and property owners in their jurisdictions.

There exist other common growth management tools that are utilized often utilized by communities around the country, but which may not be commonly utilized by McComb due to legal ambiguities or prohibition by the state of Mississippi.<sup>1</sup> Two such tools include:

- **Development Agreements.** *Development agreements may be negotiated with private interests that establish conditions in which public facilities may be extended to a site to promote development consistent with a community's goals and objectives. Development agreement considerations may also establish levels of participation in public-private cost-sharing arrangements for infrastructure improvements, as well as reimbursement provisions for infrastructure oversizing or other special circumstances. The concept of development agreements is referenced in Miss. Code Ann. § 19-5-10, but refers only to a county government's ability to enter into an agreement to cede zoning, subdivision, and other land development powers to a private party to regulate development within a master planned community. The parameters of this*

<sup>1</sup> This section does not address all revenue-generating tools related to developments such as tax increment financing (TIF). Revenue generating tools such as TIF place a greater emphasis on redevelopment and are addressed in a later chapters of this plan.

*Mississippi Code chapter clearly establish that the development agreement power addressed was only intended to account for a specific development proposal. Nonetheless, there is no statute in the Mississippi code that otherwise prohibits local governments from entering into the types of development agreements for purposes of programming capital improvements.*

- **Impact Fees.** *Impact fees are authorized in many states in order to allow local governments to place assessments on new residential and nonresidential development to provide dedicated funding for particular capital improvements that are specifically needed to serve the new development. Impact fees are not authorized in Mississippi, and have been considered by the courts to constitute a tax which local governments do not have the authority to impose.<sup>2</sup>*

The McComb in Motion Comprehensive Plan incorporates many of the growth management techniques proposed within this Section into the *Future Land Use Plan* contained in Chapter 6, *Land Use & Character*, and Chapter 7, *Implementation*.

<sup>2</sup> Mayor & Bd. of Aldermen v. Homebuilder's Ass'n of Miss, Inc., 932 So. 2d 44



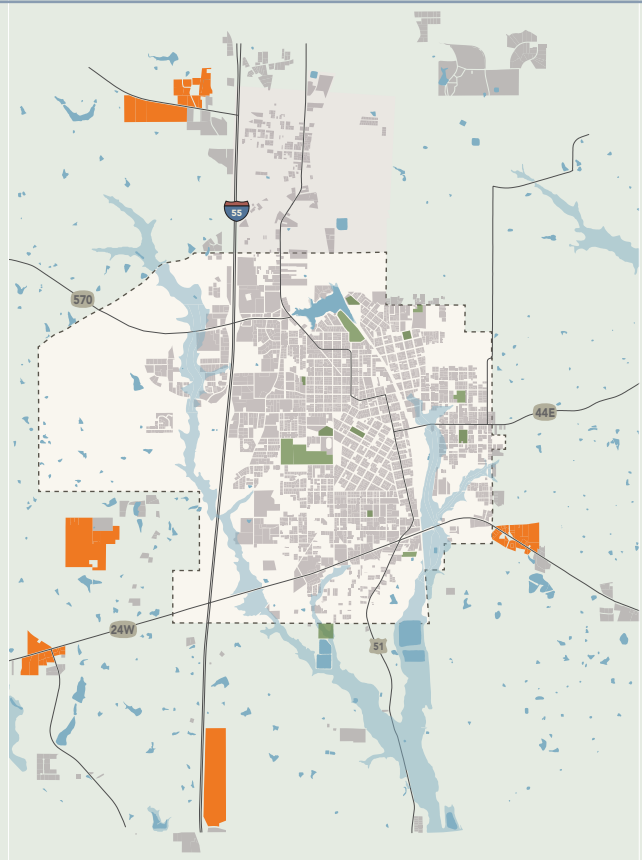
## PATTERNS OF GROWTH

Several conditions and factors will influence how and where physical growth and development occurs within a municipality, and in proximate surrounding areas. Over time, obvious patterns of development emerge, along transportation corridors, at crossroads, adjacent to water bodies, etc. Sometimes growth is logical and contiguous - following an already established development pattern. Other times, growth is haphazard and scattered, the result of economic influences, like the availability of inexpensive land, or access to a utility trunk line.

Five varying scenarios are presented on pages 5 through 7 which illustrate patterns of growth that can occur in McComb through a mix of private market forces, and public policy. Although McComb has identified its preferred land use policies, any of the five growth patterns highlighted on the next pages may occur without the consistent adherence of future Boards of Mayor and Selectmen to the City's adopted *Future Land Use Plan* contained in Chapter 6, *Land Use & Character*.

### FIGURE 2.1: SCATTERED DEVELOPMENT

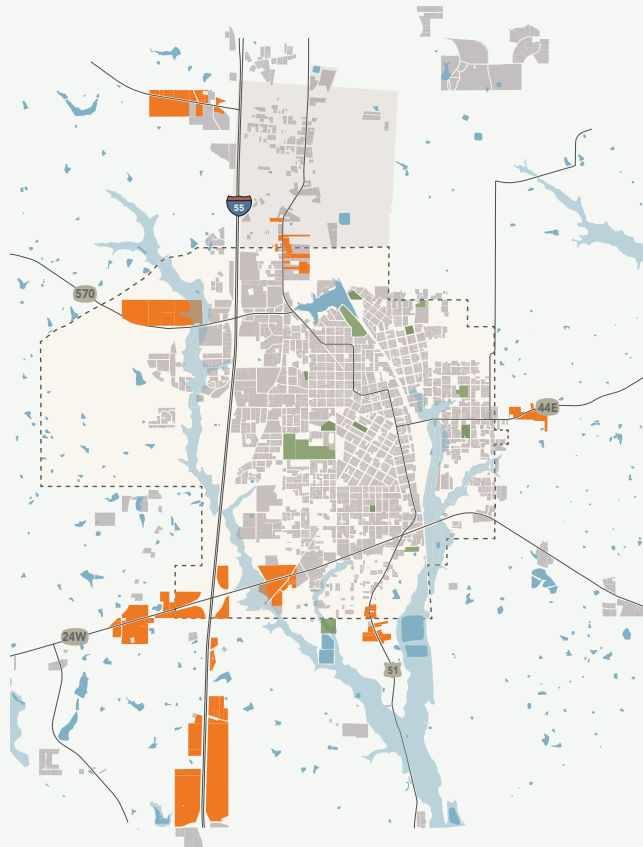
Often referred to as “leapfrog” development, scattered development represents an inefficient pattern of random development that skips over empty land to build in a remote location. It is a major cause of urban sprawl. Leapfrogging often occurs in areas where there are few land use regulations or development standards that properly assign infrastructure costs to the developer. In other cases, developers attempt to move beyond city boundaries to either avoid municipal land use and development regulations; or to ensure some degree of predictability regarding adjacent future development.



**FIGURE 2.2: CORRIDOR DEVELOPMENT**

This common form of development occurs along major highways, and takes advantage of the access afforded by an existing highway and its accompanying utility services. Corridor development, if developed to a standard that is compatible with the community's vision for the future, provides infrastructure cost savings and contiguous growth patterns. Care must be taken, however, to manage the intensity and quality of development to avoid overbuilding, which can place undue stress on roadways and infrastructure and result in clutter and a perceived lowering of quality of life.

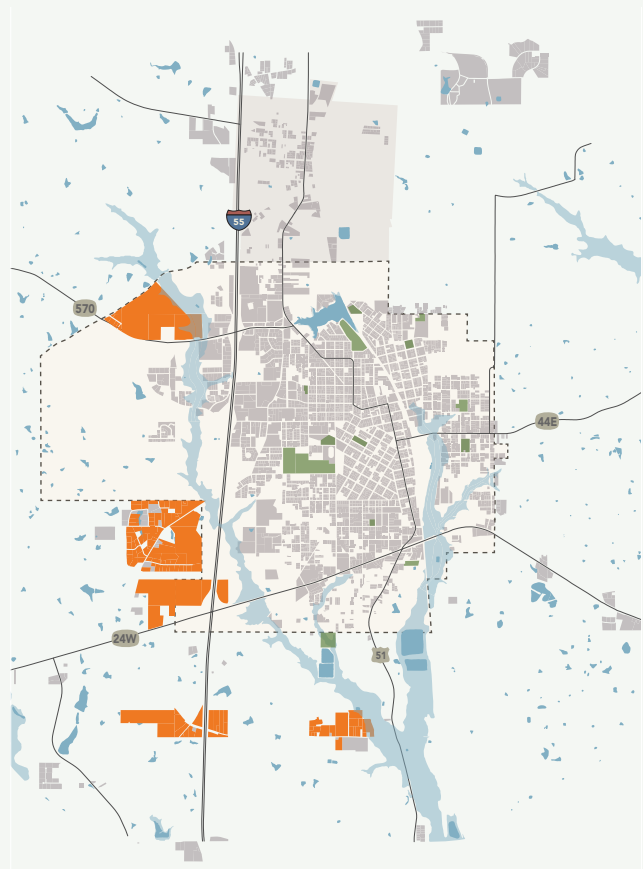
- Parks
- City Limits
- Floodplain
- Corridor Development
- Existing Development



**FIGURE 2.3: CLUSTER DEVELOPMENT**

Clustering is a form of contiguous development that results in better land utilization by preserving natural assets while still allowing some degree of development on smaller, constrained building sites. In the best examples, natural features, ponds and open spaces are preserved and become development focal points and amenities, thereby adding value for both the developer and homeowners over time, especially when homes and/or other uses are arranged and oriented to take advantage of open space views. By setting aside natural areas, ponds, and open space, cluster designs are also effective at reducing storm water runoff and improving water quality. Better drainage practices can reduce site infrastructure costs, and more compact development generally requires less linear feet of streets, sidewalks, and utilities infrastructure component.

- Parks
- City Limits
- Floodplain
- Cluster Development
- Existing Development

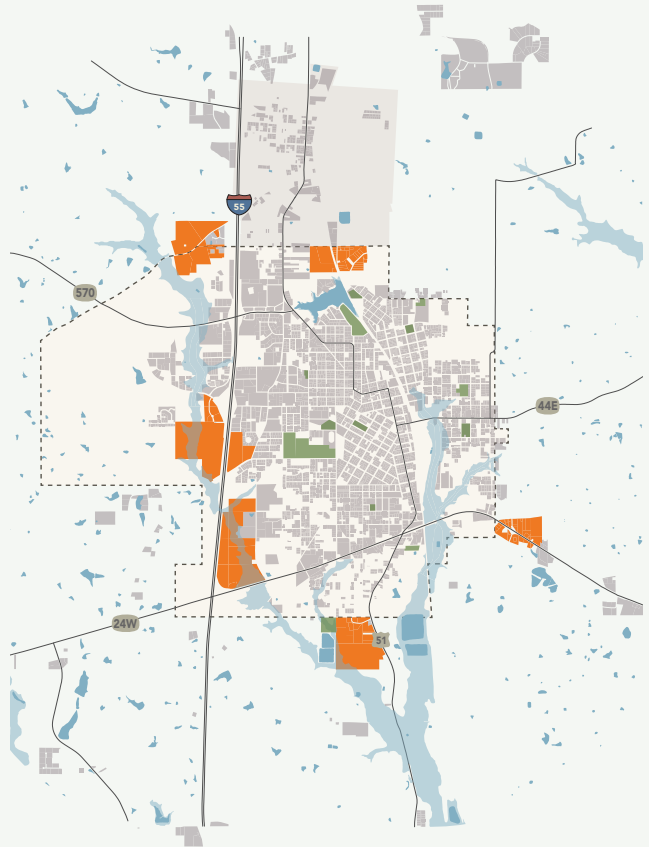




**FIGURE 2.4: CONTIGUOUS DEVELOPMENT**

This form of new development provides for gradual outward growth adjacent or in very close proximity to existing development. When carefully planned, this development form is highly efficient and the least obtrusive to existing neighborhoods or businesses. Under real-world circumstances, perfectly staged contiguous development rarely occurs. Land ownership patterns or natural features usually result in small amounts of short-distance skipping, occasional leapfrogging, or checkerboard patterns of development.

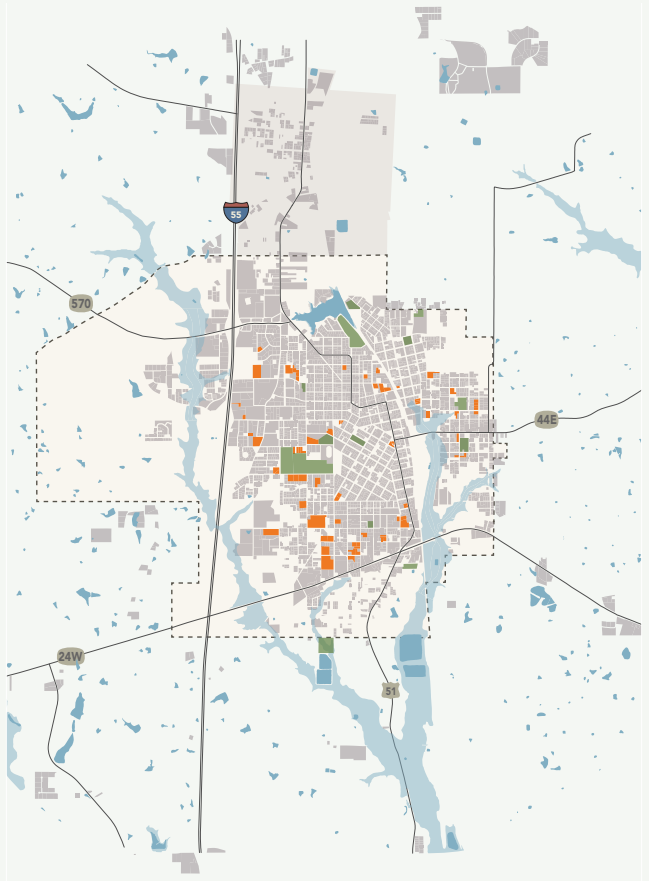
- Parks
- City Limits
- Floodplain
- Contiguous Development
- Existing Development



**FIGURE 2.5: INFILL DEVELOPMENT**

Infill development is a highly desirable form of development, which occurs when leftover land gets developed - often years after development has passed by. It can take the form of infilling individual vacant lots in existing subdivisions or through the development of larger, undeveloped tracts located within existing development. The advantages of infill development are that significant investments in additional infrastructure are rarely needed to support it. Also, public services such as parks and neighborhood schools are already in place and immediately available.

- Parks
- City Limits
- Floodplain
- Infill Development
- Existing Development



## CONSEQUENCES OF POOR GROWTH MANAGEMENT

Sprawl is a spatial development pattern or condition that occurs when large tracts of land are devoted to a single use (single-use zoning); where individual buildings take-up increasingly large portions of land (low-density zoning); and the only way to navigate from one area to another is by automobile (auto-dependency). Urban sprawl and car-dependent communities results in another land use symptom related to employment: “job sprawl.” Job sprawl is defined as low-density, geographically spread-out patterns of employment, where the majority of jobs in a given area are located outside of the main city’s Central Business District (CBD), and increasingly in the suburban periphery. As a pattern of land development, sprawl consumes precious landscape resources, requires substantial amounts of utilities and transportation infrastructure and, as a consequence, is very costly to both construct and maintain.

While McComb has not experienced recent growth of any significance, without adequate foresight and preparedness, unmanaged physical growth can have several negative consequences, including:

- *Erosion of a defined community edge, thereby blurring its boundaries and contributing to a general loss of community character and identity;*
- *Degradation of environmental resources, such as floodplains, wetlands, and mature tree canopy;*
- *Overwhelmed utilities and transportation infrastructure (e.g., roads, water and wastewater);*
- *A lack of coordinated planning between individual developments, which can lead to unexpected shifts in traffic patterns, which causes congestion and environmental impacts as development occurs in*

*an uncoordinated fashion before adequate road infrastructure is in place; and*

- *Inefficient provision of public services, such as police and fire protection, the dedication and maintenance of parks and open space, and the delivery of health care and education.*

These consequences, if left unchecked, can erode the quality of life and economic well-being of a community.

## PRESERVING CHOICES: PRINCIPLES OF SMART GROWTH

Smart growth describes an approach to urban planning that concentrates growth in compact, walkable, urban centers to avoid sprawl. Smart growth planning advocates land use that is compact, transit-oriented, walkable, and bicycle-friendly. Neighborhood schools, complete streets, and mixed-use development with a range of housing choices are examples of smart growth.

When communities choose smart growth strategies, they can create new neighborhoods and maintain existing ones that are attractive, convenient and safe. They can protect the environment while stimulating economic growth. Most of all, they can create more choices for residents, workers, visitors, children, families, single people, and older adults—choices regarding where to live, how to get around, and how to interact with the people around them. When communities engage in this kind of planning, they preserve the best of their past while creating a bright future for generations to come.<sup>1</sup>

The Smart Growth Network (SGN) is a network of private, public, and non-governmental partner organizations seeking to improve development practices in neighborhoods, communities, and regions across the United States. SGN has developed 10 smart

<sup>1</sup> Smart Growth Network. This is Smart Growth. [www.smartgrowth.org](http://www.smartgrowth.org)



Principles of Smart Growth include mixed-use, pedestrian-friendly, "complete" streets.

Source: Christoph Gielen, *The CityFix*. [www.thecityfix.com](http://www.thecityfix.com)

growth principles, which, when applied, can help to create compact, sustainable, livable communities. The principles include:

- Encouraging community and stakeholder collaboration in development decisions;
- Preserving open space, farmland, natural beauty, and critical environmental areas;
- Mixing land uses;
- Taking advantage of compact building design;
- Creating a range of housing opportunities and choices;
- Creating walkable neighborhoods;
- Fostering distinctive, attractive communities with a strong sense of place;

- Strengthening and directing development towards existing communities;
- Providing a variety of transportation choices; and
- Making development decisions predictable, fair, and cost effective.

Many of the smart growth principles introduced in this section relate to the guiding principles established by McComb's planning stakeholders and highlighted in Chapter 1, *Planning Context*. Communities that are successful in translating these principles into planning policies are well on their way to achieving socially, environmentally and economically sustainable places for their citizens to live work, and play.



## ON SMART GROWTH...

*Growth is smart when it gives us great communities, with more choices and personal freedom, good return on public investment, greater opportunity across the community, a thriving natural environment, and a legacy we can be proud to leave our children and grandchildren.*

**SMART GROWTH NETWORK.  
THIS IS SMART GROWTH.  
[www.smartgrowth.org](http://www.smartgrowth.org)**

## GROWTH CONTEXT

McComb's expected near-term growth - fueled by the arrival of workers and industry associated with the Tuscaloosa Marine Shale (TMS) development has been acknowledged and documented in Chapter 1, *Planning Context*. Impending TMS-related activities are already introducing McComb to development prospects of a type and scale that has rarely been seen in the community before - most notably new transient workforce housing proposals and prospects for hotel and motel lodging accommodations.

Given a historic pattern of flat population growth and building activities McComb officials may be enticed to accommodate all manner and location of development opportunities that may be proposed in the near-term. McComb must remember however, that it can be selective in the type and location of development prospects that it invites into the community. Boomtown related oil and gas development - particularly the development of supporting commercial services - has not been known to by-pass a community simply because a local government chooses to adhere to growth management policies that guide where public infrastructure will be expanded to support new development; and layout clear parameters by which it is willing to enter into public and private partnerships. The City of Cotulla, Texas, in the Eagle Ford shale area provides a representative example whereby the community of roughly 4,000 persons has expanded from 4 to 25 hotels over the last few years to accommodate growth in the oil and gas industry sector. The sheer scale of development in Cotulla of this one industry sector illustrates that McComb - as the area's principal water and waste water provider - will attract development, even if it does not seek to accommodate all prospects that desire variances and or incentives that diverge from the City's long-term growth policy.

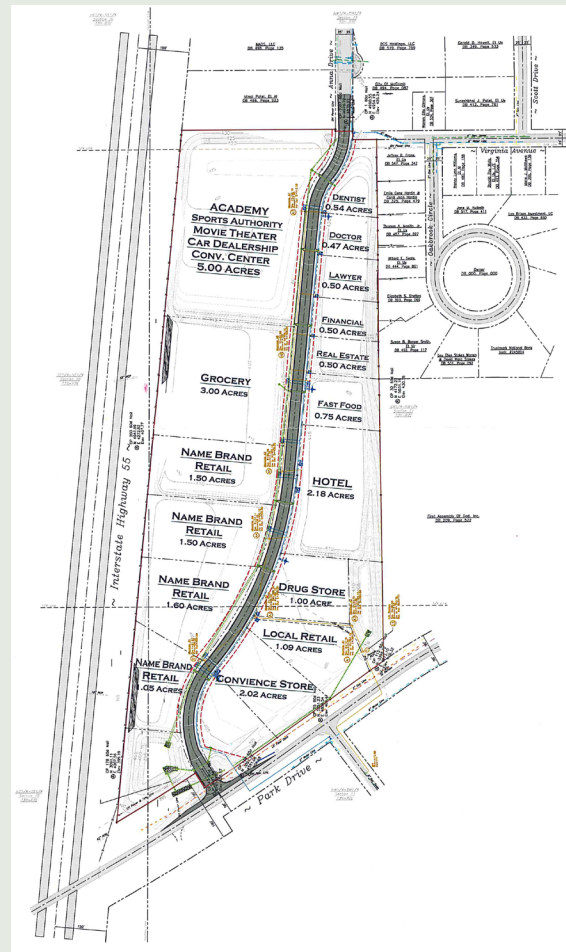
Elements of McComb's preferred growth management program, related to annexation policies, infrastructure needs, and other community capacities are introduced in this chapter. The City's subsequent growth management policies and implementation program are formalized in later chapters of the *Plan*.



### FIGURE 2.6: DEVELOPMENT INCENTIVES

Public private partnerships serve a vital role in spurring new development in communities where constrained public revenues otherwise inhibit infrastructure system expansion. Resulting development agreements also provide local governments with leverage on the manner in which a development site is arranged, as well as a host of other design related components of the project.

Moving forward, McComb should develop clear parameters under which it will support and participate in development agreements to ensure that public investments can be recouped in a reasonable amount of time.



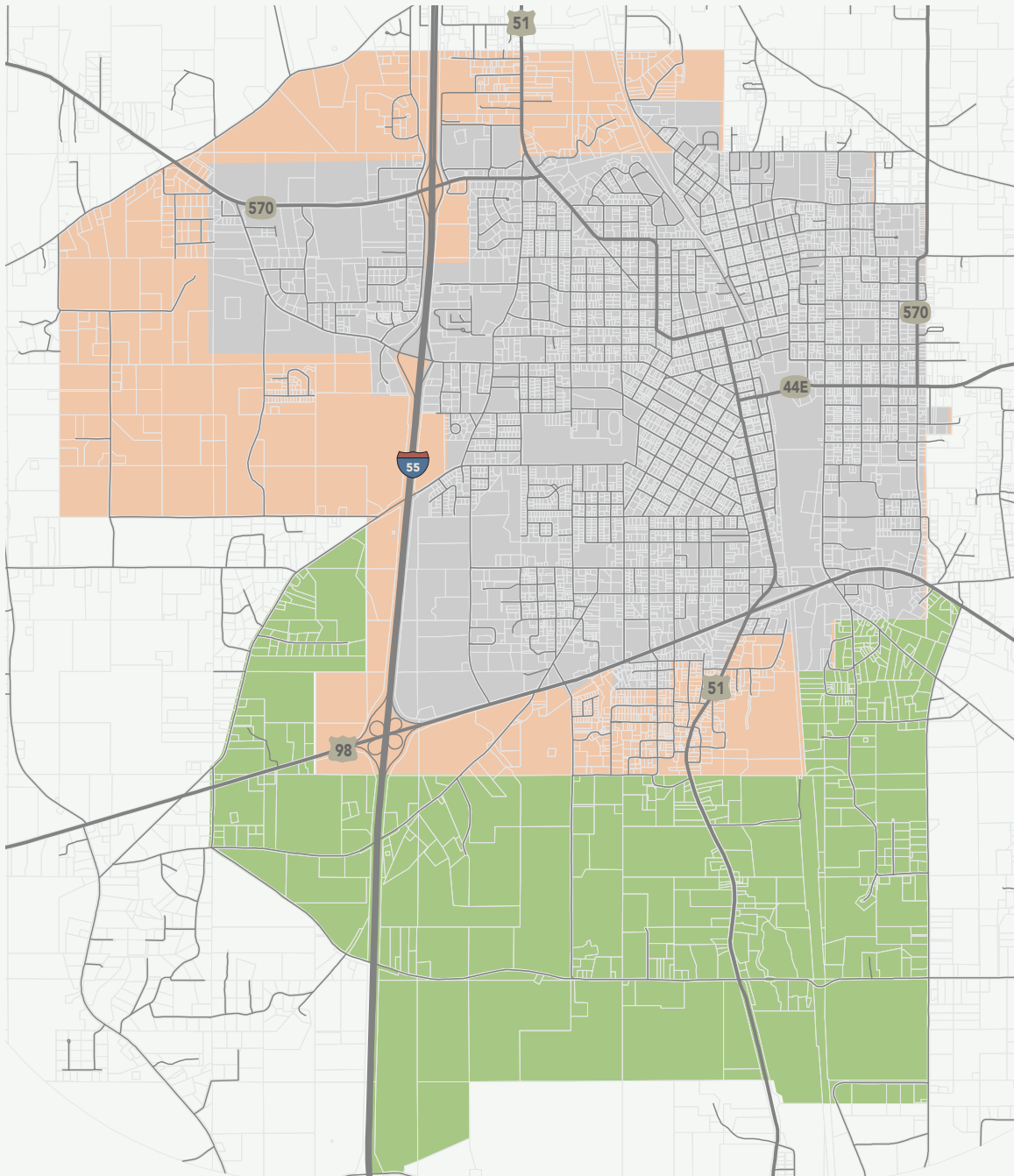
Proposed commercial subdivision in McComb.



### FIGURE 2.7: PROPOSED ANNEXATION PROGRAM

Since 1987, the City of McComb has annexed roughly 2,793 acres of land to the north, south, and west. The last ordinance annexing significant lands to the west of the municipal limits inferred the provision of water and waste water - in addition to many other public services. Should the potential urbanization of this area still occur through infrastructure expansion, or should other areas be prioritized to promote community wide economic development? In acknowledgment of current water, waste water, and drainage system deficiencies; and, recent interest in annexing industrial land to the south of the current city limits a more constrained approach to annexation may be the maximization of infrastructure system extensions to the south of the current municipal limits, and in closer proximity to existing treatment facilities.

City Limits (1987)   
 City Limits (Current)   
 Proposed Annexation Area



## COMMUNITY CAPACITIES

To effectively address the growth that McComb is facing, the City must first evaluate whether or not it has adequate public resources to absorb the subsequent impacts in both the near and long-term. The remainder of this chapter identifies a series of “community capacities” - in the form of growth management policies and practices, and public services and infrastructure - for which specific strategies and implementation measures have been developed in order for McComb to efficiently maintain and improve its levels of public service provisions to its citizens in the short and long-term.

The community capacities evaluated in this chapter are:

- *Community Capacity 2-A: Boundary Management*
- *Community Capacity 2-B: Infill and Redevelopment*
- *Community Capacity 2-C: Fiscally and Environmentally Sustainable Infrastructure Networks*
- *Community Capacity 2-D: Public Safety*
- *Community Capacity 2-E: Health and Education*
- *Community Capacity 2-F: Quality of Life*

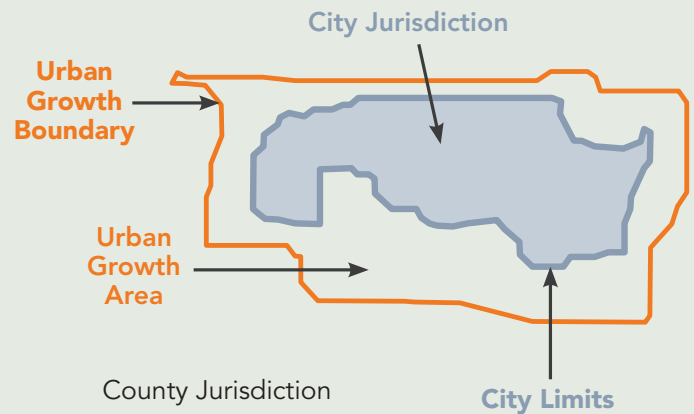
In addition to the community capacities evaluated in this chapter, other topics that relate to growth management (and healthy and equitable community-building in general), such as housing, neighborhoods, transportation and economic development, are discussed in greater detail within other topic-specific chapters of the *Plan*.

The strategies and implementation measures associated with each of the six community capacity topics have also been incorporated into the overall Community Work Program contained in Chapter 7, *Implementation*.

## COMMUNITY CAPACITY 2-A: BOUNDARY MANAGEMENT

An integral part of absorbing anticipated population growth in a fiscally efficient manner is the application of boundary management strategies that direct when and how to expand the City’s physical footprint. Rather than merely responding to development proposals – occurring at seemingly random times and locations - McComb can be selective, and embrace and enable only those growth and development opportunities that are consistent with its future land use plan, and infrastructure capacities. Although a municipality’s most obvious boundary management tool is annexation, the use of other tools previously discussed in this chapter such as urban service limits, interlocal agreements, adequate public facilities ordinances, and more can all serve as valuable inter-related parts of a single municipal boundary management strategy.

Annexation is the systematic expansion of a city’s corporate boundaries into unincorporated (not already part of a local governmental jurisdiction) areas, and a corresponding extension of city services to the newly-annexed areas. As a general policy, annexation should occur prior to or concurrent with development to properly plan for and coordinate the extension of adequate public facilities and services. However, annexation can also be utilized as a growth management strategy to protect surrounding areas through promoting or discouraging, as appropriate, development in key areas. The City can employ growth management measures (e.g., agriculture zoning) in areas the City annexes for their strategic, long-term significance rather than for purposes of promoting and directing near-term urban development -- all to prevent premature and inappropriate development in such areas. In the process of developing an annexation



Urban growth boundaries or urban service areas clearly delineate the intended extend of municipal services. By clearly defining such intent, a community can better guide where growth goes - as opposed to reacting to speculation. *Source: City of Unadilla, OR.*

strategy which is necessary to make prudent and fiscally responsible decisions, the City must evaluate the value of an increased tax base with the cost of providing long-term infrastructure maintenance and other associated services. The annexation process in Mississippi is (referred to as the “extension or expansion” of city boundaries) is subject to Miss. Code Ann. § 21-1-27 through § 21-1-41. In exercising their intent to annex property, the ordinance of an initiating municipality shall:

*“...in general terms describe the proposed improvements to be made in the annexed territory, the manner and extent of such improvements, and the approximate time within which such improvements are to be made; such ordinance shall also contain a statement of the municipal or public services which such municipality proposes to render in such annexed territory.”* (Miss. Code Ann. § 21-1-27)

The intent of this provision of Mississippi statute is to ensure the consistency of annexation actions to defined local growth management and capital improvement programs.

McComb’s first systematic annexation initiative occurred following the City’s adoption of its first comprehensive plan in 1987. The 1987 Plan called for incremental annexation of roughly 5,389 acres in 9 sequential phases or “blocks.” These blocks were located on all sides of the City and would have increased McComb’s total land area at the time by 115 percent. McComb’s subsequent annexation activities included one of those blocks recommended by the City’s original annexation plan, but also included substantial acreage due west of the City limits which had not been recommended in the Plan. Nonetheless, since 1987, McComb has annexed over 2,793 acres and increased the municipal land area by 60 percent.

Communities that annex in accordance with a defined boundary management strategy are periodically tempted to annex property and enable development that does not conform with its adopted growth management program or future land use plan. These temptations can be fueled by competition with surrounding communities, the need for immediate increases to the local tax base, or by a simple fear of being portrayed as unaccommodating and “anti” development. To pro-actively mitigate these fears, municipal boundary management strategies should supplement annexation policy with cooperative agreements with surrounding communities. Mississippi’s Interlocal Cooperation Act of 1974 (Miss. Code Ann. § 17-13-3 et. seq.) applies the parameters by which local government jurisdictions (including cities, towns, counties, school boards, utility districts, etc.) may enter into cooperative agreements and contracts to effect a host of activities such as land development regulation, joint infrastructure development agreements, annexation agreements, etc.

## CONCLUSIONS.

McComb’s future annexation activities must be more constrained than the annexation program which it adopted in 1987 – both in terms of the amount of acreage which it hopes to annex in the future, and the location (see **Figure 2.7, Conceptual Annexation Program** on page 11 for an example). The City has incorporated strategic areas along Interstate 55 and U.S. Highway 98 since 1987 which enhance its long-term development potential. Still, there exist many acres of undeveloped land in the current municipal limits. Development of these existing undeveloped tracts which are in close proximity to existing infrastructure should be emphasized over annexations for which an immediate return on public investment is not obvious. Of greater concern, McComb has also annexed significant acreage

west of Interstate 55 for which it has not subsequently provided urban services. Future annexations must conform to, and be timed with, planned extensions of the City's infrastructure networks. These planned facility extensions must in turn conform to the intended urban service areas defined in the *Future Land Use Plan* located in Chapter 6, *Land Use & Character*. Strict adherence to urban service areas created and defined in the *McComb in Motion Comprehensive Plan* will help ensure the adherence of future municipal annexation ordinances to Mississippi statute.

McComb should also coordinate with Pike County to establish a unified planning area around the municipal limits within which both jurisdictions may jointly administer and enforce coordinated land development regulations. Adoption of an interlocal agreement outlining the parameters of a City/County land development partnership may reduce instances where developer seeks to compel favorable development terms by exploiting inconsistencies in the communities' growth management policies and regulations. Similar agreements with school districts may focus the siting of future school facilities to those areas intended to be served in the future by urban services.

### STRATEGIES.

#### **STRATEGY 2-A-1. ESTABLISH A UNIFIED PLANNING AREA AROUND THE PERIPHERY OF MCCOMB WITHIN WHICH THE CITY AND PIKE COUNTY COULD COOPERATIVELY MANAGE LAND DEVELOPMENT.**

##### *Initiatives and Actions*

1. *Delineate a unified planning area for portions of Pike County in close proximity to McComb as part of the Future Land Use Plan found in Chapter 6, Land Use & Character.*

2. *Establish development "context" areas delineating between portions of McComb, and proximate areas of Pike County, which should develop according to high-intensity urban characteristics, suburban characteristics, and low-intensity rural characteristics. Context areas shall be identified within the Future Land Use Plan found in Chapter 6, Land Use & Character.*
3. *Coordinate with Pike County officials to determine the type of land development ordinances that could be developed and administered jointly or independently within the unified planning area to promote consistent development patterns.*
4. *Consider City/County intergovernmental agreements and/or the establishment of a joint planning commission for administration and enforcement of the unified planning area.*
5. *Consider City/School District intergovernmental agreements to target future school siting away from context areas intended to retain low-intensity rural characteristics.*

#### **STRATEGY 2-A-2. IDENTIFY AN URBAN SERVICE AREA WITHIN WHICH FUTURE ANNEXATIONS AND CITY UTILITY EXTENSIONS WOULD BE FOCUSED.**

##### *Initiatives and Actions*

1. *Establish development "context" areas delineating between portions of McComb, and proximate areas of Pike County, which should develop according to high-intensity urban characteristics, suburban characteristics, and low-intensity rural characteristics. Context areas shall be identified within the Future Land Use Plan found in Chapter 6, Land Use & Character. Urban and suburban context areas would serve as the extent of the city's urban service area.*



Proper infill design and adaptive re-use can reinvigorate neighborhoods that have become underutilized. Two of the three buildings to the right are less than 10 years old (North Augusta, SC.)



2. *Prepare and maintain an annexation plan that adheres to the urban service area limits.*
3. *Identify the location and scale of sewage and water system expansions which would be necessary to provide adequate infrastructure to the defined urban service area – including those portions which are projected to extend into unincorporated Pike County.*
4. *Develop a fiscal impact model to assess the feasibility of providing “full municipal services” and compare them against the anticipated revenues of each annexation proposal.*
5. *Develop an “adequate public facilities” ordinance to provide the method for establishing annexation development agreements and allow for cost-sharing of requested City infrastructure extensions.*
6. *Coordinate the City’s capital improvement plan with the annexation plan to ensure the availability and capacity of “full municipal services” to annexed areas within a suitable timeframes identified by individual annexation ordinances.*

## COMMUNITY CAPACITY 2-B: INFILL AND REDEVELOPMENT

The intent of many of the principles, actions, and policies outlined within this chapter are to encourage compact and efficient development patterns, thereby minimizing fiscal and other likely impacts caused by outward, sprawling development. For McComb, sprawl has not been a substantive issue in the recent past, but the City is starting to see the signs of TMS-related growth in the form of proposals for hotels, apartment complexes and temporary workforce housing developments.

Managed growth involves promoting and ensuring a sequential development pattern that encourages the

efficient use of resources. In conjunction with effective boundary management, the most efficient pattern of growth for the community is infill and contiguous growth that occurs sequentially from existing developed areas and is closely coordinated and timed to occur concurrent with adequate service provision. Conversely, haphazard development that occurs in an unplanned and uncontrolled manner is inefficient, undesirable and costly. Rather, McComb must establish a plan for sequencing growth. Combining a fiscal impact model with a growth sequencing plan can provide guidance to the City’s future capital improvements facilities (infrastructure) plans.

The long-term pattern of growth should be managed to balance market demands with economic development objectives. Indeed, future growth should be coordinated with infrastructure and public service investments such that the pattern and timing of development occurs in a fiscally responsible manner.

While the *McComb in Motion Comprehensive Plan* encourages infill and redevelopment activities, that does not mean that all development proposals within the built portion of the community should be publicly incentivized. Where there is a market, private investors will pay for the infrastructure improvements that are necessary to support their investments. For instance, as referenced on page 10, boomtown communities can see massive growth in some industry sectors in very short periods of time - even in spite of the availability of public development incentives. With proper development codes in place, McComb can still compel development that meets clear City design objectives even without the assistance of joint public/private agreements. Public investments based on incentive tools such as tax increment financing (TIF) should be used sparingly, and only in those instances where the



Clear design standards for new construction on infill sites can be applied in lieu of conventional parking and setback requirements to better utilize parcels of constrained size. Both buildings pictured to the right are less than 10 years old (North Augusta, SC.)

city can confirm that the type of private development proposed does not depreciate faster than public bonds are forgiven. Just as important, state statute requires that TIF districts be created to carry out, “slum clearance and redevelopment work.” Using TIF as a tool for in Mississippi for previously undeveloped property could result in legal issues for the authorizing local authority.

## CONCLUSIONS

Growth has been so limited and gradual within McComb over the last several decades that the City’s overall built “footprint” is fairly limited compared to a similar sized community located in a fast-growing urbanized areas. As a result, the need or urgency to prioritize inward-looking infill development may not be readily apparent to much of the populace.

Servicing new business development on high volume thoroughfares at the fringes of the City - while lucrative on the front-end - may result in long-term costs to McComb as demand for new residential development also migrates to easily-developed greenfield sites. Given existing City budgetary constraints in providing basic infrastructure maintenance to large portions of built-out areas however, a failure to promote infill development and redevelopment through prioritized public infrastructure investments can exacerbate infrastructure deterioration in established areas.

## STRATEGIES.

### STRATEGY 2-B-1. DEVELOP POLICIES AND INCENTIVES THAT ENCOURAGE AND PROMOTE INFILL DEVELOPMENT.

#### *Initiatives and Actions*

1. *Establish incentives for infill development, such as density bonuses if certain performance standards are met. For instance, increased density may be*

*allowed for accomplishing community objectives such as a minimum open space ratio; preservation of trees; conservation of natural resources; sensitivity to adjacent uses; heightened development standards; inclusion of amenities such as parks, trails, and attractions; and other standards of development that are important to the community.*

2. *Meet with property owners within the potential infill areas, as well as with developers, to identify the constraints to infill development. Subsequently, amend the City’s land use regulations and other standards and requirements so as to mitigate the obstacles to infill development.*
3. *Overcome additional environmental and mobility-related constraints to infill development, or redevelopment of areas within the City limits, by providing adequate street and utility infrastructure, on-site parking, and other measures to accommodate new development requirements. Requirements pertaining to setbacks, lot coverage, and building height may be modified to allow feasible development of constrained infill sites.*
4. *Create and adopt infill development standards concerning density, intensity, and other dimensional requirements to maintain a consistent character with existing adjacent development. Of particular importance within many of the older, historic areas is to ensure that the architecture, including facade treatments, massing and materials, etc., are consistent with those in the immediate neighborhood. For instance, a brick building is not appropriate or desirable in an area where existing housing primarily has clapboard siding. Infill development standards may accompany revisions to the City’s architectural review guidelines to ensure that their application accounts for distinctions in the wide variety of development types and scales that can occur in a community.*

5. *Adopt a policy regarding the provision of infrastructure to identified and prioritized infill development sites, including responsible parties. Extend adequate infrastructure to serve infill development sites. Additionally, prioritize capital projects that will benefit undeveloped infill sites, potentially increase density and the efficiency of the infrastructure system.*
6. *Establish a formalized annual rehabilitation and replacement program for water distribution and wastewater collection systems within the well-established areas of the community so as to enable infill development and/or redevelopment.*
4. *Tie any proposed TIF development to a clear purpose of carrying out “slum clearance and redevelopment work” as required by § 21-45-1 et. seq. of Miss. Code Annotated.*

**STRATEGY 2-B-2. ESTABLISH A STANDARD POLICY FOR CITY PARTICIPATION IN TAX INCREMENT FINANCING (TIF) DISTRICTS AND OTHER DEVELOPMENT AGREEMENTS.**

***Initiatives and Actions***

1. *Identify and list the specific types and amortization periods of infrastructure investments that the City is willing to consider investing in as part of a public/private development agreement.*
2. *Map areas, consistent with the urban services areas and Future Land Use Plan incorporated into Chapter 6, Land Use & Character, within which the City is willing to participate in public/private development agreements.*
3. *Prior to City participation in any development agreement, require the development partner to provide a market analysis of the proposed private development including estimated revenues and rate of property value depreciation. Consider an option to require that the development partner utilize a market analysis or property appraisal professional selected by the City, or to assist in the cost of the City’s procurement of such services.*

## COMMUNITY CAPACITY 2-C: FISCALLY AND ENVIRONMENTALLY SUSTAINABLE INFRASTRUCTURE NETWORKS

### UTILITY SYSTEMS

Land development, and associated transient and permanent population growth, related to the pending TMS play will place increased demands on the McComb to provide residents and businesses with unhindered access to sufficient water infrastructure, and effective sewer and storm drainage systems. Satisfying the demands of the existing and projected future population of McComb will increase costs to the City, and will require a significant amount of public investment.

When the City reacts to development proposals, it is placed in a position of responding to sporadic and unplanned development. Serving scattered development is much more costly than pro-actively planning for responsible, compact growth. Utility systems provide the groundwork for almost all development and growth, thus it is important for the City of McComb to address these issues in a proactive manner.

### THE GROWTH MANAGEMENT CHALLENGE

The acknowledged growth management challenge confronting McComb is the pending expansion of



TMS play activities. Property owners and developers will soon be lobbying the City to support commercial and residential development prospects on currently undeveloped tracts of land in the near future. However, many of these undeveloped areas lack adequate streets, utilities, water and sewer, and would strain existing services. Additionally, the City is facing investment decisions involving maintenance or replacement of existing, aging infrastructure. Current fiscal resources will be heavily burdened to meet the sometimes divergent needs for utility extension, upgrading, maintenance, and operation.

## WATER SUPPLY, TREATMENT, DISTRIBUTION AND STORAGE

### WATER SUPPLY AND STORAGE

McComb relies exclusively on groundwater sources to supply potable water to its residents and businesses. Groundwater is retrieved through the combined efforts of six (6) operational water wells. **Figure 2.8, McComb Water Supply Sources** lists the each of the City’s water supply wells, including location and capacity. Well locations are also included on **Map 2.A, McComb Water Supply and Distribution System**.

The total current capacity of all wells is 5,215 gpm (7.51 MGD). Well Numbers 5, 6, and 7 have backup generators. The wells operate in a combination of groups by a demand protocol. Current capacities for group one and two are 2,509 gpm (3.61 MGD) and 2,706 gpm (3.90 MGD), respectively.

The City of McComb’s raw water wells are maintained and tested by a licensed water well contractor. The latest well service reports (2005) indicate the existing wells are in good to excellent condition. The wells are still producing sufficient capacity, 7.51 MGD, to meet the current peak daily demand of 6.0 MGD.

The City of McComb’s Water Treatment Plant consists of five service pumps, ground storage tanks, and the following additional treatment process and chemical feed equipment:

- Two induced draft aerators rated at 2000 gpm each;
- A finished water clear well;
- A 200 pound per day (ppd) chlorine feed system;
- A corrosion control chemical feed system;
- A fluoride feed system; and,
- A magnetic type raw water flow meter.

**FIGURE 2.8: McCOMB WATER SUPPLY SOURCES**

| WELL NO. | LOCATION <sup>1</sup> | CAPACITY, GPM (MGD)      | TEST PRESSURE, PSI (FEET) |
|----------|-----------------------|--------------------------|---------------------------|
| 1        | N/A (Abandoned)       |                          |                           |
| 2        | E. Michigan & Argyle  | 859 (1.24)<br>896 (1.29) | 42 (97 Feet)              |
| 3        | Elmwood St.           | 825 (1.19)<br>780 (1.12) | 44 (102 Feet)             |
| 4        | New York St.          | 941 (1.36)<br>929 (1.34) | 35 (81 Feet)              |
| 5        | E. Michigan           | 859 (1.24)<br>854 (1.23) | 12 (28 Feet)              |
| 6        | Ave. B&S Magnolia     | 898 (0.57)<br>923 (1.33) | 44 (102 Feet)             |
| 7        | Warren St.            | 833 (1.20)<br>833 (1.20) | 44 (102 Feet)             |

**Notes:**

1. See also: **Map 2.A, McComb Water Supply and Distribution System**.
2. Group One: Well Nos. 7, 2, and 3 (Normal Operation)
3. Group Two: Well Nos. 4, 5, and 6 (Normal Operation)
4. Actual well design capacities could not be found at the time of this report.
5. GPM – gallons per minute, MGD - million gallons per day.
6. Well groups are operator selectable. Current group configuration may vary from this report.



# MAP 2.A

## MCCOMB WATER SUPPLY AND DISTRIBUTION SYSTEM

### LEGEND

#### FEATURES:

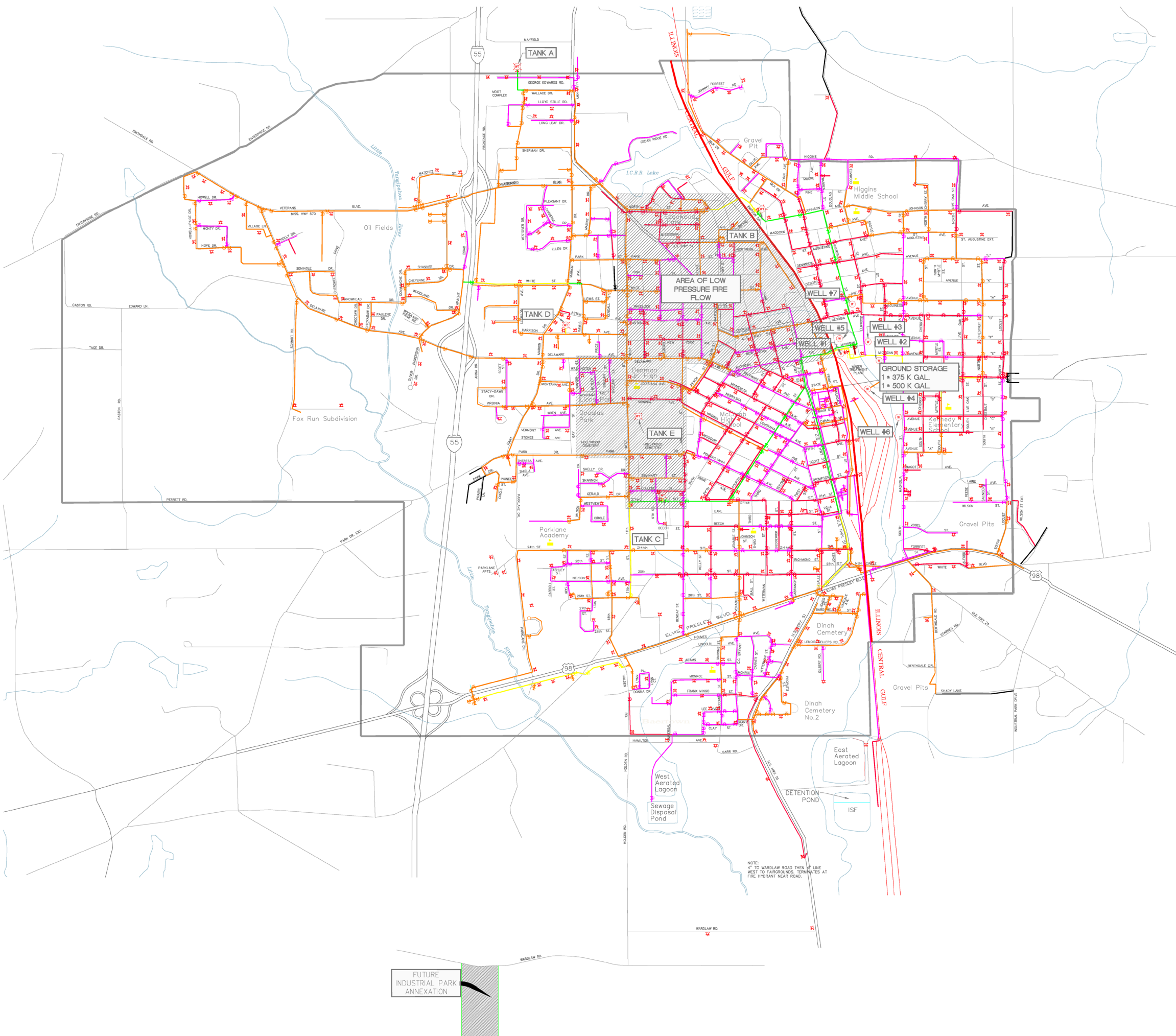
-  2" Line
-  3" Line
-  4" Line
-  6" Line
-  8" Line
-  10" Line
-  12" Line
-  16" Line
-  fire hydrant
-  gate valve & box
-  school
-  elevated storage tank
-  water supply well

#### Wells:

- 1 Edgewood Park (abandoned)
- 2 MLK Park
- 3 Higgins Park
- 4 East McComb Activities Field
- 5 Armory Field
- 6 Lyons Park
- 7 Central Park

#### Tanks:

- A George Edwards
- B Empson
- C 21st and 9th
- D Hospital
- E Douglas Park



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The City's service pumps are operating sufficiently and four of the five are in good condition.

All treated groundwater is stored for use in five elevated storage tanks and ground storage tanks listed in **Figure 2.9, McComb Groundwater Storage Tanks**. Groundwater storage tank locations are also included on **Map 2.A, McComb Water Supply and Distribution System** (page 19).

**FIGURE 2.9: M-COMB GROUNDWATER STORAGE TANKS**

| TANK DESIGNATION | NAME/ LOCATION       | CAPACITY (GALLONS) | STATUS   |
|------------------|----------------------|--------------------|--|
| A                | George Edwards Drive | 300,000            | Currently under renovation   |
| B                | Empson Drive         | 250,000            | Renovation scheduled for late 2015   |
| C                | 21st & 9th St        | 250,000            | Renovation Complete  |
| D                | Hospital Tank        | 250,000            | Renovations scheduled for early 2015   |
| E                | Douglas Park Tank    | 1,000,000          | New Tank   |
| Ground Storage   | Water Plant          | 375,000            | In need of renovation (See 5 Year Action Plan, Water Treatment Plant Improvements) |
| Ground Storage   | Water Plant          | 500,000            | In need of renovation (See 5 Year Action Plan, Water Treatment Plant Improvements) |

Source: Neel-Schaffer, Inc.

The ground storage tanks are in fair condition. The Mississippi Division of Water Supply (DWS), Master Data Sheet (MDS) dated October 12, 2004 indicated the East Ground Storage Tank did not have an adequate slope on the roof to allow for proper drainage. The MDS also indicated both ground storage tanks had

severe cracks in their walls. The elevated storage tanks are in good condition; however, their total capacity of 2.05 million gallons (MG) is less than the DWS's design criteria recommendation of 50 percent of the average daily demand.

Current production of the wells combined with the elevated and ground storage tanks provided sufficient capacity and pressure for the City services. The conjunctive use of these sources allowed the City great flexibility in meeting its municipal water demands.

Past studies indicate that aquifer supply is sufficient at this time and McComb is very fortunate to have current water supplies of quantity and quality suitable for municipal growth, well beyond the planning horizon of this comprehensive plan. Current supplies should be evaluated to project an accommodation of future municipal demand using an estimate of twice the present day demand. Further studies should also be initiated to observe and predict the impact TMS exploration and specific drilling and extraction operations (e.g. hydraulic fracking) will have on the current aquifer.

**WATER TREATMENT**

Ground water treatment is performed at the water treatment plant in McComb. Because of excellent source water quality, treatment is limited to chlorination and fluoridation. The continued use of this high quality and low cost supply is dependent on the successful management and protection of the Miocene Aquifer.

### WATER DISTRIBUTION AND STORAGE

McComb's water distribution includes three pressure zones and five storage tanks, as indicated in **Map 2.A, McComb Water Supply and Distribution System** (page 19). The map also indicates areas currently experiencing low water flows while meeting the peak water demands of the system. This is predominantly in the downtown area. The North and South Loop Improvements, noted in the Five Year Action Plan, are targeted to increase these low pressure flows. This fire flow deficient areas cannot meet the flow requirement but do have the minimum pressure requirement satisfied 20 pounds per square inch (PSI).

The condition and capability of the transmission, storage, and distribution system was found to have noted deficiencies, such as limited water supply, water storage and volume deficiencies, and corrosion of main transmission pipelines. Since the mid-1990s, there have been significant upgrades and modifications to the water supply and distribution system, including:

- *A reconditioning plan which reconditioned two (2) elevated storage tanks, with remaining tanks in the planning stages.*
- *Replacement of transmission lines and fire hydrants throughout the City as needs dictate.*
- *The construction of a new 1,000,000 gallon elevated storage tank at Douglas Park.*
- *Even with the notable improvements over the last decade, there are several challenges to maintaining and improving the functionality and reliability of the transmission, distribution, and storage system. Some of these challenges include.*
  - *A comprehensive water main replacement strategy to upgrade failing mains.*

- *Fire flow capacity improvements within several areas of the oldest pressure zones.*
- *City wide evaluation of hydraulic adequacy.*
- *Modifications to the existing system to improve hydraulic performance, and*
- *Improvements to existing well systems.*

The City has identified other improvement projects that will allow for Greenfield developments. These projects are identified on **Map 2.B, McComb Water Supply Improvement Projects** (page 23).

### FIRE PROTECTION

The City of McComb currently has an insurance fire rating of 6. The highest fire flow demand is 4,000 gpm for the city's downtown area with a required duration of four hours. This demand duration would require a volume of 960,000 gallons. The water treatment plant has the capacity to provide the required volume, however, the size of the water lines in the downtown area, four, six and eight inch diameter pipe, limits the amount of flow that may be supplied to the area. Construction of additional transmission mains are recommended in low pressure zones noted within the 5 Year Action Plan and on **Map 2.B, McComb Water Supply Improvement Projects** (page 23).



## STRATEGIES

### **STRATEGY 2-C-1. DIRECT AVAILABLE PUBLIC FUNDING TO THE MAINTENANCE OF THE CITY'S EXISTING WATER SYSTEM, WHILE UTILIZING OTHER CREATIVE PUBLIC PRIVATE PARTNERSHIPS TO FUND SYSTEM EXPANSION.**

#### *Initiatives and Actions*

1. Continue with elevated storage tank rehabilitations while identifying and replacing "weak links" in the distribution system.
2. Identify and accelerate a high priority water main replacement program which will renovate sections of deteriorated lines. Prioritize annual water main replacements in the City budget.
3. Upgrade the distribution system to provide required peak hour service pressures and fire suppression capabilities in identified weak zones.
4. Adopt a dead-end water main restriction policy to preserve adequate flows, and increase circulation.
5. Identify the location and scale of sewage and water system expansions which would be necessary to provide adequate infrastructure to the defined urban service area – including those portions which are projected to extend into unincorporated Pike County.
6. Develop a fiscal impact model to assess the feasibility of providing "full municipal services" and compare them against the anticipated revenues of annexation proposals.
7. Utilize the "adequate public facilities" ordinance (see Strategy 2-A-2, page 14) to provide the method for establishing annexation development

*agreements and allow for cost-sharing of requested City infrastructure extensions.*

8. *As areas outside of the existing city limits are developed, the City of McComb may be an option for water supply based on the current certificated areas and available water supply.*

### **STRATEGY 2-C-2: IMPLEMENT AND ENFORCE AN AQUIFER PROTECTION PLAN INCORPORATING ISSUES SUCH AS CONSERVATION, WATER QUALITY, MONITORING, AVAILABILITY, DEMAND AND THREATS.**

#### *Initiatives and Actions*

1. *Continue cooperative efforts between the City, County, and the Mississippi Department of Environmental Quality (MDEQ) to agree on the aquifer protection area.*
2. *Develop a contingency plan for an emergency event in which the aquifer becomes contaminated.*
3. *Research and consider using treated wastewater or grey water systems for irrigation, landscaping, or to support industrial users based on supplies and potential demand. Other methods of water conservation or reuse should be considered. Additional study of irrigation and conservation measures should be conducted to determine if adjustments to site development which should occur to protect aquifer recharge areas.*
4. *Utilize favorable research results to support the possible development of a reclaimed water storage and pumping station for industrial or resource extraction users.*



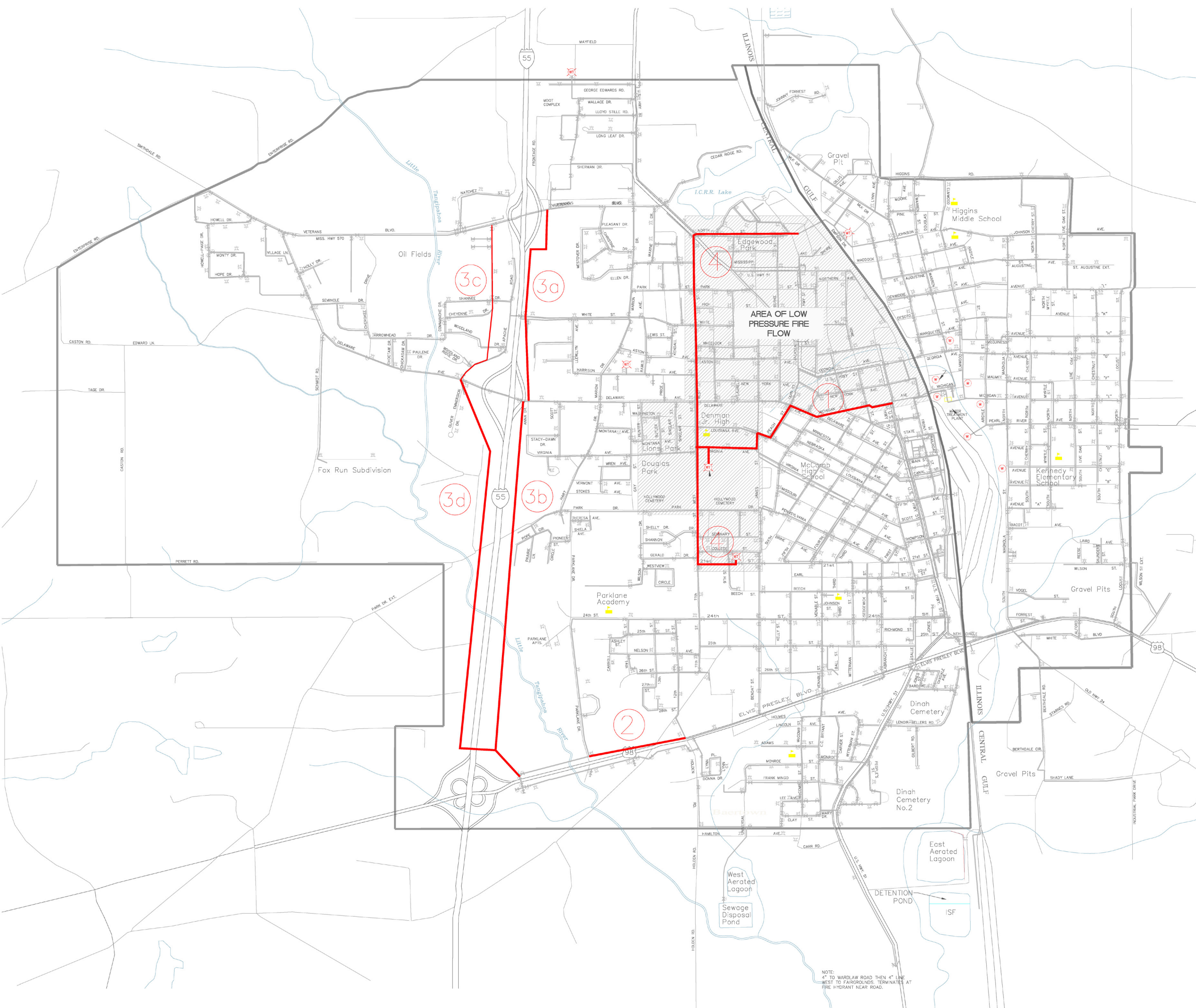
# MAP 2.B

## McCOMB WATER SUPPLY IMPROVEMENT PROJECTS

### LEGEND

#### PROPOSED IMPROVEMENTS:

- 1 Douglas Park 16" Main Extension
- 2 Highway 24 Loop Connection
- 3 East and West Frontage Road Extensions (4 Phases)
  - 3a: Veteran's Blvd. to Delaware St. (East Side)
  - 3b: Delaware St. to Hwy 24 (East Side)
  - 3c: Veteran's Blvd. to Delaware St. (West Side)
  - 3d: Delaware St. to Hwy. 24 (West Side)
- 4 Downtown Main Upgrades for Fire Flow Improvements



NOTE:  
4" TO WARDLAW ROAD THEN 4" LINE  
WEST TO FAIRGROUNDS. TERMINATES AT  
FIRE HYDRANT NEAR ROAD.



Improvements to the existing sewage collection system will reduce McComb’s ongoing problems with inflow and infiltration.

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**SANITARY SEWER SYSTEM**

**SEWAGE COLLECTION**

McComb sanitary sewer collection system was originally installed during the 1900s as progress and necessity dictated. The system is a myriad of line sizes. Improvements are periodic and include the recently completed East Interceptor Project. Additional maintenance and system improvement projects are planned but have not been funded for design or construction, to date.

The sanitary sewer system consists of approximately 82 miles of pipeline ranging in diameter from 6 inches to 36 inches. The lines are constructed using a variety of materials including clay, concrete lines (installed after 1960), and Polyvinyl Chloride (PVC) (generally used after 1970). Clay lines were constructed using caulked bell and spigot joints that are susceptible to inflow and infiltration due to pipe movement and the intrusion of tree roots. Lines constructed out of concrete are susceptible to corrosion attack caused by a chemical reaction to wastewater gases, such as hydrogen sulfide. McComb’s sewage collection and treatment system is illustrated on **Map 2.C, McComb Sewage Collection and Treatment System**.

Recent studies focused on separate major wastewater lines serving various parts of the City. Peak flows were projected for the year 2030 in the *Facilities Plan (2005)* for a population of 16,937 persons to identify potential problem areas and the upgrades needed to alleviate any future problems<sup>1</sup>. Problem areas reported from the study include a number of capacity deficiencies of

<sup>1</sup> Although more recent population projections generated in the *McComb in Motion Comprehensive Plan* suggest a slightly smaller permanent population in McComb for the year 2030 (14,361 persons), meeting the short-term needs of additional transient residents could exacerbate sewer system deficiencies.

several interceptor lines. These deficiencies constrain the amount of current flows and any additional future wastewater flows. Thus, there are capacity improvement needs for each of these lines in order to sustain current flows and accommodate additional flows of new development. Upgrades of some of these lines are currently underway.

Inflow and infiltration (I&I) remains the most significant problem for the City of McComb in connection with sewage collection. Outdated and damaged lines allow for a huge increase in flows during high rain periods. This I&I problem can clearly be seen at the wastewater treatment facility in the flows encountered during rain events. Elimination of this I&I requires line repairs which is a formidable task due to the lengths of the collection system, the terrain to be encountered in parts of the collection system, and the existence of abandoned and unknown lines in the collection system. Smoke testing has been found to be a productive and low cost tool to assist in the location of damaged areas within the collection lines.

Upgrades to the collection and outfall lines were previously made and are currently underway. These include:

- *East Interceptor Phase I (2002)*
- *West Facility Pump Station and Force Main (2008)*
- *2010 CDBG Project (NE Area)*
- *2012 CDBG Project (East interceptor)*
- *West Lagoon Pump Station & Force Main (2007)*

**WASTEWATER TREATMENT**

Prior to the late 1990s, McComb’s wastewater treatment facility was operating inefficiently and in need of improvement. The present treatment facility, completed in 2012, consistently meets Environmental Protection





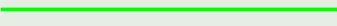
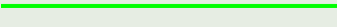









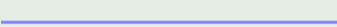






# MAP 2.C

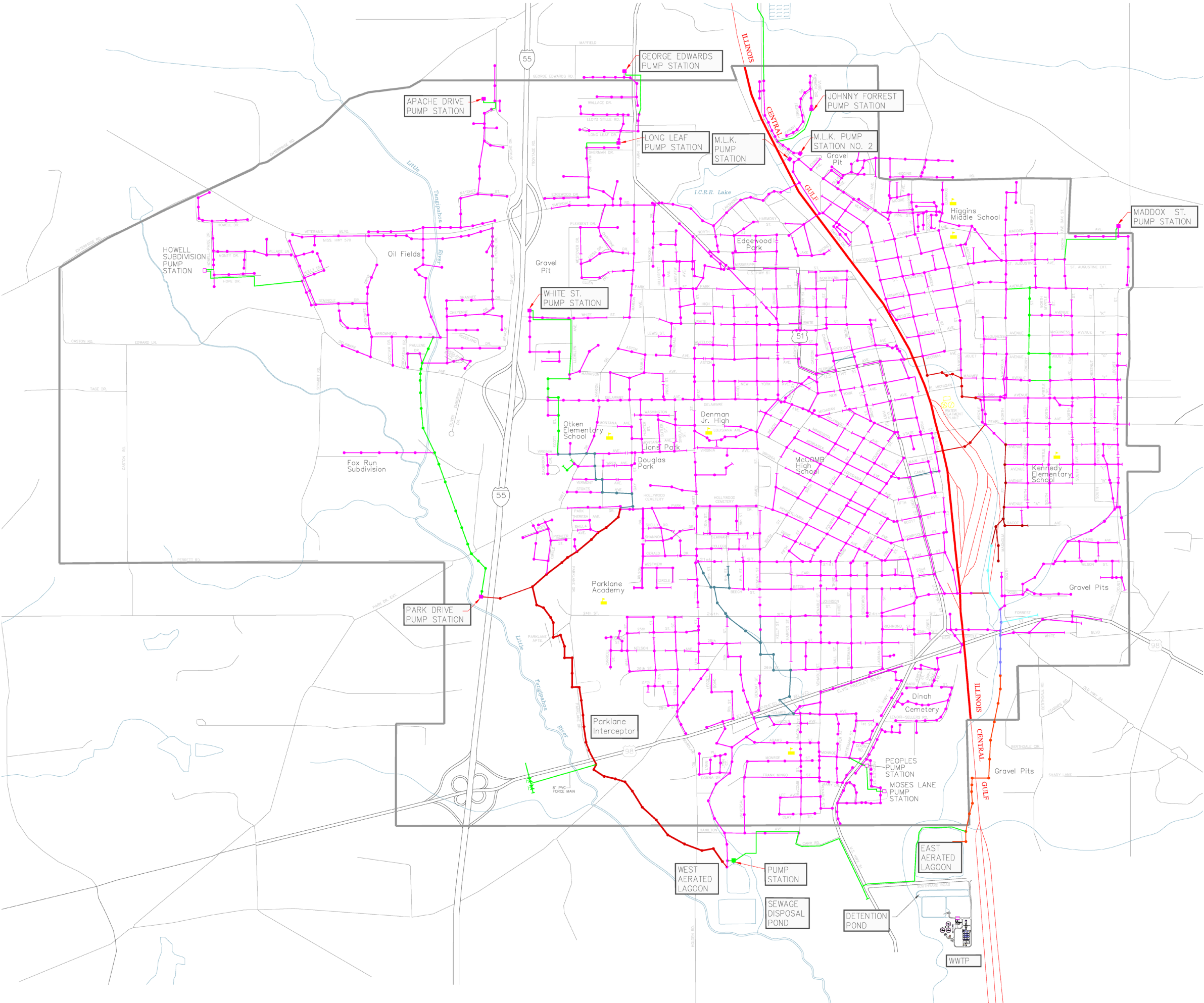
## McCOMB SEWER COLLECTION AND TREATMENT SYSTEM

### LEGEND

#### FEATURES:

-  2" force main
-  4" force main
-  8" force main
-  12" force main
-  14" force main
-  16" force main
-  6" sewer line
-  8" sewer line
-  10" sewer line
-  12" sewer line
-  15" sewer line
-  18" sewer line
-  24" sewer line
-  30" sewer line
-  36" sewer line
-  48" sewer line

-  Standard manhole
-  Pump station
-  Cleanout
-  School





There remains sufficient capacity at McComb's regional waste water treatment facility to treat additional sewerage flows.

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Agency (EPA) requirements. The plant currently treats about 3.5 million gallons per day (MGD), is currently permitted to discharge 5.0 MGD and is designed hydraulically to treat up to 15.0 MGD. The plant is well-equipped and staffed to meet treatment needs for the present time and the residential needs for the planning period. Based upon continued community growth and the potential industrial growth anticipated with TMS, the wastewater treatment plant may require increased capacity and the installation of new technologies to properly treat the volume and types of flow that could be encountered during the planning period.

#### STRATEGIES.

##### **STRATEGY 2-C-3. ENSURE ADEQUATE TREATMENT AND TRANSMISSION OF THE CITY'S WASTE WATER BY INCREMENTALLY REDUCING INFLOW AND INFILTRATION PROBLEMS.**

###### *Initiatives and Actions*

1. Initiate a yearly maintenance program, based on current and known inflow and infiltration (I&I) problems in collection and outfall lines.
2. Perform an I&I study of the sanitary sewer collection system as soon as practical, due to the age and deterioration of the existing sanitary sewer pipe and manholes throughout the system. This study would identify areas of the system that need to be replaced and would help in overall operation of the sewage collection system. Consideration for replacement will allow the infiltration and inflow to be minimized although not fully eliminated.
3. Modify the yearly maintenance program, based on information obtained from the I&I study, to replace approximately portions of the sanitary sewer collection system annually.

##### **STRATEGY 2-C-4. CREATE STANDARDS FOR WHEN DEVELOPMENTS INSIDE OR OUTSIDE OF THE MUNICIPAL LIMITS WILL BE REQUIRED OR BE PERMITTED TO CONNECT TO CITY WASTE WATER FACILITIES.**

###### *Initiatives and Actions*

1. Use the results of the I&I study as a mechanism for determining the suitability of accepting increased waste water flows from new proposed development, and incorporate a concurrency requirement into land development regulations that require upgrades to existing lines prior to approving new connections.
2. Subject to consistency with a City concurrency standard, require connections to the city sewer system for all new development within the urban services area identified in the McComb in Motion Comprehensive Plan as a condition of approval. Connections to the sewer system by development proposed outside of the urban services area should only be permitted subject to the developer's ability to tie directly into an existing line, and other features such as direct access to arterial streets and a transitional on-site development pattern that decreases site intensity as the distance to existing city sewer lines increases.
3. The City of McComb needs to continue to provide rehabilitation and improvements to their existing wastewater system. Recommended improvements are noted below and identified on **Map 2.D, McComb Sewage Improvement Projects** as items 1 and 2 respectively:
  - Parklane Interceptor Rehabilitation (1)
  - Maddox Road Lift Station Rehabilitation (2)



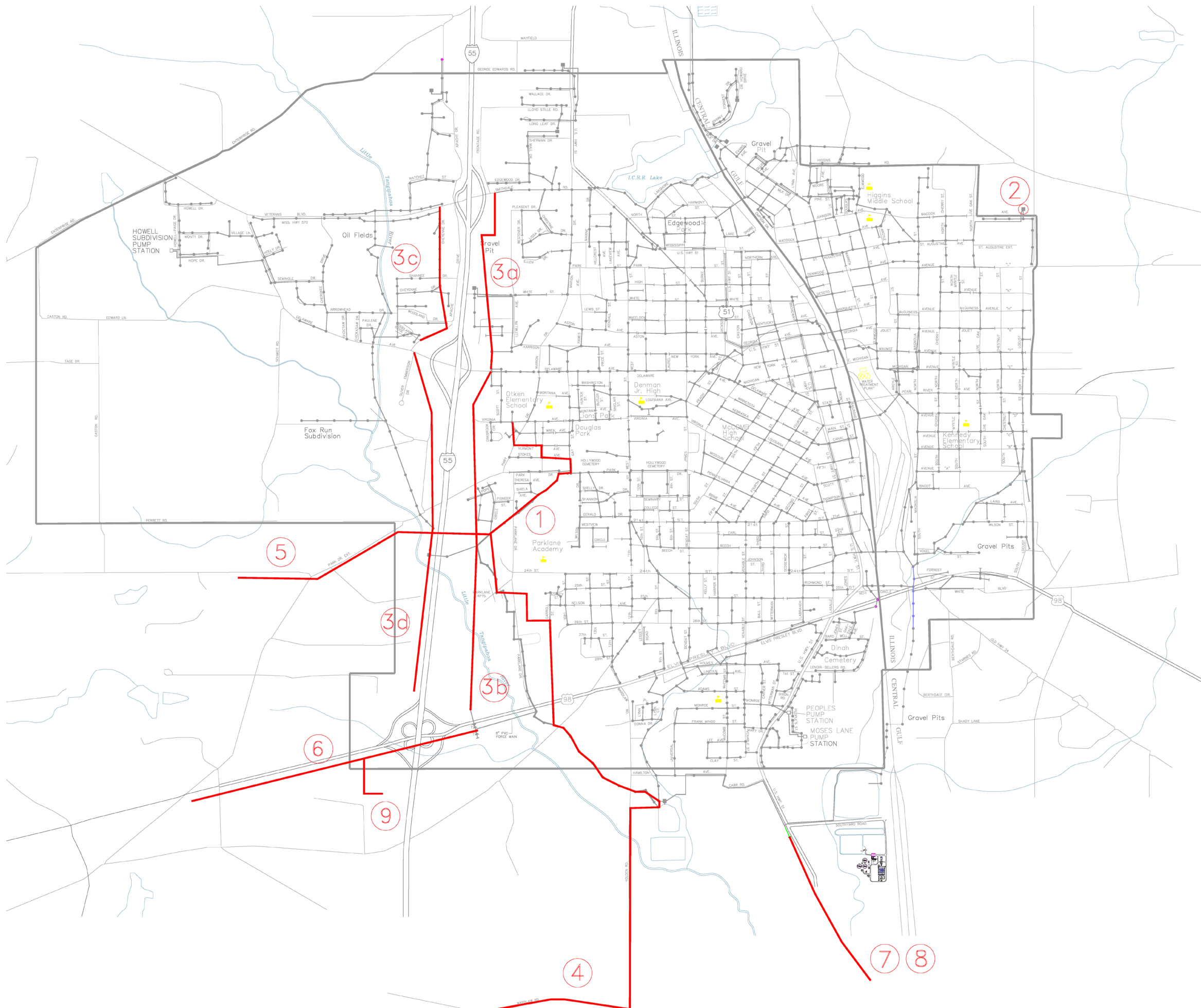
# MAP 2.D

## McCOMB SEWER COLLECTION IMPROVEMENT PROJECTS

### LEGEND

#### PROPOSED IMPROVEMENTS:

- 1 Parklane Interceptor Rehabilitation
- 2 Maddox Road Lift Station Rehabilitation
- 3 (a-d) East and West Frontage Road extension
- 4 Gateway Industrial Park extension
- 5 16th Section wastewater service extension
- 6 Highway 24 West extension
- 7 Connection of City of Magnolia and Pike County South Industrial Park
- 8 Connection to Fernwood Water and Sewer Association facility
- 9 Effluent water point of sale extension





Storm drainage system deficiencies remain city-wide, and cause flooding on residential properties, and inhibit investment in valuable property along Town Creek in the Canadian Railroad rail yards.

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4. In order for the City to provide wastewater service to the regional area as growth occurs, the following extension projects are identified below and noted on **Map 2.D, McComb Sewage Improvement Projects** (page 27) as items 3-6 respectively.

TMS and other commercial developments:

- East and West Frontage Road extension (3 a-d)
- Gateway Industrial Park extension (4)
- 16th Section wastewater service extension (5)
- Highway 24 West extension (6)

5. The city of Magnolia and Pike County Industrial Park wastewater facilities currently have quantity and quality issues. The city of McComb's facilities are available to provide solutions to the southern annexation strategy areas listed below and noted on **Map 2.D, McComb Sewage Improvement Projects** (page 28) as items 7-8 respectively:

- Connection of City of Magnolia and Pike County South Industrial Park (7)
- Connection to Fernwood Water and Sewer Association facility (8)

As the TMS development grows, treated wastewater effluent may serve as an alternate for water supply as identified below and noted on **Map 2.D, McComb Sewage Improvement Projects** (page 28) as item 9:

- Effluent water point of sale extension (9)

**STORM DRAINAGE SYSTEM**

The City lacks a comprehensive storm water management plan for the entire city limits. However in 1992 the City did complete a master plan for Town Creek. In this absence of a city-wide comprehensive plan, McComb is operating under independent and loosely connected drainage plans for individual drainage basins.

**Map 2.E, McComb Drainage Basin Areas**, displays the major drainage basins which encompass the City of McComb. This figure also shows there are many areas of the City with no management plan, including a portion of downtown (Canadian Central Railroad (CCRR) and Tangipahoa Basin areas). Each property developed in these areas must provide its own storm water detention rather than utilizing regional detention facilities. Regional detention facilities can be located on properties of less development potential and provide for more efficient land use. Often, regional detention facilities can be incorporated into public parks or green spaces providing a benefit to the community rather than a development limitation on each individual property.

In the areas throughout the City with storm water management systems, several are still lacking capital improvements which require the installation of properly sized storm sewers and may require the construction of regional detention facilities within or in close proximity to the City. However, very few capital improvements were constructed over the years. This resulted in land development, which could have the benefit of regional detention, either having to provide individual on-site detention or having no detention at all. There are areas of downtown with no storm water detention other than what is provided in the curb and gutters.

A lack of detention and improper planning for future development led to many areas having undersized



# MAP 2.E

## M<sup>c</sup>COMB DRAINAGE BASIN AREAS

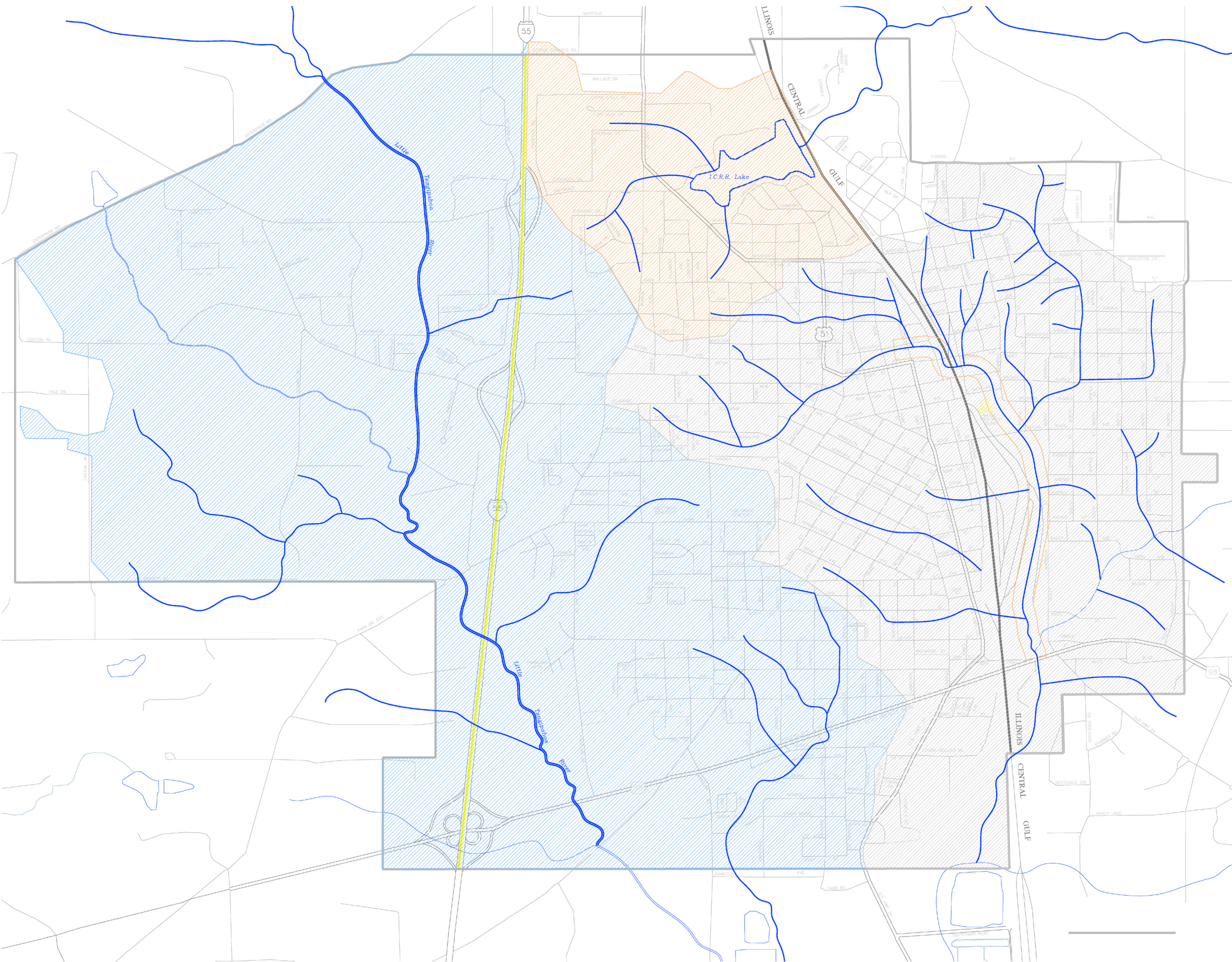
### LEGEND

#### DRAINAGE BASINS:

 Tangipahoa Basin

 CCRR Basin

 Town Creek Basin







Additional drainage improvement projects along Town Creek should remain a priority for the City of McComb.

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storm sewer mains. These undersized mains quickly become overloaded in heavy rain events. When the storm sewers become overloaded the runoff begins to pool in parking lots and roadways creating a hazardous condition and possibly leading to property damage. The City and many residents, have learned where many of these problem areas exist through repeated rainfall events and are noted as items 23-26 on **Map 2.F, McComb Drainage Improvement Projects**. A comprehensive storm water management plan for the entire City would not only formally identify the problem areas but could design the proper replacement size and be used to prioritize funding as it becomes available

In the future, the City may be required to comply with EPA's National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Quality Regulations. These regulations mandate minimum storm water quality requirements. Some larger communities in Mississippi are beginning to address these requirements and are finding the costs to be significant. The City of McComb is currently exempt from these requirements and, therefore, has no storm water treatment facilities in use or in the design phase. A comprehensive storm water management plan for the entire City should include an examination of water quality issues in addition to the classic view of limiting quantity only.

In 2009 the City of McComb was awarded funding under the Section 592 Program administered through the U.S. Army Corps of Engineers to improve structures along Town Creek. The City continues to apply for additional funding for drainage improvements for projects illustrated as items 1-26 on **Map 2.F, McComb Drainage Improvement Projects**. If approved and funded, these projects would greatly alleviate much of the storm water concerns in a vast stretch of the City's central business district, surrounding neighborhoods, and rail yard.

**STRATEGIES.**

**STRATEGY 2-C-5: PRIORITIZE AND FUND STORM WATER SYSTEM IMPROVEMENTS CONSISTENT WITH A CITY-WIDE COORDINATED STORM WATER MANAGEMENT PLAN.**

*Initiatives and Actions*

1. Complete a citywide storm water management plan, including updates to the existing drainage plan. This plan should address not just water quantity issues, but pro-actively address water quality issues as directed by National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Quality Regulations. Draft the plan to correspond with planning area contexts, and to include priority annexation areas, as identified by the McComb in Motion Comprehensive Plan.
2. Evaluate the existing system to prioritize paved streets which require an engineered drainage system. Incorporate identified priorities into the McComb in Motion Comprehensive Plan's implementation program.
3. Adopt a drainage management policy and incorporate into existing ordinances of the city through uniform drainage design guidelines and standards, including best management practices for the prevention of storm water contamination.
4. Support public education programs regarding the avoidance of storm water contamination by way of discarding paints, oil, gasoline, and vegetation brush, etc. Highlight annual City/County hazardous materials disposal date.
5. Submit applications for funding of drainage improvements under the Section 592 Program with the U.S. Army Corps of Engineers.



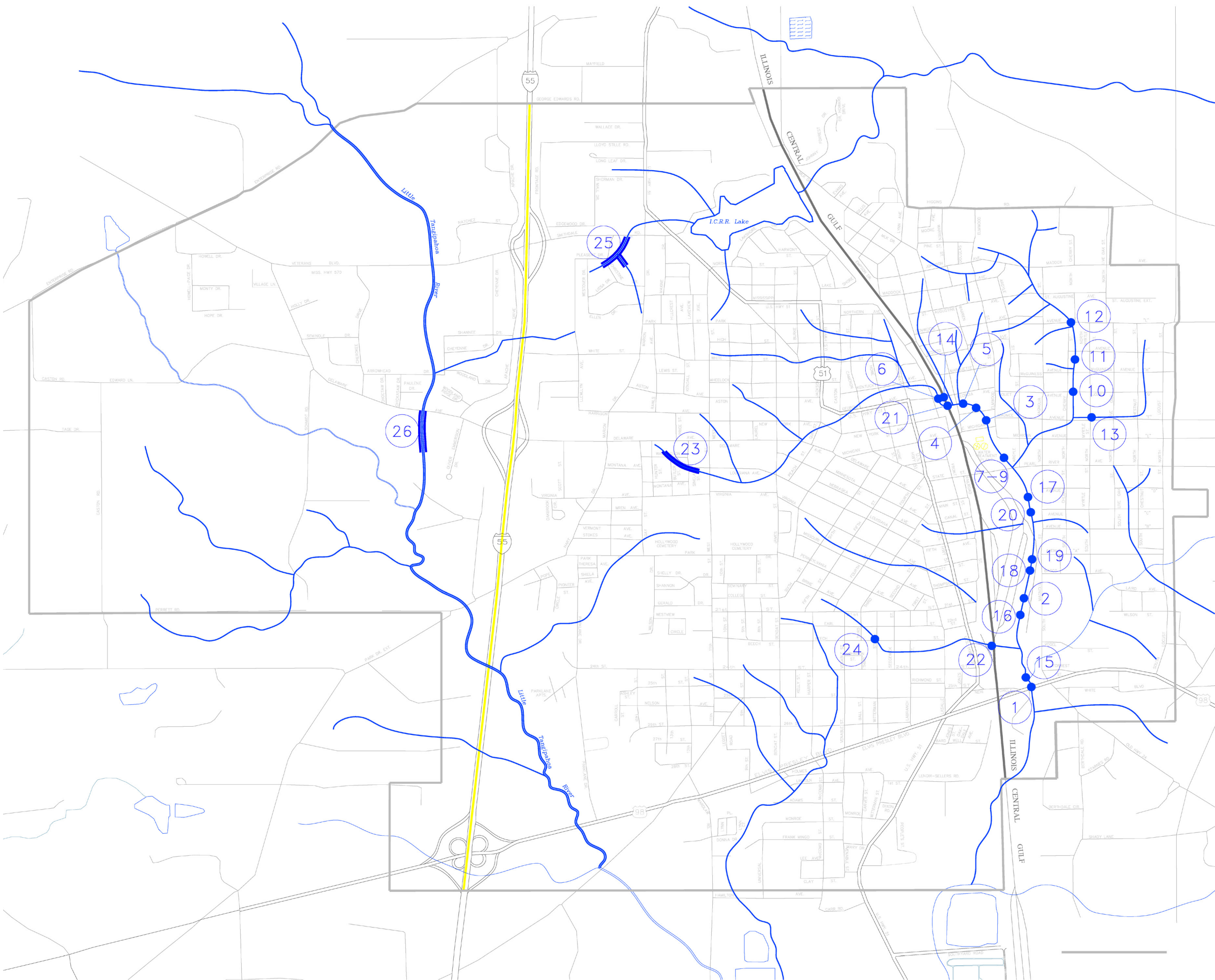
# MAP 2.F

## MCCOMB DRAINAGE IMPROVEMENT PROJECTS

### LEGEND

#### PROPOSED IMPROVEMENTS:

- 1 Clearing and snagging
- 2 Remove existing bridge
- 3 New double 10x8 box culvert
- 4 Add 10x8 cell to existing box
- 5 New double 10x6 box culvert
- 6 New double 8x6 box culvert
- 7-9 End snagging, begin slope pavement
- 10 New 10x5 box culvert
- 11 New 8x5 box culvert
- 12 New 8x4 box culvert
- 13 Add 2 73"x45" arch pipes
- 14 Double line 51"x31" arch pipes
- 15 Excavate to 40' wide, 9' deep
- 16 Excavate to 30' wide, 9' deep
- 17 Excavate to 20' wide, 9' deep
- 18 Remove existing bridge
- 19 Remove existing bridge, replace railroad spur
- 20 Remove existing bridge
- 21 New structure parallel to existing pipe
- 22 New structure parallel to existing pipe
- 23 Reroute existing pipe
- 24 Add 73"x45" arch pipe to box culvert
- 25 New arch pipe and slope paving
- 26 Clearing and snagging





Rain water is captured and stored in this cistern, and used for landscape irrigation. (Lady Bird Johnson Wildflower Center, Austin, TX)

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### LOW-IMPACT DEVELOPMENT

One method of reducing throughput of water resources is to require that all new land development incorporate low-impact development (LID) / green infrastructure approaches to mimicking / restoring pre-development hydrology to the maximum extent practicable. LID is an approach to land development that uses various land planning and design practices and technologies to simultaneously conserve and protect natural water resource systems and reduce infrastructure costs. LID still allows land to be developed, but in a cost-effective manner that helps mitigate potential environmental impacts (1). For example, site plans should be developed that keep water from running off the land too quickly and instead allow the water to soak back into the earth and replenish the groundwater table or aquifer. Reducing the quantity and velocity of water run-off minimizes soil erosion and loss of land. Site plans should employ strategies and techniques that protect the quality of water that flows into lakes, streams, and wetlands or recharges groundwater supplies. LID stormwater management best practices should be implemented within public rights-of-way, particularly along roadsides and in parking lots, where soils and other conditions will allow. LID processes for systematically managing stormwater include 'chains' or natural treatment methods of filtration, infiltration, and storage and ultimately reuse.

### STRATEGIES.

#### **STRATEGY 2-C-6. ADOPT LOW-IMPACT DEVELOPMENT (LID) STRATEGIES, TOOLS AND TECHNIQUES TO REDUCE THROUGHPUT AND CONSUMPTION OF FRESHWATER RESOURCES.**

##### *Initiatives and Actions*

1. *Encourage development patterns that respect natural systems such as watersheds and wildlife corridors. Site fingerprinting, a term that refers to implementing minimal site disturbance techniques, can be used to further reduce the limits of clearing and grading on a greenfield site, thereby minimizing the hydrologic impacts. Site fingerprinting includes restricting ground disturbance by identifying the smallest possible area and clearly delineating it on the site. Land-cover impacts can be reduced through minimal disturbance techniques that include the following:*
  - *reduce paving and compaction of highly permeable soils;*
  - *minimize the size of construction easements and material storage areas;*
  - *site stockpiles within the development envelope during the construction phase of a project;*
  - *site building layout and clearing and grading to avoid removal of existing trees where possible; and*
  - *delineate and flag the smallest site disturbance area possible to minimize soil compaction on the site and restricting temporary storage of construction equipment in these areas.*







Vegetated swales clean storm water runoff from parking lots and allow it to infiltrate the earth.

Source: New Seasons Market Parking Lot, Portland, OR

2. *Design and install grassed strips and vegetated (bio)swales into site plans and rights-of-way to filter pollutants from stormwater. LID filtration systems use soils and vegetation to remove pollutants from stormwater and include ways of capturing and removing trash, debris and sediment from stormwater before it reaches streams. Common filtration techniques incorporate natural features (i.e., wetlands, riparian corridors, mature forests) into site development plans.*
3. *Require and/or incentivize the installation of pervious paving materials in parking lots and other hardscape areas to reduce the total site imperviousness and stormwater runoff. Provisions could be added requiring this for all parking that exceeds the minimum required by City regulations. Utilize infiltration systems which encourage the downward movement of water to reduce the total quantity of overland runoff and pollutants from impervious surfaces.*
  - *design and implement systems for on-site detention and micro-detention;*
  - *revise subdivision regulations to incorporate the use of shared driveways whenever possible, but especially in sensitive areas;*
  - *limit driveway width to nine feet (for both single and shared driveways); and*
  - *minimize building setbacks, where possible to reduce driveway length.*
4. *In compliance with the EPA's National Pollution Discharge Elimination System (NPDES) Regulations for Stormwater Discharge (40 CFR 122) for industrial facilities discharging stormwater, install oil – water separators to filter stormwater runoff before it is collected in the primary storm drain outfall. Require automotive repair facilities and paint shops, dealerships, gas stations, equipment degreasing areas, parking structures/areas, and other facilities generating wastewater with significant oil and grease content.*
5. *Install high-performance, green building best practices into all new City initiated and financed construction projects. Stormwater storage reduces the quantity of stormwater being flushed through the system. Green roofs, cisterns (above-ground and underground), and vegetated swales provide an excellent method of storing stormwater on-site, to prevent it from overloading natural systems, as well as to use for irrigation of landscaped areas. Existing buildings can utilize rain barrels under downspouts to collect, store and reuse stormwater.*
6. *Revise subdivision regulations to incorporate xeriscaping landscape design and maintenance practices.*
7. *Develop a municipal landscape ordinance that requires all landscape sitework and planting to adhere to xeriscape requirements.*
8. *Remove regulatory barriers for any graywater reuse system that does not exceed 400 gallons per day.*
9. *Require heavy water users to conduct a water footprint audit to analyze their facility's water use and identify ways to make it more efficient. Water audits review domestic, sanitary, landscaping, and process water use and identify ways to increase a facility's water-use efficiency. They are often performed for free and can save businesses money by reducing water use and its associated costs. Some utilities conduct free water audits.*



## COMMUNITY CAPACITY 2-D: PUBLIC SAFETY

McComb's Police and Fire Departments exist to protect the health, safety, and public welfare of the community. The effectiveness of each department is dependent on the staffing of well-trained police officers, firefighters, and emergency medical personnel; equipment such as vehicles, apparatus, and firearms; training and continuing education; and adequate building facilities. The locations of the fire stations is a critical factor regarding response time for emergency calls, which correlates to life safety and also impacts the City's insurance rating. Coordination with the Pike County Sheriff's Office and E911 Department also impacts the City's ability to provide an effective level of public safety services to McComb's residents. The capacity of these essential and inter-related public safety functions is necessary to evaluate the impacts and needs warranted by community growth.

**FIGURE 2.10: M<sup>C</sup>COMB FIRE DEPARTMENT FACILITIES AND EQUIPMENT**

| STATION <sup>1</sup> /LOCATION |                      | EQUIPMENT   |
|--------------------------------|----------------------|---|
| #1                             | 131 Third St.        | One rescue unit   |
| #2                             | 1200 Harrison Ave.   | One aerial truck; one tanker  |
| #3                             | 408 E. Michigan Ave. | One engine <sup>2</sup>   |
| #4                             | 1241 Parklane Rd.    | Administration; one engine; one reserve engine; HazMat and technical rescue response trailers |

Notes:

1. Figure assumes the reopening of Station #3 by the end of 2015.
2. Currently located at Station #1 during Station #3 reconstruction.

## M<sup>C</sup>COMB FIRE DEPARTMENT

The City of McComb's Fire Department provides City residents, property owners, and business owners with a full range of professional public safety capabilities including, but not limited to: fire suppression, heavy rescue, medical first response, water rescue, arson investigation, and fire safety education. Its capabilities extend beyond the City of McComb through its operation of the only HazMat team in a nine county area of southwestern Mississippi, partnerships with the Mississippi Department of Homeland Security, and mutual aid agreements with other Pike County jurisdictions. In 2015, McComb's Fire Department will celebrate its centennial year – having been organized as a paid, professional department in 1915.

### SERVICE AREA

The McComb Fire Department's fire service area is confined to the municipal limits. The Department responds to rescue call throughout Pike County. As already noted, the Department may assist Pike County, Magnolia, and Summit, with fire response through existing mutual aid agreements. Additional service area overlaps may be permitted by the state of Mississippi subject to the provisions of the Interlocal Cooperation Act of 1974 (Miss. Code Ann. § 17-13-3 et. seq.)

### STAFFING





The McComb Fire Department is organized into 42 full-time first responder positions. The Chief, Deputy Chief, and Statewide Logistics Coordinator each work an eight hour day consistent with a standard work week. The remaining 39 positions are divided among three rotating shifts over the course of a 24 hour day:

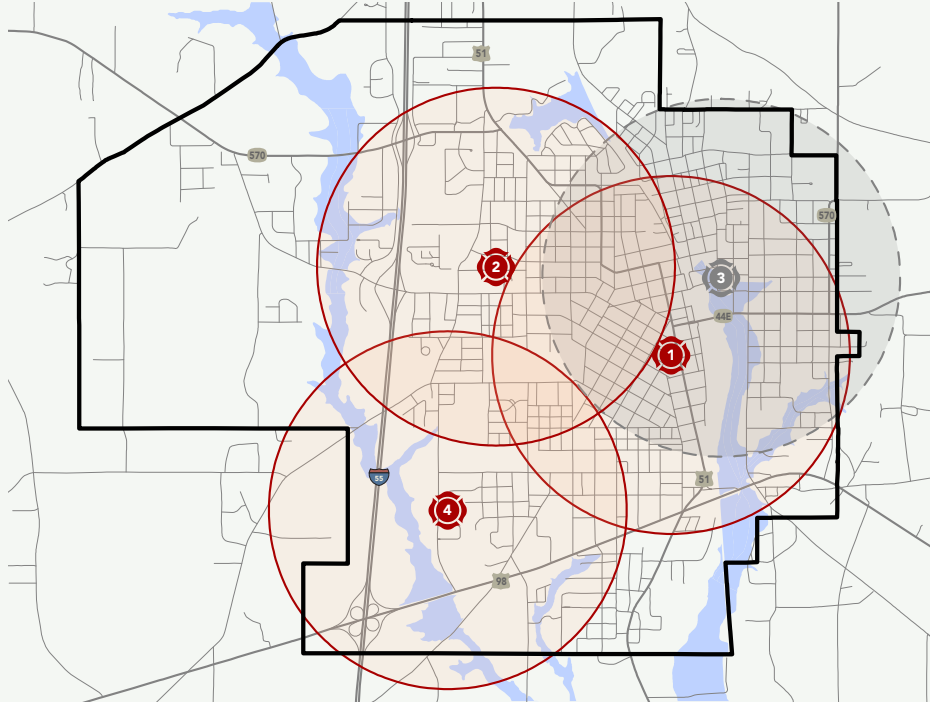
- Shift Captains (Three total – One per shift)
- Lieutenants (Nine total – Three per shift)



**FIGURE 2.11: McCOMB FIRE SERVICE AREAS** (NOTE: SEE ALSO FIGURE 2.10 (PAGE 30))




**CURRENT**

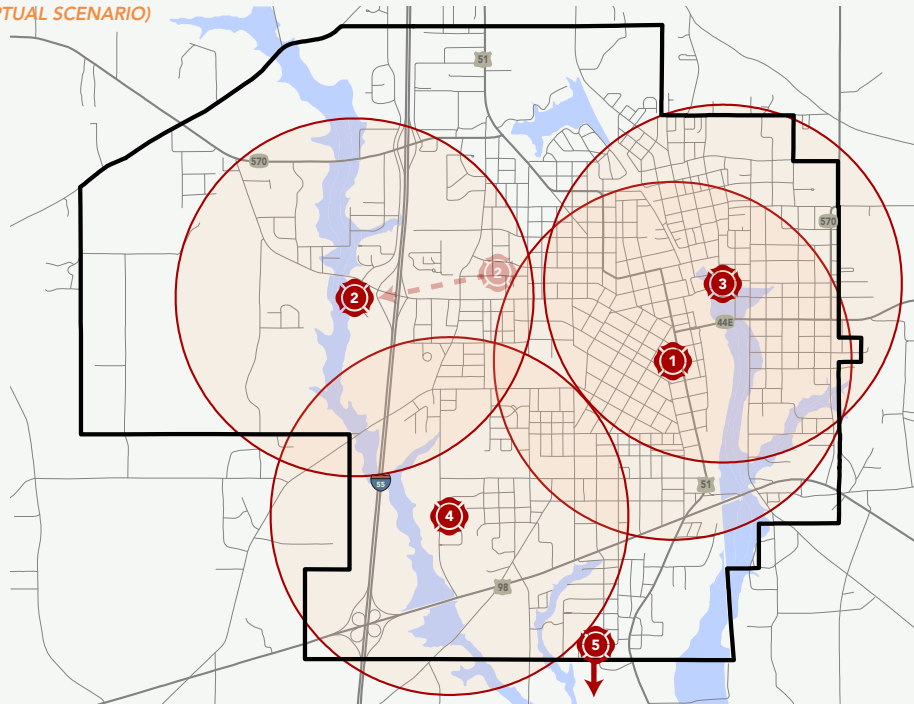
-  City Limits
-  1 Mile buffer of Station 3
-  1 Mile buffer of Fire Stations
-  Flood Plains



Fire station location is a key determinant in maintaining public safety through efficient fire service and EMS response times. Current fire station locations in McComb (above) illustrate well-spaced fire service coverage for most areas of the city (Station #3 is temporarily out of service). Anticipated increases in population and land area over time will necessitate adjustments to station disbursement. One long-range scenario (below) may be to relocate Fire Station #2 to an area west of Interstate 55. Assuming annexation of land to the south of McComb’s current municipal limits, a fifth fire station would eventually be required to maintain the City’s current fire insurance ratings. Although the specific scenario presented herein is hypothetical, investments similar to these will have to be programmed within the 20 year time frame of this plan.

**LONG-RANGE** (NOTE: CONCEPTUAL SCENARIO)

-  City Limits
-  1 Mile buffer of Fire Stations
-  Flood Plains





Staff retention at the McComb Fire Department remains a problem. An increased commitment to training facilities and opportunities may boost departmental pride and retention rates - as well as improve service and insurance rates.

- Engineers (Nine total – Three per shift)
- Firefighters (Eighteen total – Six per shift)

All first responder positions are fully trained and certified in accordance with the requirements of the state of Mississippi. McComb is continually challenged however, by maintaining minimum required staffing levels through continual staff turnover and transition. One third of the department's professional staff has rolled over since the beginning of 2013 due to retirements and the lure of higher paying jobs. The result is a Department whose personnel have fewer cumulative years of on-the-job experience. Studies of other communities that are experiencing oil and gas development activity indicate that the retention of adequate professional staff in other community positions of need can be exacerbated by competitive salaries offered by the oil and gas industry.

### FACILITIES & EQUIPMENT

The McComb Fire Department has traditionally staffed and maintained four fire stations. Station #3, located at 408 E. Michigan Avenue, was abandoned in April of 2014 due to advanced deterioration. The City has authorized funds for the design and release of a bid package to construct a new station at the same site. **Figure 2.10, McComb Fire Department Facilities and Equipment** on page 34 lists McComb's fire station facilities, and the equipment and vehicles that are positioned at each. Please note that Figure 2.7 has been prepared under the assumption that the loss of Station #3 was only temporary and will be replaced (as currently planned) soon after the adoption of this Plan. McComb's four fire station locations are also illustrated in **Figure 2.11, Fire Service Area (Current)** on page 35.

In addition to the department's four current and planned fire station locations, the City has recently

established a special reserve fund to collect donations for the construction of a Department training facility. The planned training facility would be located at the site of Station #4 at 1241 Parklane Road.

The Department does not anticipate adding to the current inventory of emergency response vehicles referenced in **Figure 2.10**. Instead, the Department will focus on targeted replacement of vehicles in order to retain the City's current level of fire insurance rating. Based on current conditions, one of the Department's four engines must be replaced by 2017 – with further replacements taking place at least every four years in order to maintain minimum required capabilities.

### PROGRAMS AND ACTIVITIES

The McComb Fire Department conducts fire safety education programs for all ages throughout the calendar year. Programs include a variety of hands-on activities including fire extinguisher training; and, are augmented by the Department's Smoke Trailer that it takes to schools, daycare centers, and community events to educate children and adults on how to evacuate smoke filled buildings.

Assuming the city is able to construct the planned training facility at the Station #1 location, it has the ability to seek authorization from the Mississippi State Fire Marshal to host continuing education activities for the personnel of fire departments from throughout the region. Currently, the Department's training budget is strained by the requirement that all new personnel attend certification classes at the Mississippi State Fire Academy. The option to provide in-house training can save significant travel expense.

### SERVICE INDICATORS

The capability of fire departments in Mississippi is not measured according to the Insurance Services

Office (ISO) as is common in most states. Instead, fire department capabilities – and by extension, the fire insurance rates for properties within an applicable community – are calculated according to ratings established by the Mississippi State Rating Bureau (MSRB). MSRB’s ratings system is similar to ISO, grading a jurisdiction’s fire suppression capabilities on a scale of 10 to 1 (1 being the best) for the purpose of establishing community fire insurance rates. MSRB ratings consider: **A)** Water system capacity; **B)** Department staff and training; **C)** Fire equipment; **D)** Alarms and fire reporting systems; and, **E)** Building code administration and enforcement.

McComb currently has a fire insurance rating of 5. Changes in fire insurance ratings for a community can greatly affect insurance premiums – particularly for those buildings with large floor areas, and that can accommodate higher occupancies. Fire insurance ratings can particularly be a key determinant on the community that a business chooses to locate. With this in mind, McComb’s current fire insurance rating can be improved to benefit private property owners to a Level 4 with only some minor adjustments to Department staffing and facilities. Investments in a training facility and a training officer alone may improve the City’s fire rating grade. Other types of considerations for McComb, or any other community attempting to improve local fire rating grades, include increased staffing, a more robust vehicle replacement plan, and the targeted relocation of stations.

Fire insurance ratings are greatly affected by average response time. McComb’s current average response time is estimated to be less than three minutes – which is in compliance with National Fire Protection Association (NFPA) Standard 1710. Although response times can always be improved, the City’s current response time is not currently an inhibiting factor in the City’s ratings.

**Figure 2.11, Fire Service Area (Current)**, illustrates McComb’s four fire station locations. The map conceptually depicts the Department’s emergency response potential based on a hypothetical service area of 2 miles in diameter, and by charting the distance from the closest fire station to the furthest edge of the City. As with **Figure 2.10** (page 32), **Figure 2.11** presumes that Station #3 will be operational again in the near future. The figure illustrates suggests that current fire station location causes significant overlap in coverage, while leaving some areas of the City subject to greater emergency response times – particularly areas of the City that are west of Interstate 55. While **Figure 2.11** suggests some inefficiencies that result from current station location, the more important factor for the City of McComb to consider is the effect annexation will have on fire service coverage. As larger areas are annexed into the City of McComb, and buildings and people are added to the City’s footprint, adjustments to coverage areas – in the form of station relocation and/or new station construction – will have to occur concurrently or insurance premiums throughout the entire City will rise again.

## CONCLUSIONS

Continual reference within this *Plan* to the value of the McComb Fire Department in terms of fire insurance ratings, and economics, is not intended to minimize the mission of the Department – to save lives and property. The MSRB ratings merely provide the City with the metrics it needs to determine whether or not its fire department is adequately equipped and prepared to handle all form of emergencies which may occur in and around McComb.

McComb has immediate facility and equipment needs which must be attended to in order to maintain a minimum acceptable level of fire protection for its

residents. Station #3 must be replaced expediently to ensure emergency service vehicle access to East McComb. Reserve funds should be earmarked to provide for the cyclical replacement of vehicles and gear based on an adopted capital improvements program. Department efficiencies should be enhanced through the continued development of the Department's in-house training programs.

To avoid the gradual deterioration of the Department's response times as a result of anticipated growth, McComb should program the possible relocation of Station #2 to an area west of Interstate 55. The addition of a fifth station must also be programmed as part of the City's implementation of its Future Land Use Plan and corresponding annexation plan.

## STRATEGIES

### STRATEGY 2-D-1. PROVIDE FOR THE ONGOING NEEDS OF THE FIRE DEPARTMENT TO ENSURE ADEQUATE PROTECTION OF THE POPULATION.

#### *Initiatives and Actions*

1. Continue to pursue improvement regarding the City's MSRB rating - considering the rating reflected by the current city boundaries, and the impact of additional annexations. The City's current rating is marginal, and risks being downgraded to a 6 if significant construction occurs in the City without improvements in training, fire service personnel turnover and regular replacement of equipment. The City of McComb should seek to maintain a level of service that is equal to or better than an ISO fire insurance rating of three.
2. Fund the construction of a training facility at the Station #4 location in order to save on the costs of training fire service personnel and maintaining minimum certifications.
3. Prioritize the hiring of a training officer position to staff the fire training facility and oversee programming for the McComb Fire Department and visiting agencies.
4. Following the reconstruction of Fire Station #3, redirect the majority of annual fire rebate funds to the purchase of new equipment including matching funds for Assistance to Firefighters grants as part of a Fire Engine replacement plan beginning in 2017.
5. Prioritize equipment purchases and training opportunities for the McComb/Pike County HazMat team. This team has regional coverage and can be expected to be utilized more frequently in conjunction with TMS development in Pike County and other nearby jurisdictions.
6. Continue Fire Department participation in the City's plan review process so that water supply and other emergency response considerations are incorporated into plans and plats for new development/redevelopment.

### STRATEGY 2-D-2. PLAN FOR THE REALIGNMENT OF EXISTING FIRE SERVICE COVERAGE AREAS AS THE CITY GROWS.

#### *Initiatives and Actions.*

1. Develop a fire station facility replacement program, schedule and budget for Fire Station #2 and for site acquisition for a fifth station to be programmed to support priority City annexation areas.
2. Upon completion of a reconstructed Fire Station #3, divert a minor percentage of annual fire rebate funds for the acquisition of property west of Interstate 55 for the construction of a new Fire Station #2 in order to improve fire department response to areas in the west side of the City.
3. Coordinate with Pike County through the City/County Fire Protection Committee to provide





for increased fire service to areas of the unincorporated county targeted for annexation and urban services (infrastructure) expansion through interlocal agreement. Jointly utilize an “adequate staffing grant” to boost the number of fire service personnel assigned to portions of the city and county in the urban services area (Future Land Use Plan, page ??). Jointly seek additional funding for new equipment through the Mississippi Rural Fire Truck Acquisition Fund. Use of this fund would be for the purchase of equipment in addition to the Assistance to Firefighters grants used to replace aging existing inventory.

4. Procure land in the urban service area for the siting of a fifth fire station. Seek partnerships with the McComb School District, Pike County Economic Development Authority, or other public entity to procure land reservations in conjunction with water and/or sewer system expansion.

## MC COMB POLICE DEPARTMENT

The McComb Police Department is the lead dispatch agency for all law enforcement and fire departments within Pike County.

### SERVICE AREA

The Police Department's immediate service area includes the city limits. In 2005-2006, the City of McComb and the McComb Police Department entered into an interlocal/joint agreement with Pike County and the 911 Commission to provide dispatch capabilities for all law enforcement agencies and fire services within Pike County. In addition, McComb has entered into a year by year interlocal/joint agreement with Pike County, Lincoln County, Walthall County and the City of Brookhaven to establish a joint, cooperative law enforcement in combating drug related crimes. These

agencies have agreed to establish the Southwest Mississippi Interjurisdictional Narcotics Enforcement Unit (SMINEU). The McComb Police Department assigns one certified law enforcement officer to this unit.

### STAFFING

There are many staffing needs within the McComb Police Department as a result of constraints in staff size despite additional demands for police service that have come from past annexations as well as the interlocal agreements. Of particular note:

- The number of police officers assigned to the department has been the same since the early 1990's. Staffing in the McComb Patrol and Investigative Divisions has not changed.
- In the early 1990's the City of McComb annexed property to the south and west. There were increases in positions within the McComb Police Division after these annexations; however, the minimum number of officers per shift did not change after the south and west annexations.
- An interlocal agreement between the City of McComb and Pike County in 2004 created the Central Dispatch Center which resulted in the move of all dispatch personnel out of the McComb Police Department building on Beech Street.

The McComb Police Department also supports the McComb School District by way of regular law enforcement officers on an as-needed basis. Unfortunately, this level of service is less than was provided in the past. In the recent past, the McComb Police Department assigned two law enforcement officers as School Resource Officers in the McComb School District. Due to manpower issues and budget constraints in recent years, those positions were removed from service completely.



Police staffing and facility recommendations in the McComb in Motion Comprehensive Plan take on increased urgency should the City and County experience sudden increases in non-family households to the area.

The McComb Police Department also manages a “No Kill” animal shelter within the City. This animal shelter is staffed by two full time Animal Control officers who are tasked with the daily maintenance, cleaning and handling of animal issues within the City.

### **FACILITIES**

There are four main facilities that house and support members of the McComb Police Department. These facilities include: the McComb Law Enforcement Complex, McComb animal shelter, firing range, and McComb/Pike Communications/Dispatch Center. The City of McComb Law Enforcement Complex is located at 501 Beech Street. Nearby, the McComb Animal Shelter is located at 125 East Michigan Avenue. The Department’s firing range is located on Hwy 98 East. The McComb/Pike Communications/Dispatch Center is located at 1240 Parklane Road.

Due to recent changes in McComb City ordinances, laws of the State of Mississippi and the overall classification of McComb’s animal shelter, the building which houses the shelter has become inefficient. With more animals sustained at the shelter due to its “No Kill” classification, proper housing and maintaining of animals cannot continue in the current facility; therefore, there is a need for a larger and more efficient shelter as well as the addition of one new staffing position.

### **EQUIPMENT**

The McComb Police Department has worked diligently in maintaining a safe working fleet of vehicles. Over the years, the City has attempted to purchase two vehicles yearly in order to rotate out the older aging vehicles. In 2014, the Department purchased three new Ford expeditions for the Investigative Division to replace three old Ford Crown Victoria vehicles. These newly purchased vehicles should last several years for this

division. A continued plan of purchasing a minimum of two vehicles a year is a necessity to ensure vehicles are in good safe working condition.

### **TRAINING**

All McComb Police Officers are certified by the Board of Minimum Standards prior to being placed in the workforce. Officers receive all necessary in-service training yearly to meet the requirements of the Board of Minimum Standards and in accordance with state law. The Department frequently uses numerous outside training vendors which often requires for those employees to travel to an off-site/out of town location to receive this training. Recently, the City has been working with the Southwest Mississippi Workforce Development Center in Summit to provide in-service training locally which cuts down on the travel time as well as cost.

### **CONCLUSIONS**

The City’s Police Department suffers from a lack of funding for personnel, training, and facility upgrades. In order for the Department to meet the national standard of per capita police staff, there needs to be the deliberate addition of key personnel to fill the staffing void that has existed since past annexations in the 1990s. Additional staffing will ensure that McComb’s police force is able to carry out its mission of effectively providing the community with the highest quality of care. In addition, dollars in the budget need to be set aside for multi-tier training that is required to ensure that the Department has the most competently trained personnel. Lastly, reserve funds should be incrementally directed towards facility improvements and equipment maintenance. In particular, the reconfiguring of the law enforcement complex as well as the animal shelter are examples of facilities that have the most need for upgrades. The Department should remain committed

to its ongoing plan of purchasing two vehicles per year to ensure effective and efficient policing.

Case studies also suggest that local law enforcement departments are significantly challenged by increases in police calls for service directly related to increased traffic accidents and public disturbances related to oil and gas development and the associated transient workforces. The ability to off-set departmental costs that are often associated with increased disturbances related to shale play activity is limited.

## STRATEGIES

### **STRATEGY 2-D-3. PROVIDE FOR A STRATEGY TO INCREASE POLICE DEPARTMENT PERSONNEL APPROPRIATELY TO ENSURE ADEQUATE PROTECTION OF THE POPULATION.**

1. *Uniformed Patrol: Increase the original one per shift as needed by early 1990s annexation as well as an additional one per shift above the annexation number to get closer to the national average of one officer per every 1,000 persons. Increases in uniformed patrol are especially critical now due to substantial increases in anticipated transient residents locating in McComb during the development of the TMS play.*
2. *Dispatch: Increase the total number of dispatchers by five to allow for an additional dispatcher during those peak hours of operation.*
3. *Municipal Court: Increase the total of court staff by one which will allow for more efficiency in dealing with court documentation and proceedings.*
4. *Administrative Staff: The addition of one phone switchboard operator will allow those Processors/Jail personnel to more efficiently do their job without managing the need to manage increased phone calls during normal business hours.*

### **STRATEGY 2-D-4. PROVIDE FOR A STRATEGY TO FUND ONGOING FACILITY IMPROVEMENTS.**

1. *Due to more animals traveling through the City's as a result of its "No Kill" classification, there is a need for a larger and more efficient shelter as well as the addition of one new staffing position.*
2. *Hire a design professional to prepare plans for the phased renovation of the Law Enforcement Complex. Due to the movement of dispatch to an off-site facility, there is a need to update and rearrange the City's Law Enforcement Complex for improved efficiency and functionality.*

### **STRATEGY 2-D-5. INCREASE POLICE DEPARTMENT TRAINING BUDGET.**

1. *There is a significant need for the City's Police Department to increase its training budget to allow for more attendance across the Department's personnel for specialized training. The rise in cost of training and travel associated with it has made these trainings less accessible Department wide. As training is an essential part of providing the highest level of service, there is an absolute need for the Department to prioritize the funding of training for its employees.*

### **STRATEGY 2-D-6. RESEARCH THE VIABILITY OF A PUBLIC SAFETY REIMBURSEMENT PROGRAM TIED TO TMS-RELATED FACILITIES AND OTHER LAND USES THAT GENERATE HIGH VOLUMES OF POLICE CALLS FOR SERVICE.**

1. *Survey police departments in other shale play communities to determine whether or not increases in police calls for service can be directly tied to specific land uses recently introduced to the community such as workforce housing facilities or extended stay hotels/motels.*



2. *Estimate average costs associated with police responses tied directly to transient workforce land uses or other uses associated with oil and gas industry development in the community.*
3. *Should survey results reveal a measurable fiscal impact on public safety services tied to specific land uses, investigate the possibility of developing a public safety bond or security agreement program which can be incorporated into the conditional approval process and/or business licensing of certain land uses.*
4. *Establish benchmarks within the security agreement within which the City may draw on the financial security as public safety calls for service to the site increase.*

### ADDITIONAL PUBLIC SAFETY SERVICES

McComb's public safety departments work in close cooperation with the agencies of surrounding jurisdictions, having response and support agreements in place with Pike County E-911 and the Pike County Sheriff's Office.

#### MC-COMB/PIKE COUNTY HAZMAT TEAM

The McComb Fire Department has partnered with Pike County to form a hazardous materials team (HAZMAT) to mitigate public dangers associated with chemical spills and hazardous materials. The HAZMAT team is housed at McComb Fire Station #4.

#### HOMELAND SECURITY

The Mississippi Office of Homeland Security's, Task Force Two, District 7, office is located in Pike County. In addition, Task Force Four (TF4) - the logistics section of Mississippi's "all hazards response" state-wide task force - is also based in McComb. The cumulative presence

of both of these state homeland security offices in Pike County provides the McComb Police Department and other first-responders with a logistical "head start" in responding to possible terroristic threats to Mississippi's citizens and critical infrastructure assets and public services. As the concentration of drilling sites increases within Pike County and adjacent jurisdictions, the area's concentration of facilities that may be categorized as critical assets increases greatly.

### CONCLUSIONS

Expected TMS development will result in busy roads within Pike County and McComb, including substantial increases in large vehicles carrying various inert and chemical components necessary for hydraulic fracturing. With this increased traffic, come increased risks of accidents among vehicles carrying hazardous materials in Pike County and neighboring counties. Pro-active efforts should take place now between local public safety officials and State Homeland Security officials to ensure that increased demands on the McComb-Pike County HAZMAT team throughout the region do not negatively impact the provision of Fire and Police services at home.

### COMMUNITY CAPACITY 2-E: HEALTH AND EDUCATION

There is growing interest in the link between the built environment and the health of its citizens. In developing comprehensive plans for communities, city and regional planners consider the aspects of land use, transportation, community facilities, housing, and parks and open space; while public health officials speak of health in relation to physical activity, the natural environment, public safety, healthy eating, mental health, social capital, pollutants, and epidemiological issues related to such topics as mortality, obesity, and



The Southwest Mississippi Regional Medical Center may find that the local demand for specialized medical care spikes with an influx of transient residents tied to the TMS play.

respiratory diseases. While planners and public health professionals have viewed their roles in the community differently, practitioners and academics are beginning to uncover the ties between the two fields as it is becoming increasingly clear that decisions about the built environment may influence certain public health concerns and vice versa.

## SOUTHWEST MISSISSIPPI REGIONAL MEDICAL CENTER

The Southwest Mississippi Regional Medical Center (SMRMC) was established in 1969. Over the last 40 years, SMRMC developed an integrated health system that provides comprehensive, state-of-the-art healthcare to a population that typically would have to travel 600 to 100 miles to Jackson, MS, New Orleans, LA or Baton Rouge, LA for such levels of service.

### SERVICE AREA

Sitting on a 22.92 acre site, the medical complex serves seven counties in Mississippi as well as two parishes in Louisiana. According to the most recent Certificate of Needs records, SMRMC's extended service area is largely rural population of 170,000 people.

### FACILITIES AND SERVICES

SMRMC is located at 215 Marion Ave. The medical center consists of 160 beds and employees 1,200 medical professionals and 70 physicians. The medical complex houses 15 different medical facilities including:

- *Level III Trauma Center*
- *Southwest Mental Health Complex*
- *McComb OB-GYN Associates Clinic*
- *Southwest Mississippi Ear, Nose and Throat Clinic*
- *McComb Nursing and Rehabilitation Center*



- *Southwest Family Practice Clinic*
- *Family Pharmacy*
- *McComb Skin Clinic*
- *Southwest Pulmonary Clinic*
- *Southwest Sleep Center*
- *Southwest Center for Orthopedics and Sports Medicine*
- *Keber Eye Clinic*
- *Southwest Mississippi Eye Center*
- *McComb Family Practice*
- *Medical Arts Building*
  - *Gastroenterology Associates*
  - *The Children's Clinic*
  - *Premiere Health Clinic*
  - *Serenity Intensive Outpatient Psychiatric*
- *Mississippi Cancer Institute*
- *St. Luke Home Health*
- *The Women's Health Center*
- *Southwest Surgical Associates*

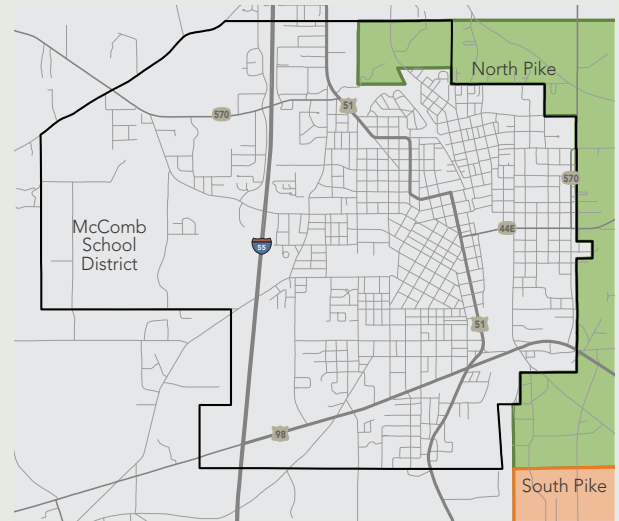
While SMRMC is not located in a hurricane evacuation zone, the medical complex is equipped to weather community-wide disasters. The resource inventories are currently maintained to provide for approximately 96 hours of need which includes food, water and all other essentials. We also have Memorandums of Understanding with our vendors to help with all needs to be supplied during or after the disaster as required by the Mississippi State Department of Health. In addition, the medical complex has five diesel generators which are used for back-up emergency power. Four of the five generators, at full load, run for 95.5 hours. The fifth generator runs for 150 hours at full load.

**FIGURE 2.12: PIKE COUNTY SCHOOL DISTRICTS**

Pike County is divided into three individual school districts. The City of McComb is contained largely within the McComb School District, with a small section of the city lying within the boundaries of the North Pike School District. With future city infrastructure expansion expected to be focused in a southern and southwestern direction along major transportation corridors, the City of McComb's future is tied to the health and performance of the McComb School District.

**SCHOOL DISTRICTS**

-  McComb
-  North Pike
-  South Pike
-  City Limits

**EMS AGREEMENTS WITH CITY AND COUNTY**

The contract for ambulance service in Pike County is between SMRMC and AAA Ambulance Services. The ambulance serves the citizens of Pike County and Districts 4 and 5 of Amite County. AAA Ambulance Service employs all EMS staff and operates five ambulances daily.

**NEEDS**

SMRMC has identified both short and long term needs to ensure the provision of the best medical care. In the short term, the medical complex will need new HVAC/Air Handlers, upgraded radiology equipment and new patient beds. The long term needs include the renovation of older patient rooms, expansion of patient parking, and construction of a new patient tower and medical office building.

**CONCLUSION**

SMRMC has a large presence in McComb and Pike County, both in terms of employment as well as wide-reaching patient care. In order to continue effectively providing for the community, the medical center should be conscious about addressing its short and long term needs.

**McCOMB MAIN BRANCH LIBRARY**

The headquarters of the Pike-Amite-Walthall Library System (PAWLS) is located in McComb at 1022 Virginia Ave. This 21,411 square foot building opened its doors to the McComb community in 2000 and currently houses 100,000 volumes. The McComb Main Branch Library is the central location for the library system that serves the surrounding communities with nine libraries in the tri-county area.

**McCOMB SCHOOL DISTRICT**

The McComb School District serves five school campuses, including two elementary schools, one middle school, one junior high school, and one high school. Additionally, the school district supports a Business and Technology Center. Overall, the school district serves 2,727 students from elementary to high school; these students are supported collectively by a staff of 384 employees, 190 of which are certified employees. The current student – teacher ratio for the McComb School District is 19.47 students to 1 teacher.

**PERFORMANCE**

According to the Mississippi Report Card, the McComb School District is rated with a C- “Successful” accountability label in the most recent school year posting from 2011-2012. With respect to the Annual Measurable Objective (AMO) as stated by the No Child Left Behind Act, the McComb School District does not meet the objectives in all three areas including reading/language arts, mathematics, and other academic indicators.

**FACILITIES**

The facilities that comprise the McComb School District include:

- *Kennedy Elementary School and Early Childhood Center is located at 207 S. Myrtle Street and sits on 6.36 acres.*
- *Otken Elementary School is located at 401 Montana Ave on a 10.29 acre site.*
- *Higgins Middle School is located on 5 acres at 1000 Elmwood Street.*
- *Denman Junior High sits on 10.42 acres and is located at 1211 Louisiana Ave.*



- *McComb High School is located on a 4.45 acre site at 310 7th street.*
- *Business and Technology Complex sits on a two acre site at 1003 Virginia Ave.*

Currently, the McComb School District facilities adequately serves the current and projected demand. These facilities also support the community. Firstly, all five of the operational school buildings are designed to be used as a fallout shelter as necessary. Secondly, the recreational areas and athletic fields that belong to the McComb School District are utilized by the general public. For example, the semi-pro football team located in McComb uses the football practice field to conduct their practice sessions. The Marine Corps also utilize the track to train soldiers.

TMS-related growth is expected to generate over 2,000 permanent residents to Pike County over an extended period of time - and far more transient residents during peak development of the shale play. Many of these residents are expected to locate within the current McComb municipal limits, or areas targeted for future annexation (which largely lie within the boundaries of the McComb School District). With expected growth in McComb guided by an annexation program and infrastructure expansion program outlined in the *Future Land Use Plan* contained in Chapter 6, *Land Use and Character*, possible future facility needs of the McComb School District should be sited to correspond with, and support, where public infrastructure expansions are anticipated by the City.

### **PARTNERSHIPS**

As a result of the Career Technical Education (CTE) standards for skill-based programs that McComb School District facilities include, the school district must operate an advisory committee that is made up in part

by local industry members. These committees work with McComb students and instructors to provide industry insight as part of these skills-based programs. A key change that was made for the 2014-2015 school year is the establishment of a center-wide advisory committee that will meet and will include industry members for all programs. An example of a current advisor committee is the Advisory Committee for Health Sciences. Members of the committee include the Certified Nursing Assistant Instructor from Southwest Mississippi Community College, as well as registered nurses and the Director of Clinical and Community Health Education from Southwest Mississippi Regional Medical Center.

### **CONCLUSIONS**

Overall, the McComb School District has the appropriate capacity, in terms of facilities and staff to serve its current population. In order to best service future students, the school district should prepare for the replacement of retired staff members as necessary.

With respect to performance, the school district should work towards meeting the Annual Measurable Objectives in reading/language arts, mathematics, and other academic indicators, as well as upgrading its accountability label from "Successful" to "High Performing" in order to provide the most well-rounded education for its student body.

Lastly, The McComb School District should work towards the continuation of its partnership with local industry leaders to promote its skill-based programs. The McComb School District has the opportunity to continue sponsoring advisory committee participation as well as student involvement within these skill-based programs.

The overall performance of the McComb School District is viewed through different lenses by varying groups in

the community, and depends on whether or not one is looking at recent student performance numbers, or historic trends over a period of time. Fairly or not, many view the McComb School District as an inhibiting factor to attracting quality residential growth to the municipal limits - and believe that consolidation with either the North Pike or South Pike School Districts is necessary in order to guarantee long-term system viability. Whether or not this is to occur will not be determined through the recommendations of this Plan. In the meantime however, the City of McComb's fortunes are irrevocably tied to the performance of the McComb School District as the alignments of the three Pike County School District illustrated on **Figure 2.12, Pike County School Districts** (page 44), do not correspond with the City annexation program contained in Chapter 6, *Land Use & Character* (which is based on access to transportation infrastructure, utilities, and industrial property). Future City annexations are programmed to largely occur in the McComb School District or the foreseeable future. Enhanced City/School District partnerships will be required in order to make long-term residential investment and re-investment in McComb attractive.

## STRATEGIES

### **STRATEGY 2-E-1. COLLABORATE WITH THE BUSINESS COMMUNITY, EDUCATIONAL INSTITUTIONS AND PUBLIC SECTOR TO WORK TOGETHER TO DEVELOP ACTIONS TO DISCOURAGE OUTMIGRATION.**

#### *Initiatives and Actions*

1. *Actively participate in and support the McComb School District's strategic initiatives derived from the 2014 McComb School District's Strategic Planning Initiative. In particular, accommodate a Science, Technology, Engineering, and Mathematics*

*(STEM) Academy at a School District site within the McComb municipal limits.*

2. *Support the Career Technical Education (CTE) advisory committee to expand the scope of CTE programs for the dual purposes of decreasing school drop-out rates, and improving the reliability of the local workforce.*

### **STRATEGY 2-E-2. INCORPORATE EDUCATIONAL FACILITIES SITING CONSIDERATIONS INTO ALL NEW DEVELOPMENT / REDEVELOPMENT PROGRAMS AND PROJECTS.**

#### *Initiatives and Actions*

1. *Encourage infill development to ensure neighborhood elementary schools retain an equitable distribution of students, thereby fostering stable enrollment and sustaining their vital role in neighborhood preservation and integrity.*
2. *Coordinate between the City, the McComb School District, and development community to ensure that mixed-use and residential developments preserve land for future elementary school sites when pending needs are identified by the School District.*
3. *Design future residential subdivisions so that elementary schools are within walking or biking distance, and that facilities are designed to encourage pedestrian and bicyclist activity to and from school properties.*
4. *Provide assistance to the McComb School District, when necessary, to incentivize the renovation and expansion of permanent buildings on current sites while respecting the character of surrounding neighborhoods.*
5. *Coordinate the location of future school sites with the Future Land Use Plan and future trails system.*

## COMMUNITY CAPACITY 2-F: QUALITY OF LIFE

In order for the City of McComb to meet the needs of its current population, as well as that of future residents, it must place a priority on enhancing quality of life-related issues, including the equitable development, distribution, and revitalization of the City's parks, recreational opportunities, trails and open spaces. Parks and recreation facilities are an essential part of a healthy and vibrant community environment. They provide the necessary components for events outside the home, after work, and after school activities. Whether for passive or active use, parks and recreation facilities are an important part of everyday active living. Much like streets and sidewalks, water and wastewater; and drainage facilities, police and fire equipment, and other municipal facilities and services, parks are an integral component of the municipal infrastructure. Thus, they warrant a significant level of attention and commitment of time, financing, and personnel resources.

Enhancing the long-term quality of life of McComb's citizens also depends on developing and supporting other culturally-significant facilities and organizations in order to provide the community with a distinct identity that provides permanent residents with a shared sense of identity and pride regardless of the community's economic environment in any given period.

Often times, public investments in parks and recreation, and facilities and organizations of local cultural significance are looked upon as luxuries. Unlike basic public services such as water, wastewater, police and fire, quality of life investments may be deemed "non-essential." Regardless of the degree to which such an assertion may be true, local commitment to quality of life investments has the potential to help re-invigorate

FIGURE 2.12: M<sup>c</sup>COMB PARK FACILITIES<sup>1</sup>

| PARK LOCATION                                   | SIZE (ACRES) | FACILITIES  |
|---|--------------|---|
| Armory Fd: West St                              | 1.16         | Baseball/Soccer field   |
| Baertown Park: 416 Hamilton Avenue              | 12           | Softball field<br>Walking track<br>Picnic tables/bar-be-que<br>Pavilion/Playground                            |
| Central Park: 6th and Minnesota Streets         | 2.5          | 3 tennis courts<br>Handball court<br>Picnic tables/benches<br>Practice ball field<br>Playground<br>Splash pad |
| Douglas Park: Gay & Park Streets                | 17           | Practice ball fields<br>Picnic tables/Bar-be-que<br>Pavilion/Playground                                       |
| East McComb Activities Field: 803 Avenue F East | 6.5          | Baseball field<br>Soccer field<br>Restrooms/Concessions<br>Pavilion/Playground                                |
| Edgewood Park: Lakeshore Drive                  | 17.36        | Playground set<br>3 pavilions<br>Picnic tables/Bar-be-que   |
| Higgins Park: Higgins Dr.                       | 3.5          | Softball Field<br>Restrooms/Concessions   |
| McComb Sports Pk: 701 S. Magnolia St.           | 47.2         | 2 Baseball/softball fields<br>Covered seating areas<br>Conference room  |
| MLK Comm. Center & Park: 601 MLK Dr.            | 4.43         | Banquet Hall (w/kitchen)<br>3 classrooms; 1 side  |
| Police Complex: 1016 Witterman St.              | .25          | Splash Pad  |

Notes:

1. See also **Map 2.G, McComb Parks and Open Space** (page 49).





McComb and attract a greater diversity of private investment over a longer, more sustainable period of time.

## PARKS, RECREATION, AND GREENSPACE

Park facilities and recreational programs in the City of McComb are managed by the McComb Recreation Department. The system has traditionally been funded by general City funds, but has recently been the principal recipient of the City's hotel/motel tax revenues. McComb owns and maintains 11 park facilities totaling over 111 acres. The City is considering the addition of a new park in the Algiers community, through the re-acquisition of property previously deeded by the City to a non-profit neighborhood group, but otherwise does not plan any other system expansion in the near-term. A complete inventory of McComb's park facilities can be found in **Figure 2.12, McComb Park Facilities** (page 47).

McComb citizens also benefit from their proximity to Percy Quin State Park operated by the Mississippi Department of Wildlife, Fisheries, and Parks; and, the Bogue Chitto Water Park, operated by the state's Pearl River Basin Development District Park. These Pike County destinations are regional attractions that provide access to camping, hiking, golfing and water sports opportunities. Although their benefit to McComb residents is acknowledged, the focus of the Plan in regard to parks and recreation is to focus on those City facilities and activities upon which local citizens rely on a daily basis to meet their most basic active and passive recreation needs regardless of age, income, or access to suitable transportation.

The City of McComb's park system is funded and maintained principally for the benefit of McComb's

residents and property owners. Still, as the primary local government recreation system in Pike County, it serves a much larger population base than that confined to the municipal limits.

## PROGRAMS AND ACTIVITIES

The City of McComb provides a diverse offering of sports leagues, exercise classes, tournaments, and special events throughout the calendar year. A typical schedule of events for calendar year 2014 has been provided by the McComb Recreation Department and is included in Appendix ???. Activities operated directly by the Recreation Department are also augmented by other programs such as the increasingly popular baseball and softball league operated by the Exchange Club in Edgewood Park.

Individuals from throughout Pike County participate in the programs offered by the McComb Recreation Department - and in return, the fees from this county-wide population base support their continued operation. Even under recent conditions of modest growth, some programs such as the Exchange Club youth baseball league are experiencing scheduling constraints due to a rise in participation in limitations on facilities at which to schedule practices and games during peak times of daily operation. Such constraints will only be exacerbated once full development of the Tuscaloosa Marine Shale has caused the local population to rapidly rise.

## FACILITIES & EQUIPMENT

McComb's 11 City parks include a variety of facilities that are carefully programmed to offer citizens multiple active and passive recreation opportunities. Further evaluation of McComb's park and recreation facilities is found within the "Service Indicators" Subsection (page 48).

# MAP 2.G

## PARKS AND OPEN SPACE

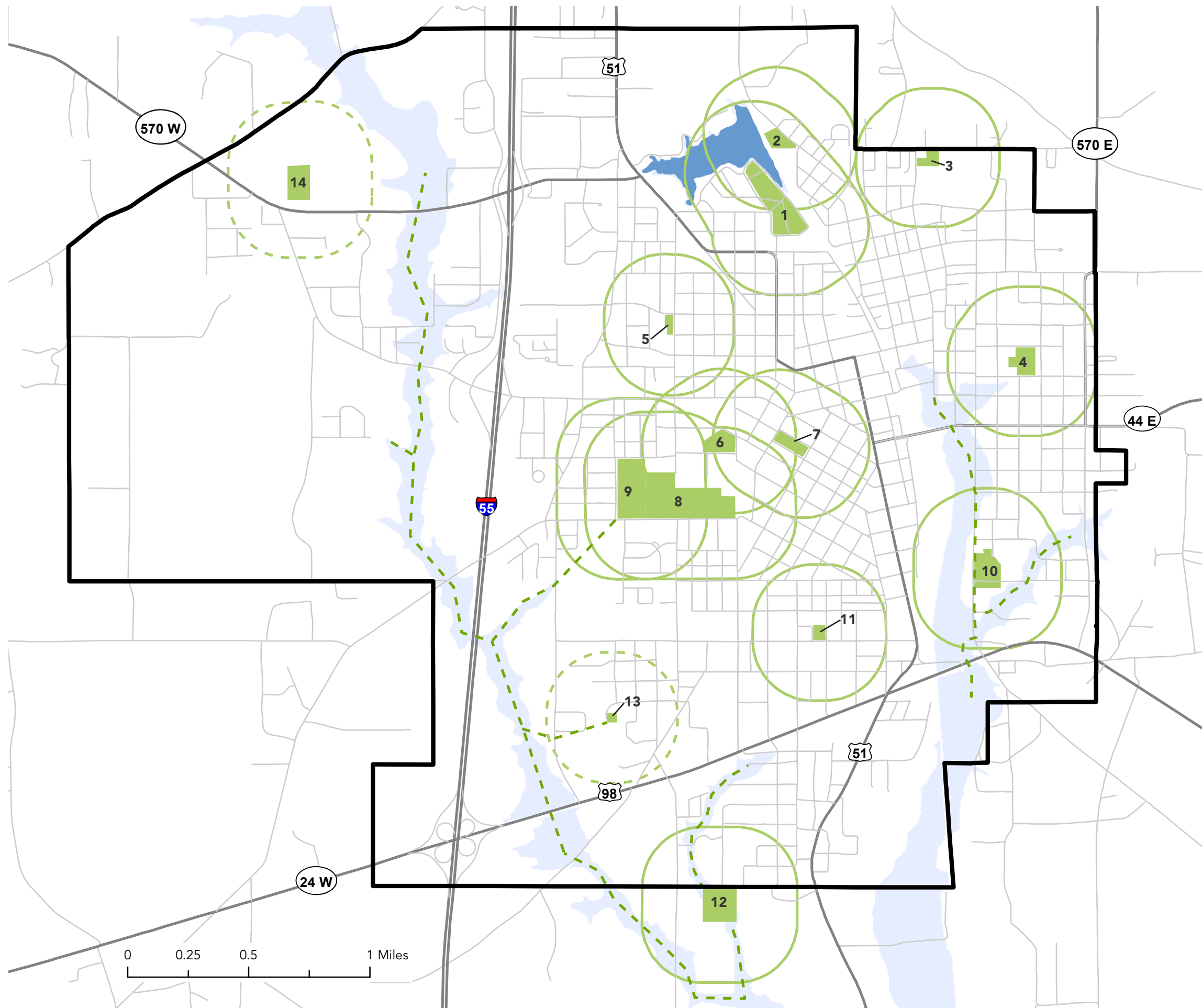
### LEGEND

#### FEATURES:

- Parks
- 1/4 Mile Radius
- Lake
- Floodplain
- Greenways

#### PARKS:

- 1 Edgewood Park
- 2 MLK Park
- 3 Higgins Park
- 4 East McComb Activities Field
- 5 Armory Field
- 6 Lyons Park
- 7 Central Park
- 8 Hollywood Cemetary
- 9 Douglas Park
- 10 Sports Facility
- 11 Police Complex
- 12 Baertown Park
- 13 Algiers Community Park (Proposed)
- 14 *Conceptual Park (Example Only)*



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**Map 2.G, McComb Parks and Open Space**, (page 49) shows the distribution of all 11 of McComb’s City park properties throughout the municipality. The map also highlights a handful of other green spaces, such as Hollywood Cemetery, that are utilized by area residents for passive pursuits such as walking or running. In addition to the City’s attempts to offer a diverse array of park facility types, **Map 2.G** demonstrates the City’s efforts to provide for an equitable distribution of its park spaces throughout the community. The map also shows that a substantial amount of municipal land is located within 1/4 mile of a City-operated green space - roughly equivalent to a five minute walk. Upon closer examination to the map, one will notice that McComb’s park spaces are concentrated in those portions of the City with the greatest current population densities.

**STAFFING**

The McComb Recreation Department has a full-time staff of 12 individuals, and a part-time staff of anywhere from 10 to 35 individuals throughout the year (largely depending on seasonal Recreation Department program offerings). Recreation Department staff is responsible for all aspects of the City’s recreation facilities and activities including purchasing, operations, maintenance, and programming. The greatest staffing challenge is retaining suitably trained individuals to maintain system facilities and equipment.

**SERVICE INDICATORS**

The size of McComb’s public park system, based on the estimated 2012 population of 12,841, is sufficient for a community of the City’s size when compared to the National Recreation and Parks Association (NRPA) previously published “Recreation, Park and Open Space Standards and Guidelines.” Under those standards, the greatest omission to McComb’s park system is the lack of a linear park (multi-use trail) network.

The NRPA recently discontinued its use of the “Recreation, Park and Open Space Standards and Guidelines,” because of criticism to a “one-size-fits-all” approach to benchmarking community park systems. The organization has since created the PRORAGIS system whereby communities can measure their park systems performance and facilities against self-chosen sets of comparison communities to better gauge system sufficiency against jurisdictions of similar demographics.

A self-evaluation of McComb’s system using the PRORAGIS program is advised to establish a benchmark for system performance based on today’s population. A second and third PRORAGIS evaluation considering the short and long-term population projections presented in **Figure 1.2, McComb Estimated Population Projections (2012 - 2035)**, will assist the City in predicting future park space needs based on transient and permanent population growth fueled by TMS development. Even though much of the TMS population growth is expected to be temporary, a well-conceived PRORAGIS study may assist in determining how much public park space will be needed long-term versus short-term private recreational space associated with transient housing development.

**RESOURCES**

The Mississippi Department of Wildlife, Fisheries and Parks administers the State’s Recreational Trails Program, and Land & Water Conservation Fund (LWCF). Both programs are funded by congressional appropriations - with allocations administered and provided to the State by applicable federal agencies. The Recreational Trails Program assists states in developing and maintaining motorized and non-motorized trail networks. The LWCF program provides for the acquisition and development of public outdoor recreation sites and facilities.





Existing City park acreage in McComb is sufficient to meet the needs of the current population. Future expansions to the park system may be in the form on additional acreage at existing sites. This ball field (right) next to the MLK Community Center may present a future opportunity.

Federal funding to support both programs varies according the structure of the federal authorizing bills, and while predictable and cyclical annual funding cycles for both programs in Mississippi is desirable, the timing between new calls for proposals by local governments may often stretch over multiple years. For instance, although LWCF applications were accepted by the State of Mississippi in 2014, it was the first time the program had been funded since 2005. Recreational Trails Program funding has been more consistent due to the fund's attachment to federal transportation re-authorization bills. There is a required math for local communities participating in both programs, and individual funding awards to a single community rarely exceed \$150,000 to \$200,000.

McComb has participated successfully in the LWCF in the past - the most recent success was in 2006 when the City was awarded a \$150,000 grant to support the development of the McComb Sports Park. In contrast, although McComb has submitted Recreational Trails Program applications to the State in the past, the City has not yet received a program award. Successful Recreational Trails Program communities typically include those that propose trails that link neighborhoods, districts, an/or activity centers together, and those which can illustrate a tie between their proposed trail segments and an overall trails and greenways plan.

## CONCLUSIONS

The size and distribution of McComb's existing park system and facilities is sufficient to provide a variety of recreational options to the current citizens of the City, and of surrounding communities. The principal challenges in maintaining or improving the City's current and future level of service in regard to recreational amenities and opportunities is four-fold:

- *Access to Park Property.* **Map 2.G** (page 47) illustrates that a substantial portion of McComb's residential areas are in close proximity to City-owned recreation space. Given that the City's public park system scores well in relation to general NRPA benchmarks, wide-scale system expansion (based on current population) is not necessary. Targeted system expansion of standard park facilities to locations such as the Algiers community, and for residents west of Interstate 55 may be sufficient to ensure the equitable near-term distribution of City park space. **Map 2.G** also illustrates one possible location of a purely hypothetical West McComb park property.

An alternative method by which the City may improve community-wide access to recreation space is through the creation of a linear park system in the form of multi-use trails. It is important to remember that even existing proximity to a park space does not equate to access. Many barriers may lie between a residence and a City park, such as major highways, or a lack of sidewalks. Not only would a multi-use trail system in McComb provide citizens with a new recreational option, the distribution of such a system provides a the community with a transportation alternative between places of residence, work, shopping, and entertainment. The lack of a linear park network is the single greatest omission in the City's inventory of park space according to NRPA standards. **Map 2.G** demonstrates the location within which a rudimentary linear park trail system may be located in McComb.

- *City Expansion.* Population projections introduced in Chapter 1, Planning Context, remind City leaders that public services which meet the needs of McComb's current population may not be sufficient to support future residents. The



Linear park (multi-use) trails are an increasingly popular facility providing the dual benefits of recreational opportunities and an active transportation network. Linear park system development can be tied to existing floodplain corridors and potential storm water drainage improvement projects.

large influx of residents suggested in **Figure 1.2, McComb Estimated Population Projections (2012 - 2035)**, has the potential to strain existing recreational programs unless plans for their gradual expansion are in place. The issue of sufficient park accessibility will also increase in relevance should the City enter a period of sustained annexation.

- **Maintenance Personnel.** Large-scale funding of new and improved park facilities often creates a community expectation that such capital investments will be supported by additional funds for maintenance operations. Hypothetically speaking, why build it if sufficient resources have not been reserved to maintain it? Even though McComb's most recent park facility plans suggests that the City system will enjoy a \$1,200,000 investment over a four year period (beginning in 2015), there is no evidence of a plan to boost funding for complimentary maintenance activities or personnel. It is prudent for future decisions on the funding of park system maintenance operations to not just be based on park acreage, but also on the cumulative value of the park equipment and facilities in which the City has invested. More facilities means a community has more to lose if not properly maintained.
- **Passive Space.** Park space should not always be reserved just for active recreation. A potential park in west McComb may be developed in the form of a conservation area - tying to a greenway along the Little Tangipahoa River. In contrast, downtown redevelopment will rely heavily on structured park space to serve as community focal points around which new development may cluster.

## STRATEGIES

### STRATEGY 2-F-1. EVALUATE MCCOMB PARK FACILITY PERFORMANCE IN MEETING COMMUNITY NEEDS.

#### *Initiatives and Actions*

1. Establish comparative benchmarks for the evaluation of the McComb City Parks system using the NRP's PRORAGIS system to determine system-wide facility needs. Utilize the evaluation system to determine facility needs based on projected population growth.
2. Commission and conduct a citizen's survey to determine satisfaction with existing facilities and programs and the type of system additions that are desired.

### STRATEGY 2-F-2. RESERVE GREENWAY CORRIDORS FOR NATURAL RESOURCE PRESERVATION AND LINEAR PARK DEVELOPMENT.

#### *Initiatives and Actions*

1. Develop a greenways master plan in conjunction with, or in addition to, a stormwater drainage improvements program, which ensures floodplain corridor preservation while providing community-wide linkages between neighborhoods, park properties and other activity centers.
2. Within proposed subdivisions, incentivize open space preservation along floodplain corridors through the adjustment of minimum lot size requirements in favor of net site density requirements (e.g. cluster development).

### STRATEGY 2-F-3. IMPROVE ACCESSIBILITY TO CITY PARK PROPERTIES.

#### *Initiatives and Actions*

1. Identify arterial street corridors where side trails may be constructed to provide enhanced bicycle and pedestrian access between neighborhoods and City park properties.
2. Prioritize sidewalk construction on local and collector streets where access to park and school properties can be jointly enhanced.
3. Seek funding for the construction of linear park trails within identified greenway corridors.

### STRATEGY 2-F-4. INCORPORATE RECREATIONAL FACILITY REQUIREMENTS INTO THE DEVELOPMENT PROCESS.

#### *Initiatives and Actions*

1. Require new single-family residential developments to incorporate a minimum number and acreage of private recreational facilities. Vary the facility size and type depending on overall development size. Link internal spacing and siting of facilities to maximum distances from developable lots.
2. Require new group residential developments such as apartment complexes, manufactured housing parks, and RV parks to incorporate private recreational facilities, including designated space for play lots designed for children.
3. Incorporate multi-use trail easement dedication requirements into the land development regulations. Apply standards to all land development types requiring site plan review and approval including, but not limited to: residential subdivisions, apartment complexes, shopping centers, etc. Link multi-use trail requirements to corridors identified in a greenways master plan (see Strategy 2-F-2).



The McComb Train Depot and Railroad Museum is not only a local cultural and recreational amenity, but also a key component of a growing local effort to generate a significant heritage tourism economy. The building provides McComb with direct access to the national passenger rail network, and can be bundled with other downtown facilities to create a thriving central business district. (See Chapter 5, *Economic Development*.)

### ADDITIONAL CULTURAL AND RECREATIONAL AMENITIES

With such a great emphasis placed on investment and development of the McComb public parks system, it is sometimes easy to forget the existence of enriching community amenities and organizations such as the McComb Railroad Museum, McComb Blues Trail, the McComb Legacies Historic Driving Tour. Many of these amenities, while serving the local population, are viewed as amenities that can be leveraged as part of the development of a local arts and heritage tourism industry. As such, these topics are addressed in more detail within Chapter 4, *Housing and Neighborhoods*, and Chapter 5, *Economic Development*.





## SUMMARY OF STRATEGIES (COMMUNITY GROWTH):

Chapter 2, *Community Growth*, of the *McComb in Motion Comprehensive Plan* is a general inventory of the facilities and services (termed herein as “community capacities”) that the City and other public and private partners provide to the citizens of McComb and greater Pike County. With a view toward improving public service delivery to current residents, property owners and business owners - as well as anticipating demand that will accompany increases in population - the Community Growth chapter proposes a series of policies and strategies that have been incorporated into the City’s overall comprehensive plan work program (Chapter 7, *Implementation*). All of McComb’s community growth policies and strategies are consistent with the City’s guiding principles first introduced in Chapter 1, *Planning Context* (page 1-7). McComb’s guiding principles related to the topic of community growth include:

### COMMUNITY GROWTH GUIDING PRINCIPLES:

- Principle A:** Promote growth that revitalizes areas of existing development.
- Principle B:** Prioritize infrastructure investments that improve the function of existing network facilities.
- Principle C:** Incentivize development that is in harmony with natural resources.
- Principle D:** Provide public facilities and services that are accessible to citizens.

The (21) community growth strategies that are highlighted throughout this chapter have been compiled into **Figure 2.13** below. Corresponding initiatives and actions related to each strategy are also referenced in the figure. The relationship between each of McComb’s recommended initiatives and actions, and the community growth guiding principles, is highlighted. Indicators within the figure provide measures by which McComb can monitor and document its success in implementing the community growth strategies which it has developed as part of the McComb and Motion comprehensive planning process.

**FIGURE 2.13. COMMUNITY GROWTH, SUMMARY OF INITIATIVES AND ACTIONS.**

| INITIATIVE/ACTION:   | GUIDING PRINCIPLES (SEE ABOVE): |
|--|---------------------------------|
| <b>STRATEGY 2-A-1. ESTABLISH A UNIFIED PLANNING AREA AROUND THE PERIPHERY OF MCCOMB WITHIN WHICH THE CITY AND PIKE COUNTY COULD COOPERATIVELY MANAGE LAND DEVELOPMENT.</b> |                                 |
| 1. Delineate a unified planning area with Pike County for joint land use management.   | A                               |
| 2. Establish context areas where development of varying character/intensity will be permitted.   | A, B                            |
| 3. Consider joint land use ordinances with Pike County to manage potential annexation areas.   | A, B                            |
| 4. Establish inter-local agreements with Pike County to manage the unified planning area.  | C                               |
| 5. Establish inter-local agreements with the McComb School District for school siting.   | A, B                            |
| <b>STRATEGY 2-A-2. IDENTIFY AN URBAN SERVICE AREA WITHIN WHICH FUTURE ANNEXATIONS AND CITY UTILITY EXTENSIONS WOULD BE FOCUSED.</b>  |                                 |
| 1. Establish context areas where development of varying character/intensity will be permitted.   | C                               |
| 2. Adopt an annexation plan.   | A                               |
| 3. Delineate an urban service area within which the City will expand infrastructure.   | A, C                            |
| 4. Develop a fiscal impact model by which the cost of infrastructure provision will be weighted against expected development revenues.                                     | B                               |
| 5. Adopt an adequate public facilities ordinance.  | B                               |
| 6. Tie the City CIP to the annexation plan.  | B                               |
| <b>STRATEGY 2-B-1. DEVELOP POLICIES AND INCENTIVES THAT ENCOURAGE AND PROMOTE INFILL DEVELOPMENT.</b>  |                                 |
| 1. Develop infill incentives such as density bonuses.  | A, B                            |
| 2. Meet with property owners and developers to understand barriers to infill development.  | A                               |

**FIGURE 2.13. COMMUNITY GROWTH, SUMMARY OF INITIATIVES AND ACTIONS.**

| <b>INITIATIVE/ACTION:</b>   | <b>GUIDING PRINCIPLES<br/>(SEE ABOVE):</b> |
|---|--|
| 3. <i>Adjust site development requirements or infill sites.</i>   | A  |
| 4. <i>Adopt infill design standards.</i>  | A  |
| <b>STRATEGY 2-B-2. ESTABLISH A STANDARD POLICY FOR CITY PARTICIPATION IN TAX INCREMENT FINANCING (TIF) DISTRICTS AND OTHER DEVELOPMENT AGREEMENTS.</b>  |  |
| 1. <i>Identify infrastructure improvements that the City is willing to consider for development agreements.</i>   | B, D                                       |
| 2. <i>Map areas within which the City will participate in certain types of development agreements.</i>  | A, B                                       |
| 3. <i>Require market analysis prior to entering into development agreements.</i>  | B  |
| 4. <i>Tie TIF agreements to slum clearance and redevelopment objectives.</i>  | A  |
| <b>STRATEGY 2-C-1. DIRECT AVAILABLE PUBLIC FUNDING TO THE MAINTENANCE OF THE CITY'S EXISTING WATER SYSTEM, WHILE UTILIZING OTHER CREATIVE PUBLIC PRIVATE PARTNERSHIPS TO FUND SYSTEM EXPANSION.</b> |  |
| 1. <i>Continue the rehabilitation of elevated storage tanks.</i>  | B  |
| 2. <i>Accelerate the high priority water mains replacement program.</i>   | A, B                                       |
| 3. <i>Upgrade the water distribution system.</i>  | B  |
| 4. <i>Adopt a dead-end water main restriction policy.</i>   | A, B                                       |
| 5. <i>Program system expansion to correspond with the City's urban services area.</i>   | B  |
| 6. <i>Develop a fiscal impact model by which the cost of infrastructure provision will be weighted against expected development revenues.</i>   | B  |
| 7. <i>Adopt an adequate public facilities ordinance.</i>  | B  |
| <b>STRATEGY 2-C-2: IMPLEMENT AND ENFORCE AN AQUIFER PROTECTION PLAN INCORPORATING ISSUES SUCH AS CONSERVATION, WATER QUALITY, MONITORING, AVAILABILITY, DEMAND AND THREATS.</b>                     |  |
| 1. <i>Work with MDEQ to identify an aquifer protection area.</i>  | C  |
| 2. <i>Develop a contingency plan in case the aquifer becomes contaminated.</i>  | C  |
| 3. <i>Consider the use of treated waste water for landscaping, irrigation, and other uses.</i>  | C, D                                       |
| 4. <i>Construct a reclaimed water storage and pumping station facility.</i>   | C, D                                       |
| <b>STRATEGY 2-C-3: ENSURE ADEQUATE TREATMENT AND TRANSMISSION OF THE CITY'S WASTE WATER BY INCREMENTALLY REDUCING INFLOW AND INFILTRATION PROBLEMS.</b>   |  |
| 1. <i>Initiate an annual waste water maintenance program.</i>   | B, C                                       |
| 2. <i>Perform a system-wide I &amp; I study.</i>  | B  |
| 3. <i>Modify the yearly waste water maintenance program based on the results of the I &amp; I study.</i>  | B  |
| <b>STRATEGY 2-C-4: CREATE STANDARDS FOR WHEN DEVELOPMENTS INSIDE OR OUTSIDE OF THE MUNICIPAL LIMITS WILL BE REQUIRED OR BE PERMITTED TO CONNECT TO CITY WASTE WATER FACILITIES.</b>                 |  |
| 1. <i>Use the I &amp; I study to develop benchmarks for when new waste water flows will be accepted.</i>  | B  |
| 2. <i>Require connections to the City sewer system in the urban services area.</i>  | A, B, C                                    |
| <b>STRATEGY 2-C-5: PRIORITIZE AND FUND STORM WATER SYSTEM IMPROVEMENTS CONSISTENT WITH A CITY-WIDE COORDINATED STORM WATER MANAGEMENT PLAN.</b>   |  |
| 1. <i>Complete a city-wide storm water management plan.</i>   | B, C                                       |
| 2. <i>Evaluate existing system to prioritize paved streets.</i>   | A, B, C                                    |
| 3. <i>Adopt a drainage management policy.</i>   | C  |
| 4. <i>Support public education programs regarding storm water contamination.</i>  | D  |
| 5. <i>Apply or Section 592 funding for drainage improvements.</i>   | A, B                                       |

**FIGURE 2.13. COMMUNITY GROWTH, SUMMARY OF INITIATIVES AND ACTIONS.**

| INITIATIVE/ACTION:   | GUIDING PRINCIPLES<br>(SEE ABOVE): |
|--|------------------------------------|
| <b>STRATEGY 2-C-6. ADOPT LOW-IMPACT DEVELOPMENT (LID) STRATEGIES, TOOLS AND TECHNIQUES TO REDUCE THROUGHPUT AND CONSUMPTION OF FRESHWATER RESOURCES.</b>                                       |                                    |
| 1. Encourage development patterns that respect natural systems.  | C                                  |
| 2. Incorporate bio-swales into street rights-of-way.   | C                                  |
| 3. Incentivize pervious paving options.  | C                                  |
| 4. Install oil/water separators.   | C                                  |
| 5. Utilize green building practices.   | C                                  |
| 6. Incorporate xeriscaping requirements into subdivision regulations.  | C                                  |
| 7. Incorporate xeriscaping materials into municipal landscaping ordinance.   | C                                  |
| 8. Remove regulatory barriers to grey water re-use.  | C                                  |
| 9. Require a water footprint audit of heavy water users.   | C                                  |
| <b>STRATEGY 2-D-1. PROVIDE FOR THE ONGOING NEEDS OF THE FIRE DEPARTMENT TO ENSURE ADEQUATE PROTECTION OF THE POPULATION.</b>   |                                    |
| 1. Continue efforts to improve MSRB ratings.   | D                                  |
| 2. Fund training facility construction.  | B                                  |
| 3. Hire a training officer.  | B                                  |
| 4. Direct rebate funds to new equipment purchases.   | B                                  |
| 5. Prioritize HAZMAT equipment purchases.  | B                                  |
| 6. Continue Fire Department participation in building and development plan review.   | D                                  |
| <b>STRATEGY 2-D-2. PLAN FOR THE REALIGNMENT OF EXISTING FIRE SERVICE COVERAGE AREAS AS THE CITY GROWS.</b>   |                                    |
| 1. Develop a fire station facility replacement program.  | D                                  |
| 2. Divert minor portion of rebate funds for Fire Station #2 land purchase and relocation.  | D                                  |
| 3. Coordinate with Pike County to jointly purchase equipment for use in the urban service area.  | A, D                               |
| 4. Procure land in targeted annexation areas for future Fire Station #5 construction   | D                                  |
| <b>STRATEGY 2-D-3. PROVIDE FOR A STRATEGY TO INCREASE POLICE DEPARTMENT PERSONNEL APPROPRIATELY TO ENSURE ADEQUATE PROTECTION OF THE POPULATION.</b>   |                                    |
| 1. Increase uniformed patrol based on shift and population.  | D                                  |
| 2. Add five dispatchers.   | D                                  |
| 3. Add one Municipal Court staff member.   | D                                  |
| 4. Add one switchboard operator.   | D                                  |
| <b>STRATEGY 2-D-4. PROVIDE FOR A STRATEGY TO FUND ONGOING FACILITY IMPROVEMENTS.</b>   |                                    |
| 1. Increase shelter size and staffing.   | D                                  |
| 2. Plan and design renovation of the Law Enforcement Center.   | D                                  |
| <b>STRATEGY 2-D-5. INCREASE POLICE DEPARTMENT TRAINING BUDGET.</b>   |                                    |
| 1. Increase budget to allow for specialized training.  | D                                  |
| <b>STRATEGY 2-D-6. RESEARCH THE VIABILITY OF A PUBLIC SAFETY REIMBURSEMENT PROGRAM TIED TMS-RELATED FACILITIES AND OTHER LAND USES THAT GENERATE HIGH VOLUMES OF POLICE CALLS FOR SERVICE.</b> |                                    |
| 1. Survey oil and gas play communities to better understand and quantify public safety impacts.  | D                                  |
| 2. Estimate costs for police service related to transient land uses and other boomtown activities.   | D                                  |
| 3. Develop a public safety bond and security agreement program   | D                                  |



**FIGURE 2.13. COMMUNITY GROWTH, SUMMARY OF INITIATIVES AND ACTIONS.**

| <b>INITIATIVE/ACTION:</b>  | <b>GUIDING PRINCIPLES<br/>(SEE ABOVE):</b> |
|--|--|
| 4. Establish benchmarks by which financial surety for security may be drawn by the City.   | D  |
| <b>STRATEGY 2-E-1. COLLABORATE WITH THE BUSINESS COMMUNITY, EDUCATIONAL INSTITUTIONS AND PUBLIC SECTOR TO WORK TOGETHER TO DEVELOP ACTIONS TO DISCOURAGE OUTMIGRATION.</b> |  |
| 1. Support the McComb School District strategic plan initiatives.  | D  |
| 2. Support the Career Technical Education Advisory Committee.  | D  |
| <b>STRATEGY 2-E-2. INCORPORATE EDUCATIONAL FACILITIES SITING CONSIDERATIONS INTO ALL NEW DEVELOPMENT / REDEVELOPMENT PROGRAMS AND PROJECTS.</b>                            |  |
| 1. Encourage infill development around neighborhood schools.   | A  |
| 2. Reserve land for future school sites.   | A, D                                       |
| 3. Design subdivisions with features that encourage walking and biking to school.  | D  |
| 4. Incentivize the renovation and expansion of buildings on existing sites.  | B, D                                       |
| 5. Coordinate future school siting with Future Land Use Plan.  | D  |
| <b>STRATEGY 2-F-1. EVALUATE MCCOMB PARK FACILITY PERFORMANCE IN MEETING COMMUNITY NEEDS.</b>   |  |
| 1. Conduct an NRPA PRORAGIS evaluation.  | D  |
| 2. Commission a citizens' satisfaction survey.   | D  |
| <b>STRATEGY 2-F-2. RESERVE GREENWAY CORRIDORS FOR NATURAL RESOURCE PRESERVATION AND LINEAR PARK DEVELOPMENT.</b>   |  |
| 1. Develop a greenway master plan.   | C, D                                       |
| 2. Incentivize open space preservation in floodplains.   | C  |
| <b>STRATEGY 2-F-3. IMPROVE ACCESSIBILITY TO CITY PARK PROPERTIES.</b>  |  |
| 1. Construct side trails along select arterial streets.  | B, D                                       |
| 2. Construct sidewalks on collector and local streets providing access to schools and parks.   | B, D                                       |
| 3. Seek funding for linear park trail construction in greenway corridors.  | D  |
| <b>STRATEGY 2-F-4. INCORPORATE RECREATIONAL FACILITY REQUIREMENTS INTO THE DEVELOPMENT PROCESS.</b>  |  |
| 1. Private recreation space in single-family development.  | D  |
| 2. Private recreation space in new group development.  | D  |
| 3. Multi-use trail easement dedication in new development.   | D  |

### IMPLEMENTATION OF COMMUNITY GROWTH STRATEGIES

Implementation of the community growth strategies that are referenced in this chapter must occur in coordination with corresponding strategies that have also been developed to address the topics of: mobility, housing and neighborhoods, economic development, and land use and character. Strategies contained in all five topic-specific chapters of the *McComb in Motion Comprehensive Plan* are important - and document community priorities - but; the order of their implementation must consider multiple variables including (at least): **A)** The timing of expected growth and development impacts; **B)** Cost versus revenues; **C)** The availability of grants, loans and other financing methods; **D)** Staffing and other public resources; and, **E)** Dependence on completion of another strategy.

In consideration of these inter-related implementation variables, the initiatives and actions summarized in **Figure 2.13** have been incorporated into McComb's overall comprehensive plan work program contained in Chapter 7, *Implementation*. Please reference Chapter 7 for a full overview on the methods and timing by which the city of McComb's community growth actions and initiatives will be implemented to ensure the long-term welfare and prosperity of McComb's citizens, business owners and property owners.



Limited municipal revenues continue to inhibit McComb's ability to decrease its transportation maintenance backlog.

# Mobility



Provision of an efficient transportation system within and around McComb is crucial to promoting and maintaining economic growth, and improving the quality of life for the City's residents. Many people think of transportation solely in terms of roads and streets that allow them to commute in their cars between home, work, recreation and shopping. Efficient transportation systems actually focus on the movement of people and goods – rather than vehicles - through the use of multiple means. With the acknowledgment that a well-balanced transportation system is one that is not limited to providing room only for cars, this chapter of the *McComb in Motion Comprehensive Plan* not only addresses the street network in terms of the movement of automobiles, but also with consideration toward pedestrian facilities, bicycle facilities, parking, and aesthetics. Other important measurements of balanced transportation are also considered such as public transit, and intermodal transportation such as rail, freight, and airports. Only by considering all modes of transportation can McComb prepare to meet the future needs of its citizens and businesses by effectively balancing fluid mobility with access options. Effectively balancing “mobility” and “access” is the ultimate determinant in whether or not McComb's transportation system sufficiently provides persons of differing means with the ability to travel by a variety of methods.

Chapter 3, *Mobility*, of the *McComb in Motion Comprehensive Plan* establishes the framework by which McComb will accommodate existing and anticipated local and regional travel demand through the year 2035 and beyond. More specifically, the *McComb in Motion Major Thoroughfare Plan* contained within this chapter establishes the parameters by which the city's street system will accommodate future growth that ensures community-wide mobility and access by all users.



## M<sup>c</sup>COMB'S MOBILITY GUIDING PRINCIPLES:



### M<sup>c</sup>COMB WILL:

**Principle A:** Develop a transportation network that provides local interconnectivity and accessibility.

**Principle B:** Design street systems that balance traffic flow and function with neighborhood and district character.

**Principle C:** Reduce the impact of traffic patterns that are incompatible with neighborhoods and activity centers.

**Principle D:** Provide for transportation choices.

## MOBILITY POLICY

### ISSUES AND OPPORTUNITIES

Chapter 3, *Mobility*, provides a 20-year (and beyond) policy framework for the development of McComb's transportation network. The chapter identifies the issues that McComb must address for the City to build and maintain a transportation system that balances effective mobility throughout the community while improving access to destinations for the greatest share of the population possible. As with other public infrastructure and services discussed in Chapter 2, *Community Growth*, transportation system recommendations consider not only existing population and development, but anticipated population growth and new land development. Key issues that have been considered in formulating the recommendations within this chapter include:

- **Thoroughfare Development.** Preservation of rights-of-way both within the City and areas identified for future expansion of urban services will be critical to maintaining street network interconnectivity and effective traffic dispersal.
- **Traffic Management.** Traffic carrying capacities of area roadways must be measured and preserved. In order to provide for an efficient movement of vehicles. This relates to the use of land adjacent to the City's corridors – particularly means of access to and from property. It also relates to roadway design, with particular emphasis on bridge and intersection improvements.
- **Pedestrian and Bicycle Mobility.** There must be an emphasis on incorporating pedestrian and bicycle improvements into codes and street projects to improve local access and quality of life – particularly to segments of the population that do not have reliable access to motor vehicles. Such "active transportation" facilities include sidewalks along area roadways, safe and

accessible crossings, and provisions for on-street bike facilities and off-street multi-use trails.

- **Corridor Appearance.** McComb's corridors offer an opportunity to establish a positive first impression of the City. The design and appearance of roadways, as well as the properties that abut them, are of essential importance to enhance community aesthetics and contribute to a quality visual environment. An orderly appearance can attract quality private investment in a community.
- **Regional Multi-Modal Mobility.** The full spectrum of transportation assets and facilities – street network, active transportation facilities, public transportation, and freight movement – has been considered.

It is also important to note that not all of the data presented, or recommendations provided, in this chapter are limited to the municipal boundaries of McComb. Transportation facilities in adjacent portions of unincorporated Pike County are also reviewed in anticipation of future City growth, and the potential expansion of the municipal boundaries. Transportation routes – particularly those in rural areas – tend to funnel traffic to a common destination, much like the flow of water. This so-called Pike County "traffic shed" ensures that growth in rural Pike County will increase transportation facility demand in McComb.

### COMMUNITY CAPACITIES

To develop McComb's long-range mobility-related policy framework, the capacity of the City's existing transportation network was reviewed in accordance with four community capacities. The community capacities evaluated in this chapter are:

- **Community Capacity 3-A:** Street Network
- **Community Capacity 3-B:** Active Transportation
- **Community Capacity 3-C:** Public Transportation
- **Community Capacity 3-D:** Intermodal Transportation



As with other chapters of the Plan, strategies – and associated initiatives and actions – related to each of the four community capacities have been developed and incorporated into the overall *Community Work Program* contained in Chapter 7, *Implementation*.

### MAJOR THOROUGHFARE PROGRAM

While the issues and opportunities, as well as the community capacities discussed in this chapter, identify specific strategies, actions, and initiatives, for inclusion in the *McComb in Motion Comprehensive Plan's Community Work Program*, they also provide the information necessary to develop McComb's long-range transportation policy program. The resulting *McComb in Motion Major Thoroughfare Program* is the City of McComb's formal policy for future transportation system development, and can be found on pages 3-37 through 3-47.

## TRANSPORTATION RESOURCES

### LOCAL OPTIONS

Maintenance of the City of McComb's transportation network, performed by the City's Public Works Department, is funded almost exclusively through general funds derived from local sales tax revenue. By fiscal necessity, the operating budget of the Department's Street Maintenance and Traffic Divisions is limited – and has only recently been augmented by a substantial annual allocation of funds for large-scale pavement preservation projects. Transportation system expansion has traditionally been funded by accessing funds administered by the Mississippi Department of Transportation. McComb has recently approved two tax increment financing districts (TIF) to assist in limited road construction projects; but, as presented in Chapter 2, *Community Growth*, the City is cautioned against relying on TIF authorization to fund projects that are not clearly intended to promote redevelopment, and the clearance of slum and blight.

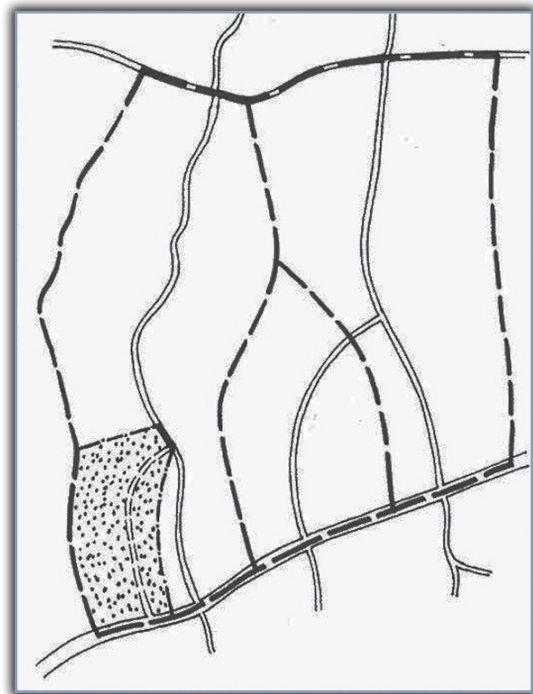
Outside of TIF authorization, McComb has expressed little interest in raising the City millage to pay for other transportation-related bond initiatives. As a result, City transportation network expansion will occur only with the assistance of state-administered funds, or through the initiative of private investors. To ensure that privately-initiated transportation investments adhere to the *McComb in Motion Major Thoroughfare Program*, the code-related recommendations of this chapter must be implemented in full.

### WHAT ARE TRAFFIC SHEDS?



Somewhat analogous to the familiar concept of a watershed, the traffic shed concept stems from the premise that rural residents use the county roadways to get to major arterials (typically state or federal highways) upon which they commute to their jobs. It is essential to the traffic shed concept that the commutation pattern on the arterials be largely uni-directional. Thus, the flow of traffic down the rural road to a major arterial is similar to the flow of water downstream from a creek to a river – hence, the term “traffic shed.” Determining road capacity is the first critical element of conducting a traffic shed analysis. The second critical element is determining the traffic shed area for each rural road. Knowing the area of the traffic shed and the capacity of the receiving rural road makes it possible to determine the amount of development that can be supported overall. The traffic shed analysis is also a Planning tool that can educate officials about the relationship between Planning, land use, and road capacity. Where road capacity is limited, the two major options for avoiding congestion or dangerous conditions are to build new infrastructure or to limit density.

#### Road Construction Shrinks a Traffic Shed (Below).



Source: Kendig, Lane. And Stephen Tocknell 1999. *Traffic Sheds, Rural Highway Capacity, and Growth Management* (American Planning Association: Planning Advisory Service Report).

## TRANSPORTATION PARTNERS

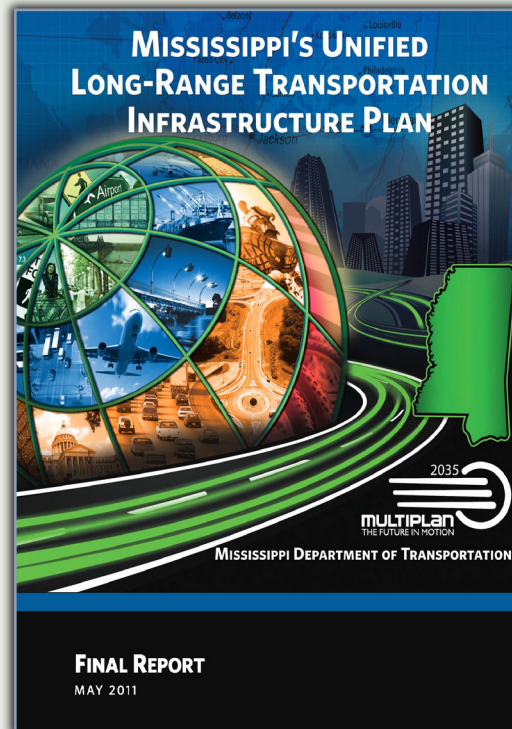
Most funding received by McComb to assist in local transportation projects is provided through the Mississippi Department of Transportation (MDOT) – either through direct state funds or through the provision of federal funds allocated by the state to small urban areas. State-allocated funds may take the form of surface transportation funds earmarked for small urban areas, or may be provided through over 30 other federally-funded programs including but not limited to: Bridge Replacement and Rehabilitation Program, Highway Safety Improvement Program, Transportation Alternatives, etc. Many of these programs are constrained by a competitive application process, or through requirements that the funding be applied solely to state or federally-maintained highways.

Currently, McComb is administering 500,000 dollars in Transportation Enhancement grants for rail car rehabilitation (in association with the City's railroad museum), and 483,000 dollars in Surface Transportation Program funds to overlay the surface of a portion of Pearl River Avenue. McComb will coordinate with the City's MDOT Local Public Agency Engineer, and District Engineer, to match the appropriate funding options with additional transportation project priorities identified in **Figure 3-15, Major Thoroughfare Projects**, on page 3-45.

The Mississippi Office of State Aid Road Construction (OSA) allocates transportation funds, collected via the state's gasoline tax, to Mississippi counties based on a formula combining population and road mileage. The lump sum "State Aid" funding is provided directly to each county and spent on qualifying projects selected at the discretion of each county's Board of Supervisors. Mississippi municipalities are not eligible for these State Aid funds (also including the Local System Bridge Replacement and Rehabilitation, and the Local System Road Program), although a county has the discretion of spending such funds on qualifying facilities within municipal limits. The *McComb in Motion Major Thoroughfare Program* includes projects that may be eligible for State Aid program funding under the authorization of Pike County.

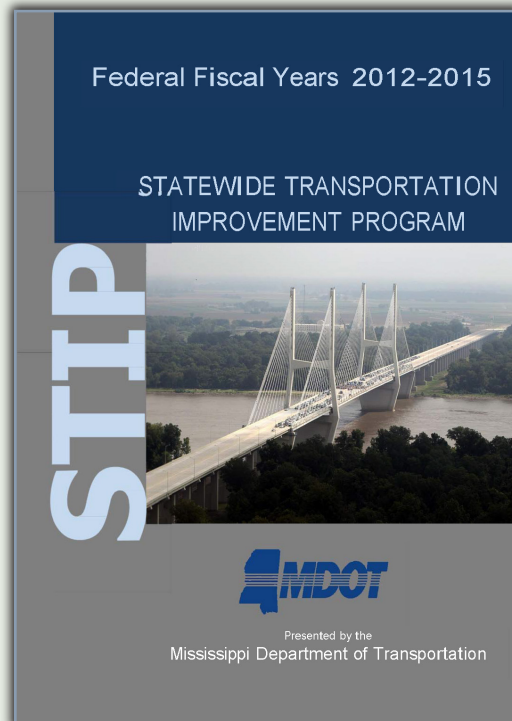
## PLANS AND POLICY GUIDES

In accordance with federal requirements, MDOT maintains a long-range transportation Plan (MULTIPlan 2035) and a Statewide Transportation Improvement Program (STIP) to document state-wide transportation needs and priorities. As currently written, the MULTIPlan 2035 does not have direct applicability to McComb, but provides valuable policy guidance that the City must



State Planning documents and work programs (above and below) have been considered during the development of the recommended project list contained in the *McComb in Motion Major Thoroughfare Plan*.

Source: Mississippi Department of Transportation



consider when approaching MDOT regarding federal or state funding assistance for local transportation projects. The STIP more directly identifies project-specific needs and priorities around the state, but the most recent STIP document (2012-2015) does not include any projects in McComb or Pike County. Unfunded or incomplete local project priorities which were contained in the 2010-2013 STIP have been incorporated into the list of recommended projects found on page 3-45.

MDOT's Five Year Work Program also listed six projects on state highways within the city of McComb that were at least partially funded. These six projects will result in surface and interchange improvements on I-55, signalization at I-55 and SR 570, and US 98 bridge rehabilitation over the Canadian National Railroad right-of-way. Since funding for these projects has been accounted for, they were not included in the *McComb in Motion* Major Thoroughfare Plan.

The only known local transportation policy document related to McComb is the City's 1987 comprehensive Plan. The 1987 Plan includes a review of many of the same mobility topics evaluated within this chapter and includes a major thoroughfare plan. The 1987 Major Thoroughfare Plan recommends some intersection improvement projects (also incorporated into this Plan), but otherwise simply documents the functional classification of major thoroughfares existing at the time. The limited scope of the 1987 Major Thoroughfare Plan is reflective of the City's correspondingly limited historic growth trends, and the absence of the prospect of substantial growth fueled by TMS development.

## COMMUNITY CAPACITY 3-A. STREET NETWORK

The most apparent component of most American communities' transportation networks are streets. Because the vast majority of Americans rely on automobiles as their principal source of transportation, maintaining or improving the efficiency of the street network (specifically motor vehicle travel lanes) is the most significant transportation concern of a majority of local governments. McComb is a perfect example of this trend – with over 77.8 percent of all workers commuting alone via motor vehicle in 2010. In total, almost 89.1 percent of all McComb workers commuted to work via a motor vehicle (alone or carpool) in 2010.

### FUNCTIONAL CLASSIFICATION SYSTEM

#### STREET NETWORK BY FUNCTIONAL CLASS

Roadways are classified by the FHWA based on their function within the local highway network and, according to their geographic location within urban or rural areas. While individual states have the discretion to make variations to the FHWA functional classification guidelines, the state of Mississippi adheres strictly to FHWA standards. **Figure 3.1, Functional Classification System Characteristics**, provides a general description of the functional classification of streets found within the McComb Urban Area, while **Map 3.A, McComb Functional Classification Map** (see page 3-7) illustrates the current distribution of city streets according to the federal and state functional classification hierarchy.

**FIGURE 3.1: FUNCTIONAL CLASSIFICATION CHARACTERISTICS**

| THOROUGHFARE TYPE        | DESCRIPTION   |
|--------------------------|---|
| Interstate Highways      | The highest classification of arterial street designed and constructed with mobility and long-distance travel in mind. The Interstate system provides a network of limited access, divided highways providing high levels of mobility while linking the major urban areas of the United States.   |
| Freeways and Expressways | These thoroughfares have directional travel lanes that are usually separated by a physical barrier, and have limited access and egress points. Like Interstates, these roadways are designed and constructed to maximize their mobility function, and abutting land uses are not directly served. |
| Principal Arterials      | These roadways provide mobility to urban and rural areas. Forms of access include driveways to specific parcels, and at-grade intersections with other roadways.  |
| Minor Arterials          | Provide service for trips of moderate length, provide intra-community continuity, and may carry local bus routes.   |
| Major Collectors         | Thoroughfares that gather traffic from local streets and convey traffic to the arterial system.   |
| Minor Collectors         | Serve the same function as major collectors but may have higher driveway densities, lower speed limits, lower spacing intervals, lower traffic volumes, and fewer traffic lanes.  |
| Local Streets            | Typically the largest percentage of roadways throughout a local system. Are intended for only short-distance travel at the point of origin or destination.  |

Source: FHWA, "Highway Functional Classification Concepts, Criteria and Procedures" (2013)



**FIGURE 3.2: McCOMB STREET MILEAGE BY JURISDICTION AND FUNCTIONAL CLASSIFICATION**

| THOROUGHFARE TYPE               | OWNERSHIP BY JURISDICTION |             |             |              |               |                       |
|---------------------------------|---------------------------|-------------|-------------|--------------|---------------|-----------------------|
|                                 | FEDERAL                   | STATE       | COUNTY      | CITY         | TOTAL MILEAGE | PERCENT/TOTAL MILEAGE |
| Interstate Highway              | 7.1                       | 0           | 0           | 0            | 7.1           | 4.6%                  |
| Freeways and Expressways        | 0                         | 0           | 0           | 0            | 0             | 0.0%                  |
| Principal Arterial              | 5.3                       | 0.4         | 0           | 5.9          | 11.6          | 7.6%                  |
| Minor Arterial                  | 0.9                       | 2.1         | 0           | 6.8          | 9.8           | 6.5%                  |
| Major Collector                 | 0                         | 1.3         | 0.3         | 17.2         | 18.8          | 12.3%                 |
| Minor Collector                 | 0                         | 0           | 0           | 0            | 0             | 0.0%                  |
| Local Streets                   | 0                         | 0           | 1.1         | 104.6        | 105.7         | 69.1%                 |
| <b>TOTAL MILEAGE</b>            | <b>13.3</b>               | <b>3.8</b>  | <b>1.4</b>  | <b>138.3</b> | <b>153</b>    | <b>100.0%</b>         |
| <b>PERCENT OF TOTAL MILEAGE</b> | <b>8.5%</b>               | <b>2.4%</b> | <b>0.9%</b> | <b>88.2%</b> | <b>100.0%</b> |                       |

Source: MDOT Functional Classification Map

Consistent with the functional classification system descriptions provided in the previous figure, **Figure 3.2, McComb Street Mileage by Jurisdiction and Functional Classification**, indicates that over 69.1 percent of streets within McComb are classified as local streets. Local streets are not assigned a federal aid number by MDOT, and are therefore ineligible for many of the federal transportation funding programs administered by the state.

**FIGURE 3.3: McCOMB TRAFFIC COUNTS (2013)**

| COUNTER STATION | LOCATION DESCRIPTION                                    | ADT*   |
|-----------------|---|--------|
| 570410          | Presley Blvd W between Broadway St S. and Nehi Cir.     | 19,000 |
| 570420          | Presley Blvd W between Forrest St and Alford St.        | 15,000 |
| 570400          | Presley Blvd W between 9th St and Bendat St.            | 14,000 |
| 570640          | Delaware Ave between Anna Dr and Scott Dr.              | 14,000 |
| 570660          | Delaware Ave between Gay St and Hunter St.              | 14,000 |
| 570380          | Presley Blvd W between Parklane Rd and Old Liberty Rd.  | 13,000 |
| 570390          | Presley Blvd W between Old Liberty St and Holden Rd.    | 13,000 |
| 570670          | Delaware Ave between West Ave and Oak St.               | 13,000 |
| 570680          | Delaware Ave between Peach Ave and Caston Ave.          | 13,000 |
| 570270          | Northwest Avenue between Veterans Blvd and North St.    | 11,000 |
| 570840          | Veterans Blvd between both segments of Pikes Point Cir. | 11,000 |

\* Average Daily Traffic  
Source: MDOT Traffic Counts

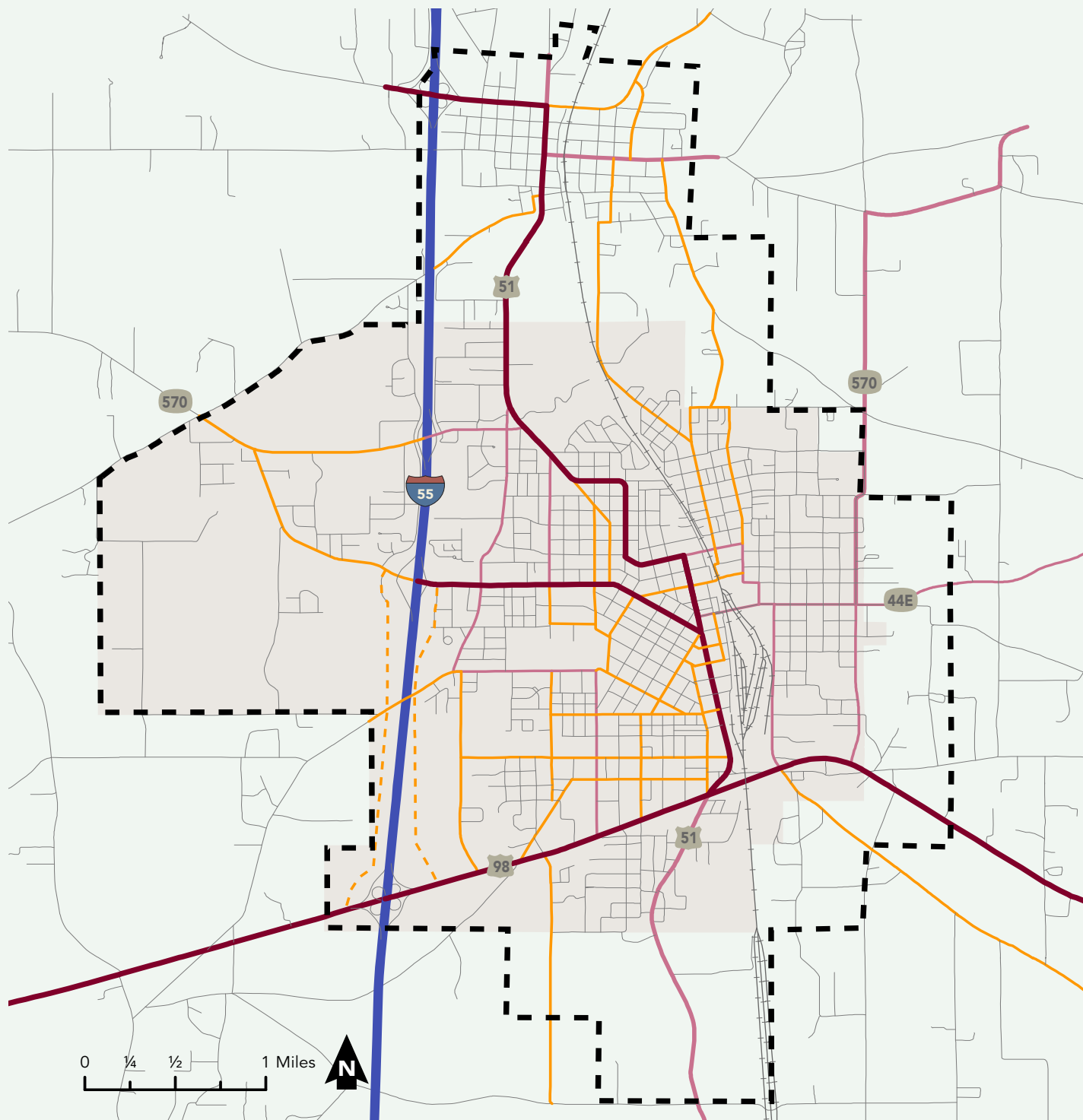
**Figure 3.3, McComb Traffic Counts (2013)**, and **Figure 3.4, McComb Change in Traffic Counts (2004-2013)** illustrate fairly low traffic volumes on all City thoroughfares. The figures also indicate that there has been little variation in traffic volumes on City thoroughfares between 2004 and 2013 - a condition that is consistent with the fairly flat rates of growth that have been experienced in McComb and greater Pike County over the last several decades.

**FIGURE 3.4: McCOMB CHANGE IN TRAFFIC COUNTS (2004 - 2013)**

| COUNTER STATION | LOCATION DESCRIPTION                           | CHANGE | %      |
|-----------------|--|--------|--------|
| 570220          | Broadway St S between 5th Ave and Scott St.    | +1100  | +12.5% |
| 570230          | Broadway St N between Pearl River Ave/Main St. | +1500  | +23.8% |
| 570260          | Jackson Ave between High St and White St.      | +1600  | +33.3% |
| 570270          | Northwest Ave between Veterans Blvd/North St.  | +1600  | +17.0% |
| 570670          | Delaware Ave between West Ave and Oak St.      | -5000  | -27.8% |
| 570680          | Delaware Ave between Peach Ave and Caston Ave. | -5000  | -27.8% |
| 575075          | 7th St between Louisiana Ave and Virginia Ave. | -1700  | -42.5% |
| 575080          | 7th St between Virginia Ave and Missouri Ave.  | -1700  | -42.5% |
| 575100          | Marion Ave between Berry St and Virginia Ave.  | -1700  | -15.5% |
| 575245          | Marion Ave between Ellen Dr and Park St.       | -1700  | -15.5% |

Source: MDOT Traffic Counts

# MAP 3.A: M<sup>c</sup>COMB FUNCTIONAL CLASSIFICATION MAP



## LEGEND:

- City Limits
- Small Urban Area
- Interstate Highway
- Other Principal Arterial
- Minor Arterial
- Major Collector
- Proposed Major Collector
- Local Roads

Limited fluctuations in historic traffic count levels have resulted in very little investment in roadway capacity improvements over the last several years - with even local MDOT being principally limited to maintenance projects. Without the data to support the need for immediate capacity improvements on McComb's existing thoroughfares, the *McComb in Motion Major Thoroughfare Plan* (pages 3-37 through 3-47) instead focuses on identifying new thoroughfare corridors which may be developed to promote better traffic dispersal as the City grows.

### LEVEL OF SERVICE

The primary method for analyzing the operational efficiency of a community's road network is by measuring the Level of Service (LOS) of the major thoroughfares within the network. According to the Transportation Research Board's Highway Capacity Manual, LOS is a measure of highway congestion describing operational conditions of a roadway in terms of average speed, travel time, maneuverability, and traffic interruptions. **Figure 3.5, Level Of Service Characteristics**, provides a description of the 6 LOS categories.

**FIGURE 3.5: LEVEL OF SERVICE CHARACTERISTICS**

| LEVEL OF SERVICE | DESCRIPTION   |
|------------------|---|
| A                | Free flow with low volumes and high speeds.   |
| B                | Reasonably free flow, but speeds starting to be moderated by traffic conditions.              |
| C                | In stable flow zone, but most drivers are restricted in the ability to pick their own speeds. |
| D                | Approaching restricted flow. Drivers have little discretion to pick their own speeds.         |
| E                | Unstable flow; there may be short stoppages.  |
| F                | Unacceptable congestion; stop & go; forced flow.  |

Source: FHWA, "Flexibility in Highway Design" (2012); adapted from: AASHTO, "A Policy on Geometric Design of Highways and Streets," 6th Edition, (2011)

It is important to note that descriptions in **Figure 3.5** focus solely on the freedom of drivers to travel between destinations with as little interference as possible. Because communities are typically comprised of multiple street types, land uses and development intensities, a LOS of A is rarely the most appropriate level of traffic flow within certain areas of McComb. For instance, the high unrestricted speeds permitted by a LOS A street are not appropriate for a residential neighborhood or central business district. In reality, a LOS C is recommended for arterial thoroughfares

in urban areas, and a LOS of D is recommended for collector thoroughfares and local streets.<sup>1</sup>

### MOTOR VEHICLE ACCIDENTS

**Figure 3.6, McComb Motor Vehicle Accidents By Year**, illustrates the annual number of motor vehicle accidents which were recorded in McComb between 2011 and the first nine months of 2014. The figure illustrates little fluctuation in the rate of annual accidents. Accident concentrations generally correspond with intersections on high volume thoroughfares.

Given trends in other communities that have experienced sudden growth in association with oil and gas development activity, an increase in motor vehicle accidents – particularly those involving commercial vehicles – should be expected unless pro-active steps are taken to mitigate the impact of truck traffic. A recent article in the Houston Chronicle emphasizes the relationship between oil and gas development and motor vehicle accidents:

*"For six decades, highway deaths have dropped steadily all across the United States - as more Americans buckled up, tucked small children into safety seats and acquired passenger cars equipped with air bags. But in Texas all motor vehicle fatalities - and accidents involving commercial trucks - have turned back upward since the state's oil drilling and fracking boom began in 2008."*

*"Between 2009 and 2013, Texas traffic fatalities climbed 8 percent from 3,122 to 3,378 while fatalities in most other states continued to decline. Traffic deaths linked to commercial vehicle crashes in Texas have risen dramatically by 51 percent, from 352 in 2009 to 532 in 2013."*

*(Houston Chronicle, "Fatal truck accidents have spiked during Texas' ongoing fracking and drilling boom." September 11, 2014.)*

McComb has recently taken a step to mitigate the expected impact of increased commercial truck traffic within the City by adopting a designated truck route ordinance. This ordinance limits most heavy vehicle traffic almost exclusively to state and federally-maintained thoroughfares. Still, pro-active enforcement will be needed to control commercial vehicle speeds on and off of designated truck routes. With little prospect of being able to by-pass truck traffic around McComb in the near future, the City should work with MDOT to prioritize street network safety improvements on state-maintained thoroughfares that bisect the City.

<sup>1</sup> FHWA, "Flexibility in Highway Design" (2012); from: AASHTO, "A Policy on Geometric Design of Highways and Streets," 6th Edition, (2011)



**FIGURE 3.6: McCOMB MOTOR VEHICLE ACCIDENTS BY YEAR**

| YEAR         | VEHICLE VS. VEHICLE | VEHICLE VS. BICYCLE | VEHICLE VS. PEDESTRIAN | TOTAL        |
|--------------|---------------------|---------------------|------------------------|--------------|
| 2010         | 508                 | 1                   | 2                      | 511          |
| 2011         | 481                 | 2                   | 5                      | 488          |
| 2012         | 484                 | 2                   | 8                      | 494          |
| 2013         | 483                 | 2                   | 10                     | 495          |
| 2014*        | 437                 | 1                   | 4                      | 442          |
| <b>TOTAL</b> | <b>2,393</b>        | <b>8</b>            | <b>29</b>              | <b>2,430</b> |

\* 2014 crash counts are only for 01/01/2014 through 10/23/2014  
 Source: McComb Police Department

**CONCLUSIONS**

Although the typical citizen in McComb may experience a degree of peak hour traffic congestion on some of McComb’s arterial thoroughfares, MDOT data illustrates low overall traffic volumes in the City, and limited change in recorded volumes on any given thoroughfare over the last 10 year period. While greater street system efficiencies can certainly be gained by targeted capacity improvement projects in the near term, the overall impact on current levels of service may be negligible. Intersection or segment-specific studies may need to be performed to better quantify congestion problems at specific choke points. As a result the *Major Thoroughfare Map* (page 3-41) recommends only a few changes to the functional classifications assigned to existing thoroughfares within the McComb Urban Area (and none within the actual municipal limits). There is also no evidence for the need of adding travel lanes to McComb’s existing thoroughfares. The only locations

where such improvements might be needed from a traffic flow perspective may be within and on the approaches to downtown. The *McComb in Motion Comprehensive Plan* does not recommend roadway widenings in areas of McComb such as downtown neighborhoods where property acquisition would be cost prohibited, and the built environment of surrounding property would be destroyed.

Instead, in anticipation of growth in proximity to the City’s existing Interstate and freeway segments - as well as the city’s proposed urban service area – system capacity improvements should emphasize bridge and intersection improvements as well as the targeted expansion of the existing major thoroughfare network to ensure long-term inter-connectivity. In coordination with MDOT, such extensions may enable the construction of alternative truck routes along the periphery of McComb as opposed to segments of US 51 and SR 570 through downtown and adjacent residential neighborhoods.

Most thoroughfare capacity improvement needs are anticipated to be limited to those areas of the City between or in close proximity to US 51 and Interstate 55. That is not to say that other system-wide investments in maintenance, and multi-modal and aesthetic enhancements should not occur equitably in all geographic areas of the City – merely that growth is anticipated to occur west and south of the existing City core. Regarding capacity improvements to existing City thoroughfares that are not limited to specific intersections or bridges, alternative routing around the Southwest Mississippi Medical Center on Marion Avenue should be prioritized, as well as improvements to the Delaware Avenue corridor in order to preserve levels of service through engineered access controls.

While Delaware Avenue (below) and other McComb thoroughfares may experience peak-hour congestion, currently traffic volumes do not reveal insufficient system-wide levels of service. Greater study of City-wide traffic volumes would be necessary to substantiate increased capacity of existing thoroughfares. Source: Kendig Keast Coll..



## STREET NETWORK CONDITION

### GENERAL STREET MAINTENANCE

The McComb Public Works Department's Street Maintenance Division is responsible for the daily maintenance of the City-owned street network. The daily activities of the Division include activities such as: filling potholes, sealing cracks in street surfaces, clearing storm drains, fixing utility cuts in streets, maintaining curb and gutter sections, repairing sidewalks, maintaining right-of-way planting strips, and more. The 2013 fiscal year annual budget allocated a total of 170,000 dollars for these activities. Major street milling and resurfacing is contracted to private vendors (see next section, "Pavement Preservation.")

### PAVEMENT PRESERVATION

Consistent with all but the most affluent of Mississippi's communities, McComb is constantly challenged to maintain the driving surface of city-owned streets in a condition that is suitable for commerce and general transportation. Although some funding is intermittently provided by MDOT through Surface Transportation Funds and state funds, these allocations alone are insufficient to ensure the preservation of pavement surfaces for the City's 153 linear miles of street surface. The McComb Public Works Department has attempted

to quantify and prioritize the City's pavement preservation needs through the compilation of a comprehensive street condition assessment (updated annually.) Concurrently, the Department has attempted to prioritize the manner in which potential re-surfacing projects are ranked – considering a variety of factors, including but not limited to the following criteria:

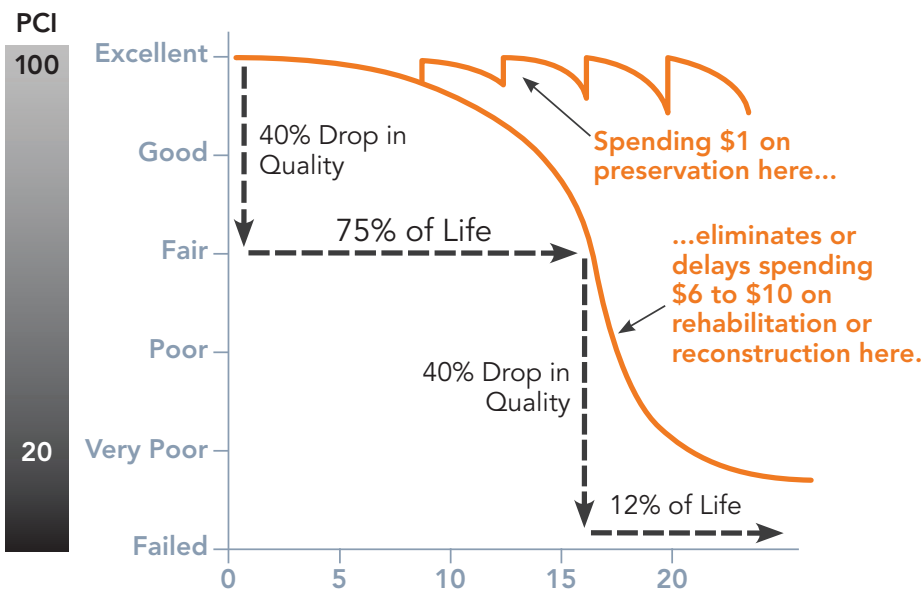
- Condition code rank (1 [Worst] through 5 [Best])
- Traffic volumes
- Geographic distribution of streets
- Grouping of street segments

Although these efforts represent a logical approach for programming annual street re-surfacing projects – and therefore providing the City with the best return on its investments - the fact remains that current City revenues are insufficient to meet City-wide need. Prior to 2011, no City funds were allocated to the resurfacing of City streets. Since the 2011 fiscal year, funds have been earmarked in McComb's annual budget for the purpose of street resurfacing work. These earmarks are in addition to the City Public Works Department's standard annual funding for general street maintenance and repair. Official annual street resurfacing allocations have fluctuated between 180,000 dollars (FY 2011), 450,000 dollars (FY 2012), 600,000 dollars (FY2013), and 250,000 dollars (FY2014) – although total expenditures

toward the City's resurfacing program over the course of the four year period will ultimately exceed 1,980,000 dollars. Given the average costs of street milling and overlay work that the City has already completed or received recent estimates, this might result in the resurfacing of up to 15 linear miles of City-owned and maintained streets. This work is outsourced by the City to a contractor due to the lack of sufficient vehicles in-house.

The **Pavement Conditions Index** (left) illustrates that over a 25-year life cycle, the paved surface of a typical street section will lose only 40 percent of its integrity over the first 75 percent of its life span – followed by a precipitous drop in structural integrity over the next 5 to 10 years. The message: save money by repairing early. Under this assumption, an

### **i** HOW EXPENSIVE IS IT TO PAVE A STREET?



Source: FHWA, "Pavement Preservation Compendium II" (2011)

ideal City street resurfacing program would program the resurfacing of each City street at an interval no greater than every 10 years. Given recent local milling and resurfacing costs incurred by McComb over the last four years, estimated annual resurfacing allocations for the existing City street network would need to exceed 1,000,000 dollars.

### SIGNALIZATION AND SIGNAGE

Most signalized street intersections within McComb are associated with State-owned and maintained thoroughfares and are located within the State's public street right-of-way. Traffic lights and pedestrian signals – although state owned – are maintained by the City of McComb under a contractual agreement with MDOT. The Public Works Department's Traffic Division is responsible for the maintenance of traffic signals and pedestrian signals within the municipal limits of McComb, as well as the maintenance of street signage and street lights. As of the 2013 fiscal year, McComb allocated roughly 225,000 dollars toward the Traffic Division's maintenance responsibilities. The budget does not anticipate, nor provide funding for, the installation of new traffic signals or pedestrian crosswalk signals at additional locations on the city-owned and maintained street system.

### CONCLUSIONS

McComb's ability to maintain a minimum level of street network maintenance – much less to enhance or expand upon the existing street network – will remain limited as long as sales tax and other local revenue sources are inhibited. Nonetheless, the recent steps that the City has taken to slow the deterioration of the City's street network are substantial. Prior to fiscal year 2011, it had been five years since the City of McComb was in a financial position to dedicate substantial funding to the resurfacing of City streets.



As traffic volumes on McComb's major thoroughfares increase, intersection improvements will be necessary to maintain a sufficient level of service. The intersections of I-55 and Anna Drive are less than 300 feet apart (A). Intersection improvements and driveway closures (B) will be necessary in the near future to eliminate dangerous left turning motions across multiple lanes of traffic. Both street intersections will require synchronized traffic signals.

*Source: Kendig Keast Coll.*

Under such acute financial constraints, McComb should consider adjusting the method by which street resurfacing funds are disbursed for street resurfacing and repair projects. Rather than allocating all resurfacing funds exclusively to milling and overlay projects, the City might be well served to redirect a percentage of these funds to the Street Maintenance Division's operations budget for the specific purpose of street resealing. Re-sealing activities in the first several years of a street surface being laid reduces the infiltration of water and regenerates the asphalt's binding agents. Although prioritizing the worst streets for resurfacing provides a readily apparent improvement that is tangible to the general public, the figure on page 3-10 is instructive regarding the utility and cost of incorporating "preventative" street repair in a community's long-term maintenance program. Streets to be resealed may still be prioritized by Public Works in the current manner employed by the Department, and in-house labor may be utilized.

Regardless of how street repair and resurfacing funds are allocated by McComb in the future, the growth of



TMS-related activities in southwestern Mississippi is expected to increase local tax revenues and provide the City with more funding to accelerate street maintenance activities and other public programs. Under this scenario, McComb's challenge will be to ensure that new local tax revenues are directed toward meeting current basic needs first – not to offset new demands that TMS activities place on the City's infrastructure networks. Important tools for ensuring that TMS-related activities pay for themselves are the City's recently adopted Designated Truck Route and Road Maintenance Agreement ordinances. The effective implementation, administration, and enforcement of these ordinances will be necessary to ensure that land uses requiring high volumes of heavy vehicle traffic are paying for the new wear and tear that their activities are generating.

## BRIDGES

MDOT oversees the bi-annual inspection of all bridges located on federal and state highways maintained by the state of Mississippi. Bridges on county and municipal owned and maintained highways are inspected by the Office of State Aid Road Construction (OSA). MDOT and OSA also oversee the bi-annual inspection of all other drainage structures on the highways and roads for which they have maintenance and oversight responsibility. For purposes of inspection and maintenance by both departments, a bridge generally includes: bridges and culverts that are longer than 20 feet in length. Drainage structures typically include: those remaining structures that may allow for drainage under the roadway but are less than 20 feet in length. Drainage structures inspected by MDOT or the

FIGURE 3.7: M<sup>c</sup>COMB BRIDGE SUFFICIENCY RATINGS

|                 | STRUCTURE #     | ROAD NAME         | FEATURE INTERSECTED     | ADT*  | YEAR BUILT | SUFFICIENCY RATING |
|-----------------|-----------------|-------------------|-------------------------|-------|------------|--------------------|
| CITY LIMITS     | SA5700000000092 | N Caston St       | Small Stream            | 350   | 1945       | 79.5               |
|                 | SA5700000000093 | North Street      | Small Drain             | 450   | 1975       | 42.3               |
|                 | SA5700000000094 | Delaware Ave      | Little Tangipahoa River | 2,200 | 1968       | 84.8               |
|                 | SA5700000000098 | Schmitt Rd        | Small Creek             | 180   | 1999       | 100.0              |
|                 | SA5700000000099 | Park Dr           | Little Tangipahoa River | 1,800 | 1954       | 82.5               |
|                 | SA5700000000100 | Pearl River Ave   | CN Railroad             | 3,940 | 1973       | 56.7               |
|                 | SA5700000000101 | Pearl River Ave   | Town Creek              | 3,940 | 1973       | 92.1               |
|                 | SA5700000000102 | S Magnolia St     | Small Stream            | 3,410 | 1982       | 99.7               |
|                 | SA5700000000103 | Old Liberty Rd    | Little Tangipahoa River | 160   | 2009       | 98.0               |
|                 | SA5700000000104 | School St         | Small Stream            | 65    | 1983       | 31.6               |
|                 | SA5700000000114 | N Cherry St       | Town Creek              | 620   | 1960       | 92.4               |
|                 | SA5700000000153 | M. L. King Dr     | Clear Creek             | 750   | 1989       | 99.9               |
|                 | SA5700000000182 | Hamilton St       | Small Creek             | 60    | 1976       | 38.0               |
|                 | SA5700000000185 | S Locust St       | Small Drain             | 470   | 1975       | 100.0              |
|                 | SA5700000000186 | Michigan Ave      | Small Drain             | 460   | 2009       | 99.0               |
|                 | SA5700000000187 | New York Ave      | Small Drain             | 460   | 2009       | 84.5               |
|                 | SA5700000000188 | Georgia Ave       | Small Drain             | 470   | 2009       | 100.0              |
|                 | SA5700000000189 | Summit St         | Small Drain             | 500   | 2009       | 100.0              |
| CLOSE PROXIMITY | SA5700000000108 | Holden Rd         | Little Tangipahoa River | 130   | 1987       | 42.3               |
|                 | SA5700000000109 | S Yard Rd         | Town Creek              | 85    | 1996       | 98.9               |
|                 | SA5700000000110 | Wardlaw Rd        | Little Tangipahoa River | 130   | 2008       | 100.0              |
|                 | SA5700000000111 | Adams Rd          | Town Creek              | 80    | 1987       | 34.0               |
|                 | SA5700000000120 | Berthadale Rd     | Small Drain             | 128   | 2006       | 100.0              |
|                 | SA5700000000151 | Enterprise Rd     | Little Tangipahoa River | 450   | 1965       | 50.4               |
|                 | SA5700000000152 | Summit-Homesville | Clear Creek             | 500   | 1968       | 79.9               |

Source: MDOT Office of State Aid Road Construction - Bridge Information

\* Average Daily Traffic

OSA are done so according to standards established by each department.

MDOT's and OSA's bi-annual inspections of bridges are required by the FHWA. Bridge inspections are based on sufficiency ratings which take into account a variety of factors including: condition of major structural components, volume of traffic, load rating, type of design clearance, alignment of approach, etc. Bridges with a rating of 75 or better are deemed "sufficient." Bridges rated between 50 and 75 are classified as "structurally deficient" while bridges rated less than 50 are classified as "functionally obsolete." It is extremely important to understand that a low bridge sufficiency rating does not necessarily mean that a bridge is dangerous. Rather, sufficiency ratings consider whether or not a bridge structure is designed to maximize access between two points for variable traffic volumes or differing vehicle types.

## CONCLUSIONS

**Figure 3.7, McComb Bridge Sufficiency Ratings** (page 3-12), identifies bridges within or in close proximity to McComb which are inspected by the OSA, and lists their most recent sufficiency ratings. Of the 18 OSA-inspected bridges within the City of McComb, and 7 located just outside of the municipal limits, a total of five have a sufficiency rating of under 50 percent, and are thus eligible for inclusion in the State's Local System Bridge Replacement and Rehabilitation Program (LSBP). McComb will need to coordinate with Pike County if it wishes to utilize LSBP funding to assist in the rehabilitation of bridge structures within the municipal limits.



The School Street bridge has the lowest sufficiency rating of all bridges in the City, with particularly deficient deck and substructure ratings. The bridge is located in close proximity to deficient bridges on Hamilton Street and Holden Road. Source: Kendig Keast Coll.

## TRAFFIC MANAGEMENT

Traffic volumes are not the sole determinant of the capacity of a community's major thoroughfares. Thoroughfare level of service is affected by a range of factors that can, in turn, be greatly impacted by minor adjustments to local land development regulations and operational policies. A few examples of these diverse traffic management factors includes:

- Number of access points (streets and driveways);
- Impedance of traffic flow by vehicles entering and exiting properties;
- Number of intersections;
- Lane width;
- Synchronization of traffic control devices;
- Allowances for deceleration and/or acceleration at ingress/egress points; and
- Presence/absence of a center turn lane/median.

McComb has recently begun incorporating street network design features into the City's land use regulations which will allow it to better manage traffic volumes through the design of new developments. Corresponding adjustments to new City street standards will also be necessary to more pro-actively manage traffic as TMS-related development results in the construction of new City thoroughfares consistent with the *McComb Major Thoroughfare Map* (page 3-41).

## ACCESS MANAGEMENT

In addition to the improved levels of services that can be observed on thoroughfares which have incorporated a comprehensive set of access management design features, a well-designed and effectively administered access management program can result in the following additional and tangible benefits:

- Accident and crash rates are reduced;
- Roadway capacity and the useful life of transportation facilities are prolonged;
- Travel time and congestion are decreased;
- Better coordination between access and land use is accomplished;
- Economic activity is enhanced by a safe and efficient transportation system;
- Urban design/transportation objectives are reconciled; and,
- The character and livability of the community is preserved through the coordination of land use and transportation.



A range of site design techniques can be incorporated into development regulations that preserve the function of major thoroughfares ranging from simple cross-access requirements (A), to the incorporation of inter-parcel driveways (B) spaced to conform with major thoroughfare Plan recommendations. Source: Kendig Keast Coll.

McComb has recently begun incorporating access management standards into the City's land development regulations. The most notable provisions of the City's access management standards is the establishment of spacing standards between driveways and streets, and the establishment of cross-access requirements between development parcels. The provisions adopted by the City form an interim base of standards upon which to build a comprehensive access management program over time but will require "fine-tuning" over time to apply to land development located in areas where the context established in the City's Future Land Use Plan is intended to promote built areas of different character and function.

**STREET INTERCONNECTIVITY**

Poor transportation connectivity can degrade the overall efficiency of the transportation network as the majority of trips are funneled to a few corridors. McComb's relatively constrained historical growth pattern has actually produced an unintended benefit – the exiting connectivity of most streets remain generally good as the City has been predominantly developed using the traditional gridded street pattern. Further, the City has seen limited residential growth during the preceding decades when much of the country was being developed using a more contemporary pattern of street development – dead-end, cul-de-sac streets. With expected TMS-related growth however, demand for new residential development will most likely be combined with proposals to develop more contemporary patterns of street development, one

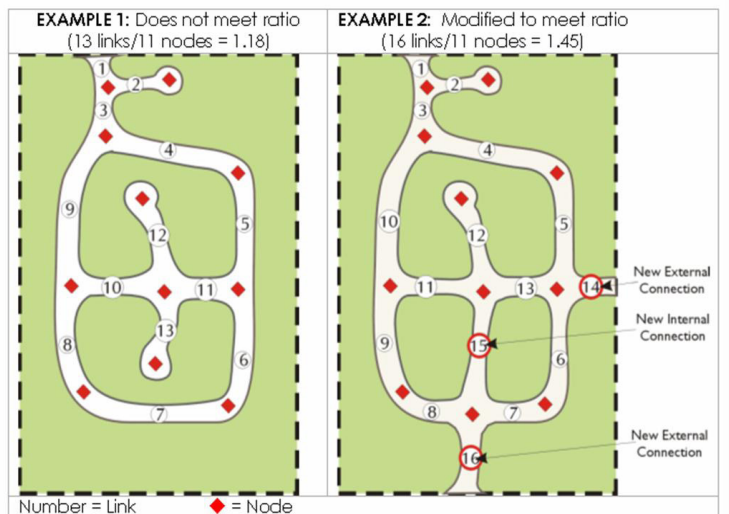
which will decrease the City's connectivity, and over time make it more difficult to travel in and around McComb.

Future transportation system effectiveness necessitates continued commitment to requiring multiple routes of travel to move traffic to and from destinations. Otherwise, traffic congestion will increase and will increasingly push additional traffic through neighborhoods. Increased connectivity must be balanced with resource protection and neighborhood concerns. Although McComb's current land use regulations provide the City with

**STREET CONNECTIVITY INDEX**



A street connectivity index measures the number of links and nodes proposed in a development to generate an ideal ratio of street interconnectivity. Source: Kendig Keast Coll..







Traffic calming programs provide measures to select an appropriate engineered solution to fit a defined situation. Temporary speed bumps placed on Marion Avenue (A) may control speeds in an affordable manner, but are not appropriate to address long-term traffic volumes. Neighborhood traffic circles (B) are an alternative speed control device for low volume streets. Source: Kendig Keast Coll..

the ability to require the extension of existing streets on a case-by-case basis, prior to the development of the *McComb Major Thoroughfare Program* herein, guidance on the type and location of streets to be extended has been limited. Furthermore, the City's current provision on street interconnectivity (*McComb Land Use Regulations, Section 4.203.A, Relation to Adjoining Street System*) applies only to subdivisions. The City has no tool whereby future thoroughfares may be extended across large parcels subject to pending commercial or multi-family residential development.

### TRAFFIC CALMING

There exist several techniques to calm and slow vehicular traffic, and to reduce traffic volumes. The images on this page illustrate some of the many measures that can be employed including changes in paving materials, curb extension, elevated pedestrian crossings, medians, on-street parking, speed tables, traffic circles, marked gateways, and more. Given this list, it is apparent that traffic calming features can be employed in contrastingly overt and subtle forms. Ultimately however, each traffic calming feature has a specific purpose. Some are meant to specifically slow vehicles, while others are intended to reduce overall traffic volume. The common intent is to improve the safety of roadway users.

The most obvious use of traffic calming features in McComb are the speed bumps which have been installed in front of Southwest Mississippi Regional Medical Center on Marion Avenue. This feature is designed to control motor vehicle speed, not traffic

volume. Further, this feature is typically employed on low volume streets. MDOT classifies Marion Avenue as a minor arterial thoroughfare, and while MDOT data suggests that traffic volumes on the street have decreased by 15 percent since 2008, the location of the street guarantees that high volumes of traffic will continue to be accommodated due to its convenient north-south location. Without an alternative north-south route around the hospital, a more permanent traffic calming feature will eventually need to be employed on the street.

### CONCLUSIONS

McComb has recently taken the first step in improving long-term major thoroughfare function by incorporating basic access management standards into the City's Land Use Regulations. Over time, these standards should be adjusted further. In areas of the City subject to auto-intensive suburban development, further on-site access management standards that address land development features such as: **A)** Minimum driveway throat lengths providing access to parking lots; and, **B)** Queuing areas for drive-through facilities. In contrast, access management standards will need to be adjusted over time to effectively develop urban street standards for applicable areas of McComb identified in the City's *Future Land Use Program*. Such adjustments in areas of urban context may allow greater direct residential access on higher order thoroughfares, and the gradual redevelopment of an alley system.

The *McComb Major Thoroughfare Program* promotes the continued extension of an interconnected street

grid throughout those areas incorporated into the City's *Growth Management Program* maps as those areas develop. Regardless of how a city-wide traffic analysis may provide quantitative measures to determine the volume of traffic which McComb's thoroughfares should be designed to convey, a system that allows for multiple routes of traffic dispersal will extend the carrying capacity, and enhance the level of service of a City's street network. To ensure that interconnectivity does not generate concerns about the perception that traffic volumes or speeds will increase on existing thoroughfares, subtle traffic calming design features may be incorporated into City street standards and strategically applied including: **A)** Narrower street widths; **B)** Reduced curb radii; **C)** Curb extensions; and, **D)** On-street parking. The application of traffic calming measures as part of street design should be integral part the built environment in any area that McComb intends to promote pedestrian activity such as in downtown or in close proximity to schools and parks.

Ultimately, in order to best determine which traffic management features will be necessary to mitigate the impact of new development pressure on McComb's street network, land development regulations should require the preparation of developer-commissioned traffic impact analyses for proposed projects that would exceed defined thresholds. The standards would then define the type of thoroughfare improvements that would be required of the developer in order to approve the project.

## STREETSCAPES

### PARKING

Areas of designated on-street parking – those parking spaces that are defined by pavement markings and/or curb extension – are primarily confined to downtown McComb. The street segment dimensions and low traffic volumes in some surrounding neighborhoods are such that on-street parking is also common, even if not otherwise distinguishable from motor vehicle travel lanes. In contrast, Chapter 126, *Traffic and Vehicles*, Article VI, provides the "traffic engineer" with the authority to designate any City street as one where on-street parking is prohibited.

### MEDIANS AND PLANTING STRIPS

Medians, planting strips, and other similar features incorporated into the right-of-way not only improve the aesthetics of public streets, they also assist in the management of traffic flow and separation of motor vehicles from pedestrians and bicyclists. With limited public revenues however, McComb's efforts to

enhance streetscapes, in part through the application of landscaping features, is geographically limited. Plantings downtown can be found on Delaware Avenue, Main Street, and Railroad Street. Landscape islands located on Edgar Street provide a gateway into one of McComb's principal residential historic districts, while also serving as important traffic control features for angled intersections. The city's most significant landscaped street is Pearl River Avenue, containing five blocks of landscaped median.

### STREETSCAPE FURNISHINGS

Trees are highly visible elements within any streetscape. As a dominant element, they define spatial volume and rhythm along the length of the streetscape. They provide spring bloom, summer shade, fall foliage color, winter branching, and an opportunity for holiday lighting and decorating during the winter.

Trees provide more than just a decorative element in a streetscape. In addition to softening an otherwise hard urban environment, trees increase storm water retention, provide a defense against the "urban heat island effect," and protect residents from harsh summer conditions. Trees and Plantings improve air quality by producing oxygen and removing carbon dioxide and particulate matter. For example, 13 mature trees remove the particulate matter generated by a car driven 12,000 miles a year.

When selecting street tree species for McComb's roadways it is important to select species that are



Pearl River Avenue is the City's most extensive landscaped boulevard. Delaware Avenue has similar dimensional characteristics. Concurrent aesthetic investments on both corridors would provide McComb with twin gateways into the historic core of the City. *Source: Kendig Keast Coll..*

drought-tolerant, have minimal die-back in winter, maintain an upright branching pattern, and do not drop seed pods that can damage automobiles. Many of McComb's residential neighborhoods contain planting strips of 10 or more feet in width that may be candidates for additional targeted plantings of street trees.

## CONCLUSIONS

The *McComb in Motion Major Thoroughfare Program* provides basic street segment parameters which the City may incorporate into its development regulations. Depending on location, and functional type, the recommended major thoroughfare components include streetscape elements such as on-street parking, medians, and planting strips. The actual design and landscaping of these important traveled way and roadside zones is left undefined and should vary according to the overall intended character for a particular street segment. The method, type, and location of streetscape furnishings is also left open for interpretation by this Plan - such elements being dependent on themes developed as part of more spatially-focused corridor and special area design Plans.

On-street parking is a vital component of the urban street standards recommended in the *McComb in Motion Major Thoroughfare Program*, and on some suburban street types. The City should not only adopt street standards that overtly incorporate on-street parking as a component of the street, but should formalize such intent by defining parking lanes with pavement treatments and/or curb extensions at intersections and in key mid-block locations.

Outside of streetscape character that may be implemented via the application of detailed land development provisions, there exist key corridors and districts where the City may opt to implement targeted streetscape projects. Funding assistance may be sought from the MDOT through application to the Transportation Alternatives Program – if not otherwise incorporated into an overall surface transportation or safety enhancement project. A few obvious examples of targeted streetscape projects include:

- **Downtown McComb.** The City's most obvious district-wide candidate for streetscape enhancements. Wholesale improvements – to the district's landscaping and hardscape features – can enhance the appeal of the district as a "pedestrian-friendly" gathering place.
- **Delaware Avenue.** Delaware Avenue is the City-maintained street corridor that conveys the highest volume of motor vehicle traffic within the



Preserving and promoting on-street parking is crucial to retaining an urban street system in select areas of the City. On-street parking reduces the need for extensive parking lots while protecting pedestrian areas and serving as a traffic calming feature. *Source: Kendig Keast Coll.*

City, and is a major route into downtown. The City has much wider latitude to apply creative streetscaping features to this key thoroughfare than it would on state-maintained highways. The character of Delaware Avenue changes dramatically from east to west, and warrants further study to program segment-specific streetscape and capacity improvements.

- **Pearl River Avenue.** McComb's only true median-separated boulevard or parkway, Pearl River Avenue mirrors Delaware Avenue as a key city-maintained route providing access to downtown. Although Pearl River Avenue is undergoing a street resurfacing project, it is another obvious candidate for substantial streetscape improvements which build off of the existing landscaped median.
- **Gateways.** A heavy landscape canopy and entry signage may be applied to targeted high volume entries to the City and include landscaped islands (if not continual median treatments) in order to visually "narrow" the travel lanes into the City.
- **Intersections (Vehicular).** Streetscape enhancements may be limited to key vehicular intersections and include improved signage, signalization and lighting, as well as clustered landscaping treatments. Enhancements may be tied to traffic control improvements such as landscaped roundabouts.



- **Intersections (Pedestrian).** Targeted intersection improvements at lower order streets may include enhanced signage, and landscaped curb extensions and median islands that reduce pedestrian crossing distance along key routes such as those leading to local parks or schools. Enhancements may also include other traffic calming features within the paved surface.

Other simple streetscaping programs can be developed through partnerships with local organizations or individual citizens. Some communities have funded the up-front costs of limited gateway or intersection treatments and partnered with other private organizations to fund the ongoing maintenance of the treatment in return for advertising. Other communities sponsor annual street tree planting programs whereby individual residents agree to care for street trees planted in the rights-of-way in front of their homes for the first two critical growing seasons.

### LOCAL CODES AND ORDINANCES: STREET NETWORK

McComb's regulatory provisions related to the location, arrangement, and construction of streets are located in Appendix A, *Land Use Regulations*, of City Code. Provisions regarding the operation of motor vehicles on thoroughfares within the City are located in Chapter 126, *Traffic and Vehicles*, of City Code. Prior sections of this *Plan* chapter reference recent amendments to both of these chapters of City Code which include provisions on truck routing, road maintenance agreements and access management. Other related recent amendments (some of which are discussed further in subsequent sections of this chapter) address traffic impact analysis and pedestrian facility requirements that are tied to specific development types. All other previously existing standards within McComb City Code regarding street design and arrangement are confined to Article IV, *Subdivision Regulations*, Section 4.2, *Requirements and Standards*, of the City's land use regulations. Existing regulations provide some basic dimensional requirements for right-of-way widths, and basic street improvement standards.

Existing standards are insufficient to effectively implement the *McComb Major Thoroughfare Program*. Compounding the lack of specific street network design requirements, is the lack of a City construction manual serving as the City's formal policy on street construction standards, and identifying section details for above and below-ground infrastructure located within the public street right-of-way. Substantial amendment of the *McComb Land Use Regulations* is

necessary to ensure the effective implementation of the transportation policies, strategies, initiatives, and actions recommended in this chapter.

### STRATEGIES

#### STRATEGY 3-A-1. ADJUST THE CITY STREET RESURFACING PROGRAM TO DEDICATE FUNDING TO "PREVENTATIVE" STREET REPAIR.

##### *Initiatives and Actions.*

1. Continue to utilize the City's existing criteria for ranking potential street resurfacing projects.
2. Divide ranked resurfacing projects into two groups to in order to separate complete re-surfacing projects (milling and overlay) from candidate street requiring only re-sealing treatments.
3. Require a minimum percentage of annual street resurfacing funds be allocated to the City's "preventative repair" program based on recommendations from Public Works.
4. Reduce street surface width where feasible as part of major street resurfacing projects.
5. Subject to increases in local tax revenues above 2014 levels, guarantee a minimum annual percentage of the increased revenues to be diverted to the resurfacing program.

#### STRATEGY 3-A-2. PRESERVE TRAFFIC CAPACITY ON EXISTING THOROUGHFARES BY IMPLEMENTING ACCESS MANAGEMENT AND OTHER TRANSPORTATION SYSTEM MANAGEMENT PROVISIONS.

##### *Initiatives and Actions.*

1. Request MDOT to quantify current levels of service on high volume thoroughfares in the City to serve as a baseline for system function. Consider at least Delaware Avenue and all state highway segments within the municipal limits.
2. Develop a neighborhood collector street type that can be utilized within residential development in suburban character class areas to meet collector street spacing and interconnectivity requirements, but allow direct vehicular access to residential lots.
3. While not banning cul-de-sacs, develop an interconnectivity index that requires a minimum degree of local street connections within residential subdivisions, and to adjacent properties.
4. Require large-scale non-residential development to comply with the spacing requirements of the Major

While comprehensive Planning initiatives can introduce an audience to a variety of urban design concepts, site specific corridor Plans offer enhanced opportunities to understand the arrangement of public and private in accordance with stated community preferences. The corridor site Plan prepared for the City of Cuero, Texas, (below) graphically depicts how many of the access management, pedestrian enhancement, traffic calming, and aesthetic improvements introduced in this Plan can be incorporated into existing street rights-of-way. Conceptual site Planning provides the basis for scoping and developing subsequent preliminary engineering reports and cost estimates. Source: Kendig Keast Coll..



*Thoroughfare Plan even if not otherwise proposing to subdivide the parent tract. Compliance may be in the form of street right-of-way reservation or cross-access easement alignments of corresponding widths, and the placement and location of buildings to conform with setbacks that would apply at the time the thoroughfare was constructed.*

5. Revise the McComb Land Use Regulations to include provisions to maximize thoroughfare connectivity for all new subdivisions and road construction projects.

### **STRATEGY 3-A-3. REQUIRE TRAFFIC IMPACT ANALYSES, AND CORRESPONDING STREET CAPACITY IMPROVEMENTS, AS PART OF THE APPROVAL OF LARGE DEVELOPMENTS.**

#### **Initiatives and Actions.**

1. Amend the McComb Land Use Regulations to require that residential and non-residential developments which generate at least 50 new peak hour trips; or that is requesting, or required to provide, more than one access location first prepare a traffic impact analysis prior to City approval.
2. Where applicable, tie application approval to City-selected traffic mitigation measures including but not limited to: access control, cross-access, shared-access, median islands, intersection signalization, turn lane construction, pavement widening, pedestrian infrastructure, road construction, etc.

3. Require the approved applicant to implement and pay for its appropriate share of the identified necessary traffic improvements within the project site and on all roads, streets and intersections along the boundary of the project site, prior to or concurrent with the impacts of the development.

### **STRATEGY 3-A-4. PREPARE A DELAWARE AVENUE CORRIDOR PLAN THAT UTILIZES DESIGN ELEMENTS TO IMPROVE CORRIDOR APPEARANCE AND ENHANCE THOROUGHFARE FUNCTION.**

#### **Initiatives and Actions.**

1. Evaluate the historic growth, and existing and future market conditions, of property along the Delaware Avenue corridor to determine traffic capacity at maximum build-out.
2. Consider unique environmental conditions such as important natural features, viewsheds, brownfields, as well as property ownership (title) issues that may need to be worked through addressed. Identify unique architecture, or local building traditions, that need to be protected/reflected in new development.
3. Consider key linkages to the corridor and land use transitions along its length to determine where design enhancements and transitions should occur.





Streetscape enhancements can occur even in communities with modest budgets. Targeted median enhancements (above) can be small in scale, and involve plantings with low maintenance requirements. Simple curb extensions on residential streets can define areas of on-street parking and narrow travel lanes. The example below reduced two 14 foot wide travel lanes to 10 feet each - while adding a defined lane of on-street parking adjacent to a neighborhood park.

Source: Kendig Keast Coll.



4. Recommend urban design considerations and guidelines, and highlighting specific actions the City must take to make changes to the corridor's image and aesthetics in the near term.
5. Identify the appropriate use of redevelopment tools, and the possible development of a special management district or authority to oversee corridor investment.
6. Conduct a level of service analysis of the Delaware Avenue corridor in its current state, and following the development of preferred corridor improvements.
7. Amend the McComb in Motion Comprehensive Plan by incorporating the recommendations of the Delaware Corridor Plan.

**STRATEGY 3-A-5. DEVELOP A "PLOTS-OF-PRIDE" PROGRAM FOR TARGETED STREETScape ENHANCEMENTS TO DELAWARE AVENUE AND PEARL RIVER AVENUE.**

***Initiatives and Actions.***

1. Select an existing median on Pearl River Avenue to target for streetscape enhancements.
2. Select a location with the Delaware Avenue corridor for the targeted installation of a landscape island. Base selected facility on corresponding recommendations from a Delaware Avenue Corridor Plan.
3. Prepare a corresponding landscape design for the targeted Pearl River Avenue and Delaware Avenue median/island improvements (i.e. Plots-of-Pride), including decorative lighting and signage. Develop preliminary cost estimates for the renovation/construction of the median/island enhancements. Estimate annual maintenance costs.
4. Secure the sponsorship of one or more local no-profit corporations or business interests to fund the maintenance of installed landscaping for a set period of time.
5. Seek Transportation Alternatives funding to assist in the renovation/construction of the City's Pearl River Avenue and Delaware Avenue Plots of Pride.



**STRATEGY 3-A-6. IMPLEMENT A NEIGHBORHOOD STREETS IMPROVEMENT PROGRAM THAT COMBINES ELEMENTS OF TRAFFIC CALMING, STREETScape ENHANCEMENTS, AND PEDESTRIAN INTERCONNECTIVITY.**

***Initiatives and Actions.***

1. *Identify neighborhood (principally residential) streets that may be candidates for a targeted city-wide improvement program combining traffic calming, streetscape enhancements, and pedestrian safety. Candidate streets should exhibit the following characteristics:*
  - *Minor arterial street or greater functional class;*
  - *Directly adjacent or close proximity to a school, park, or other similar activity center;*
  - *Used as a linkage by pedestrians – particularly special populations (children, elderly, handicapped).*
  - *Sufficient right-of-way and cross-section to allow Plantings;*
  - *On-street parking allowed, but parking lanes not defined; and,*
  - *Geographically distributed street segments.*
2. *Commission a preliminary engineering report to determine costs of essential streetscape improvement elements such as: sidewalks, crosswalks, trees, curb and gutter, curb extensions, lane striping, etc.*
3. *Utilize City selection process, and preliminary engineering report, to apply for Transportation Alternatives funding from MDOT for two or more grouped street segment improvements.*



## COMMUNITY CAPACITY 3-B. ACTIVE TRANSPORTATION

### WHAT IS ACTIVE TRANSPORTATION?

Driving your own vehicle can offer many benefits, but those benefits also come with heavy costs. In addition to the personal expenses associated with purchasing a vehicle, fuel, maintenance and repair, insurances, and taxes, there are also factors that affect the public, such as the escalating infrastructure costs for maintenance and construction of roadways and the negative impacts of emissions to air quality and the environment. To avoid these costs, communities across the country are beginning to balance transportation investments by incorporating bicycle and pedestrian facilities into their development processes. Active transportation is the easiest and most cost-effective way to avoid these costs at the local level, and it also promotes economic health and healthier lifestyles.

Active transportation is a term used to describe alternative methods of transportation that are powered by energy generated from the human body, such as bicycling or walking. This type of transportation requires pedestrian walkways, bicycle paths and lanes, and multi-use trails. Active transportation offers numerous benefits:

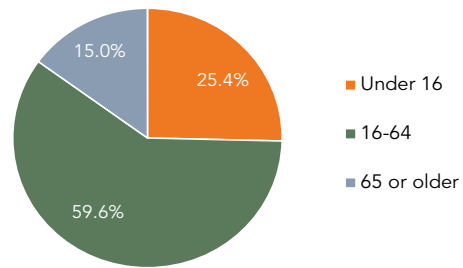
- Encourages healthy, physical activity.
- Promotes a healthy environment by reducing carbon emissions.
- Fosters economic health by connecting communities and providing transportation options that don't require high prices of gasoline.
- Gives transportation options to those who cannot drive or do not have a vehicle.

### WHO USES ACTIVE TRANSPORTATION FACILITIES?

#### FIGURE 3.8: DRIVING AGE GROUPS

Roughly 25.4 percent of McComb residents are under the age of 16 and, by law, are not yet able to operate motorized vehicles. In addition, 15.0 percent are aged 65 or older and are more likely to rely on others for transportation.

Source: U.S. Census Bureau, 2010 Census Summary File 1 (QT-P1).

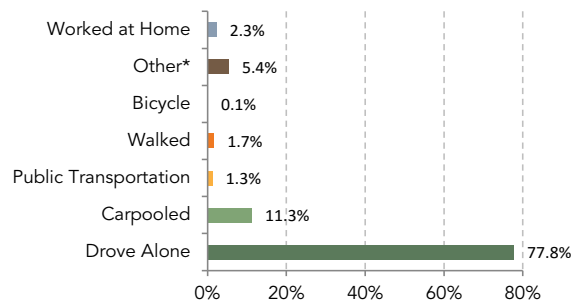


#### FIGURE 3.9: COMMUTING TO WORK

Of the approximate 4,844 workers in McComb aged 16 or older, the majority (77.8 percent) commute to work via a personal vehicle. The remaining 22.2 percent of workers use alternative methods to get to work, including carpooling, public transportation, walking, riding their bike, or by some other method.

Source: U.S. Census Bureau, 2008-2012 ACS 5-Year Est. (S0801).

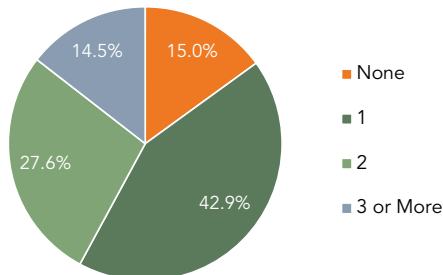
\*Other includes motorcycles, taxis, etc.



#### FIGURE 3.10: VEHICLE AVAILABILITY (PER HOUSEHOLD)

Out of all the households in McComb, less than half (42.1%) have 2 or more operating vehicles available. Approximately 42.9 percent only have 1 vehicle for use, and 15.0 percent of households don't have a vehicle at all.

Source: U.S. Census Bureau, 2008-2012 ACS 5-Year Est. (S0801).



## ACTIVE TRANSPORTATION NETWORK

### PEDESTRIAN NETWORK

A pedestrian network encompasses all the walkways, cross-walks, and signage and signals associated with moving pedestrians around and through a given area. Improving the quality of the existing network, in addition to creating additional walkways, allows for better circulation of pedestrians and their access to destinations within the community. This network also serves as a simple method for anyone to add physical activity to their lifestyle.

At the time of Plan development, there was not an existing inventory of sidewalks or sidewalk conditions in McComb, nor a Plan for future or proposed sidewalks. A analysis of the city's pedestrian was therefore based off site visits, aerial images, and photographs taken around McComb.

#### Sidewalk Condition and Design

Existing sidewalks can be found along most of the City's existing commercial thoroughfares, and within historic urban areas of the City. Most other residential areas lack sidewalks altogether. For those existing sidewalks, there is variation in sidewalk designs, poor Americans with Disabilities Act (ADA) accessibility, and a lack of connectivity at multiple points in the network. Most of the existing sidewalks run directly along-side the roadway without any type of buffer - often being

integrated as a part of an adjacent parking lot, or as part of intersecting driveway approaches. There are also multiple variations in sidewalk widths throughout the City. To improve the overall design and function of the City's pedestrian network, the city must consider incorporating standardized sidewalk design requirements for future development. Design standards suggested by the Federal Highway Administration are discussed in detail on page 3-24.

#### Accessibility

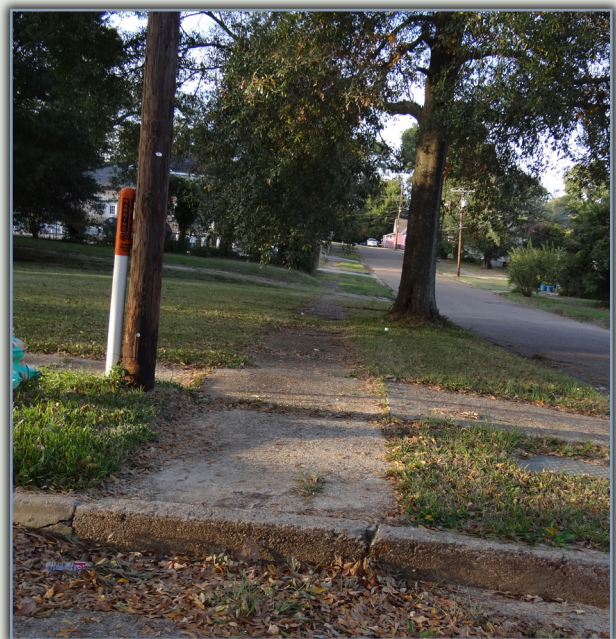
Many City sidewalks are designed in a way that hinders adequate accessibility, especially for those with ADA needs. Specific instances include lack of curb ramps, sidewalks in poor condition (broken concrete, overgrown with Plants, etc.), and driveway aprons which are not level with walkways. Accessibility can be improved by enforcing ADA standards in all future development and redevelopment projects in the City. The 2010 ADA Standards for Accessible Design provided by the U.S. Department of Justice is a standard resource which clarifies federal ADA requirements.

#### Connectivity

Consistent with many other communities, some of McComb's sidewalk segments end abruptly at roadway crossing points or in the middle of properties. Other sidewalk segments terminate at intersecting streets which lack adequate crosswalks, signage, and/or signals

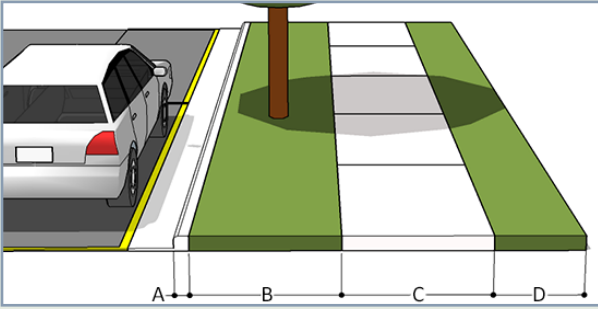
*Continued on page 3-25*

Haphazard sidewalk design can discourage usage. Sidewalks on some segments of Delaware Avenue (below left) are located directly adjacent to the street placing pedestrians close to motor vehicle traffic and providing an uneven surface at driveway intersections. Many older sidewalk segments do not meet existing ADA requirements (below right). *Source: Kendig Keast Coll.*





## SIDEWALK DESIGN BASICS



The proper placement of a sidewalk within a right-of-way will greatly impact the degree to which the facility is used. The following terms must be considered when determining the placement of sidewalks within a street right-of-way.

- **A: Curb Zone** – The vertical separation of the pedestrian area from the roadway. Also serves as part of the drainage system.
- **B: Planter/Furniture Zone** – The horizontal separation between the curb and the sidewalk used to hold utilities and pedestrian amenities (benches, bus stops, etc.).
- **C: Pedestrian Zone** – Sidewalk area reserved for pedestrian movement.
- **D: Frontage Zone** – The area between the sidewalk and the property line.

### Standard Sidewalk Design (Right)

Standard sidewalk sections serving residential and auto-oriented commercial areas are often clearly defined paved segments separated from the roadway with a continuous vegetative strip. FHWA recommends the following minimum sidewalk standards:

- Curb Zone: 6 in
- Planter/Furniture Zone: 24 in (48 in if Planting trees)
- Pedestrian Zone: 60 in
- Frontage Zone: 12 in, but can be eliminated if located next to landscaped



### Urban Sidewalk Design (Left)

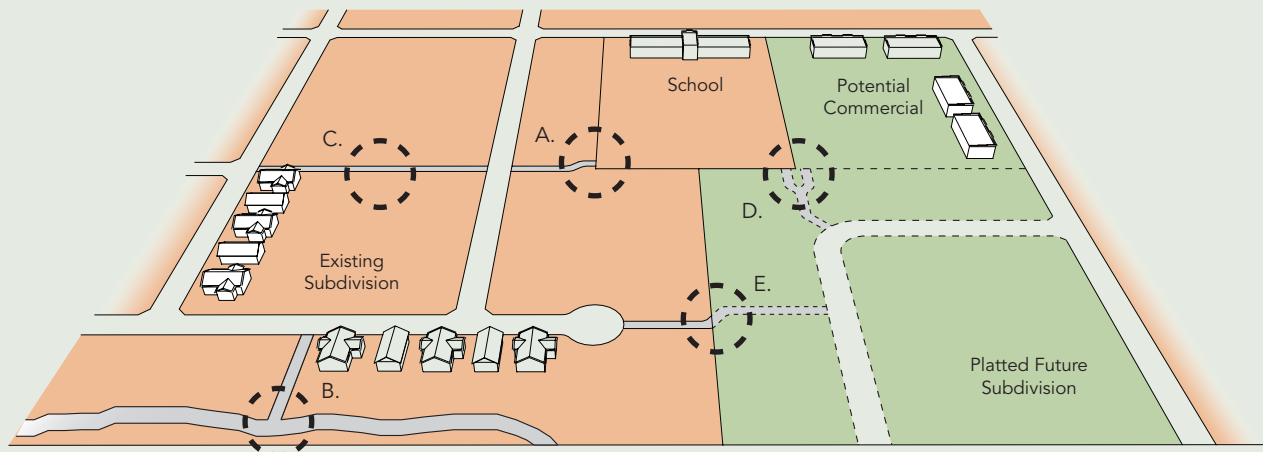
Sidewalks in downtowns and other urban contexts tend to provide substantial pavement widths to promote greater volumes of pedestrian activity. Often times planters replace continuous planting strips. FHWA recommends the following minimum standards for sidewalks in urban areas:

- Curb Zone: 6 in
- Planter/Furniture Zone: 24 in (36 in if located next to on-street parking, 48 in if Planting trees)
- Pedestrian Zone: 60 in
- Frontage Zone: 30 in

Source: Federal Highway Administration - *Designing Sidewalks and Trails for Access*; Photos: Kendig Keast Coll.

## OFF-STREET LINKAGES

The overall connectivity of the pedestrian network can be improved through requiring “walkways” (sidewalks not located parallel to a street) to connect to neighborhoods and activity centers through off-street linkages. Ideal walkway linkages are illustrated below.



Walkway connections may be required to provide access to a public facility (A); to access a multi-use trail (B); to connect between or to existing or future streets (C); to provide access between two (2) or more future developments (D); or, to extend existing walkway stubs (E).

## INTEGRATED ACTIVE TRANSPORTATION: MULTI-USE TRAILS

Multi-use trails integrate pedestrian and bicycle activity into a single facility, while serving a combined recreational and transportation needs. Multi-use trails - and associated network development - are discussed in greater detail in Chapter 2, *Community Growth*.



**Multi-Use Trails (Left)**

- Accommodate a range of users, including pedestrians, bicyclists, and other non-motorized means of transportation.
- Paths run through a greenways or alongside a road.
- Provide transportation routes exclusive of automobiles, and may provide "short-cuts" to activity centers.
- Can be paved or unpaved. Generally 8' – 16' wide.

Source: Kendig Keast Coll.

### Side Trails (Right)

- Accommodate a range of users, including pedestrians, bicyclists, and other non-motorized means of transportation.
- Path runs parallel to a street or road, and is separated from the roadway by a grassy landscaped buffer, a curb, or both.
- Usually paved.
- Dimensions similar to standard multi-use trails.

Source: Kendig Keast Coll.



### Continued from page 3-23

to get across a roadway or intersection. To improve the overall connectivity, there are a number of methods that can be used, including off-street linkages as discussed on page 3-24.

### Conclusions

Overall, there is an obvious need for improvements to the City's pedestrian network - both in terms of maintenance and linkages. As previously referenced in this chapter however, the local budget for all street maintenance and improvements remains constrained and is largely used to fund roadway improvements (potholes, lane striping, etc.) Until additional resources can be devoted to City-led sidewalk maintenance and upgrades (outside of specific streetscape projects) improvement of the public sidewalk network will have to be accomplished gradually through improved development standards and the application of the development process.

### BICYCLE NETWORK

Bicycle networks include all roadway parkings, dedicated lanes, and trails purposed for riding a bicycle. There currently exists no City-wide Plan for the provision of identified routes and/or dedicated bicycle facilities, or off-street trails (other than the conceptual trail network illustrated in Chapter 2, *Community Growth*). There are however, numerous interconnected neighborhoods around the City that offer great starting points for

developing the development of a system of bicycle routes delineated by signage and limited pavement markings. Basic bicycle facility options are introduced in **Figure 3.11, Bicycle Facilities** (page 3-27).

### COMBINED FACILITIES

Combined or "integrated" facilities are pathways that share uses amongst pedestrians and bicyclists alike, and that provide both transportation and recreational options. Facilities include multi-use trails, side trails, and associated walkway connections with other transportation routes. Each of these facilities are discussed in detail above. There are no existing multi-use trails or side trails in the City of McComb, but there are several candidate locations identified in Chapter 2, *Community Growth*, where these facilities could potentially be introduced, such as along greenways and floodplains or linkages between parks.

### ACTIVE TRANSPORTATION RESOURCES

#### LOCAL CODES, ORDINANCES, AND PLANS

The only regulations in the McComb Code of Ordinances relating to sidewalks are included in Chapter 114, *Streets, Sidewalks and Other Public Places*, and Appendix A, *Land Use Regulations*. Provisions in Chapter 114 relate to keeping sidewalks clean, unobstructed, and requiring permits to display merchandise on them. Requirements contained in

Appendix A indicate that all final development Plans must include a site Plan defining the areas to be developed for pedestrian circulation; and, no building permits will be issued without an agreement and bond deposited with the City in order to guarantee installation of sidewalks.

Recent amendments to the *McComb Land Use Regulations* adopted by the City incorporate specific walkway and sidewalk standards into site Plans for multi-family developments. These standards provide for sidewalk connections not only throughout the multi-family development site; but, also require the provision or improvement of sidewalks along abutting street segments. These standards form the basis of specific City sidewalk standards and can easily be duplicated for all other development types. Likewise, walkway connection requirements can be added to an expanded "active transportation" section of the *McComb Land Use Regulations* - as well as provisions incorporating required bicycle and multi-use trail facilities into the land development process.

### STATE RESOURCES

State of Mississippi reference guides and other similar resources relating to active transportation facilities are limited. Available resources include the *MULTIPLAN 2035: Unified Long-Range Transportation Infrastructure Plan*, and MDOT's *2001 Roadway Design Manual*.

#### **MULTIPLAN 2035: Mississippi's Unified Long-Range Transportation Infrastructure Plan**

Appendix I of this Plan includes a Bicycle and Pedestrian Needs Assessment for the entire State of Mississippi. The assessment discusses existing conditions and makes recommendations for improving these facilities. Some statewide recommendations include setting the minimum level of service standards for pedestrians and bicyclists on key roadways and updating the MDOT Roadway Design Manual accordingly. It also discusses the designated bicycle trails located within the state of Mississippi, but neither Pike County nor McComb are located close to a designated or Planned state-wide bicycle route.

#### **MDOT 2001 Roadway Design Manual**

The MDOT Roadway Design Manual serves as the state guide for roadway development and associated infrastructure. The manual states that all resurfacing, restoration, and rehabilitation projects are required to add sidewalks. The manual also discusses tactics used to ensure pedestrian safety when crossing the street (crosswalks, median islands, etc.), and includes an entire section devoted to bicycle accommodation.

For bicycle accommodation, the Design Manual states the following:

*"The majority of bicycling needs will be met on public roads with little dedicated space for bicyclists. In rural areas, bicycling space will typically be the roadway shoulder. In urban areas, bicycling space may be provided by a shared roadway with wide curb lanes or dedicated space such as designated bicycle lanes. Separate bicycle facilities may be considered where bicyclists would become involved with high traffic volume roadways. For pedestrian safety, sidewalks should not be considered as bicycle facilities except for child bicyclists along low-volume residential streets."*

This section of the Design Manual also refers to the *AASHTO Guide for the Development of Bicycle Facilities* for design criteria of bicycle facilities.

### FEDERAL RESOURCES

Two of the most important federal resources related to active transportation include: *2010 ADA Standards for Accessible Design*, and *Accommodating Bicycle and Pedestrian Travel: A Recommended Approach*.

#### **The United States Department of Justice - 2010 ADA Standards for Accessible Design**

Federal laws and policies related to the design of pedestrian facilities include the Americans with Disabilities Act of 1990 (ADA). This act ensures Americans with either permanent or temporary disabilities have equal access to buildings and services. It also led to multiple federal agencies creating design standards for pedestrian facilities which incorporates improvements for disabled individuals. The U.S. Department of Justice's ADA standards represent the overarching federal policy for ADA minimum requirements and must be incorporated - even if just by reference - into McComb's on-street and off-street active transportation design standards.

#### **Accommodating Bicycle and Pedestrian Travel: A Recommended Approach**

The U.S. Department of Transportation adopted a policy statement for the provision of active transportation facilities as bicycling and walking activities increased in popularity during the 1990s. This policy included input from federal agencies, professional organizations and advocacy groups whose members have a vested interest in helping to create proper pedestrian and cycling facilities. Three key principles include; **A)** "A policy statement that bicycling and walking facilities will be incorporated into all transportation projects;" **B)** "An approach to achieving this policy that has already



## FIGURE 3.11, BICYCLE FACILITY BASICS

There are a variety of different bicycle facilities available to fit community needs, and roadway designs and constraints. This exhibit provides an overview of a few common facilities. Each facility is meant to be used for a specific scenario, and not all those mentioned may be appropriate for use in McComb. Options that might make sense in McComb are highlighted.



= Great options for McComb

Sources: NACTO Urban Bikeway Design Guide and the USDOT Manual on Uniform Traffic Control Devices (MUTCD)

### BICYCLE ROUTE BASICS

There are several ways to accommodate bicyclists on the roadway, including the integration of shared roadways and bicycle lanes. These are several types used around the country today:



#### Shared Lanes

These are roadways containing bicycle pavement markings that reinforce the legitimacy of bicycle traffic on the street. This type of route works best on low volume streets with speeds < 25 mph.

##### ADVANTAGES

- Visually alerts motor vehicles drivers to the possibility of bicyclists.
- Advertises the presence of bicycle routes.
- Highlights a proper path for bicyclists through difficult situations.
- Requires no additional street space.

##### DISADVANTAGES

- Not safe for roads with high volumes of traffic and high speeds.



#### Conventional Bike Lanes

These types of bike lanes are located adjacent to motor vehicle lanes on the right side of the road, and flow in the same direction as motor vehicle traffic. When parking lanes are present on a roadway, the bike lane should run between the adjacent motor vehicle lane and the parking lane.

##### ADVANTAGES

- Separates bicyclists from motor vehicle traffic.
- Increases predictability of bicyclist positioning.
- Great alternative for roadways with higher volumes and speeds of traffic.

##### DISADVANTAGES

- Requires at least 5 ft of extra space on the outer sides of roadways to place the bike lane.



#### Buffered Bike Lanes

These types of bike lanes are similar to conventional bike lanes, except that there is a designated buffer space separating the bike lane from the adjacent motor vehicle lane and/or parking lane.

##### ADVANTAGES

- Creates greater distance between bicyclists and motor vehicles.
- Great alternative for streets with travel speeds over 35 mph, high volumes of traffic, and large quantities of truck traffic.

##### DISADVANTAGES

- Requires at least 5 ft of extra space on the outer sides of roadways to place the bike lane, plus an additional minimum of 18 in for the buffer width.



#### Left-side Bike Lanes

These are conventional bike lanes that are located on the left side of one-way streets or two-way streets divided by a median. These are great alternatives for roadways that have frequent bus stops, truck loading, etc. on the right-hand side of the street.

##### ADVANTAGES

- Avoids potential conflicts with frequent bus stops and loading zones on the right side of the street.
- Improves bicyclist visibility by motorists by having the bike lane on the driver's side.

##### DISADVANTAGES

- Requires at least 5 ft of extra space on the left side of roadways to place the bike lane.
- Can only be used on one-way streets or streets divided by a median.



## INTERSECTION CONTROL

To reduce conflict between bicyclists and motor vehicles at intersections, several treatments can be used to facilitate eye contact and awareness between the different modes of transportation. These are some methods to be considered:



### Intersection Crossing Markings

Similar to pedestrian crosswalks through intersections, these markings on the pavement show the proposed path of bicycle traffic through the intersection.

#### ADVANTAGES

- Increases visibility and predictability by guiding bicyclists through intersections in a direct path.
- Reduces conflict between bicyclists and turning motorists.

#### DISADVANTAGES

- Requires a minimum of 6 in dotted line striping.



### Bike Boxes

These are designated areas located in front of motor vehicle traffic at intersections to provide bicyclists with visibility to get ahead of queuing traffic during a red light.

#### ADVANTAGES

- Increases visibility of bicyclists turning left.
- Allows all bicyclists to clear intersections more rapidly, thus minimizing delay to motorists.

#### DISADVANTAGES

- Colored pavement is costly and difficult to maintain.



### Two-Stage Turn Queue Boxes

These are safety boxes placed at two locations in an intersection that make a safe passage for bicyclists making left turns from a right-side bicycle route. Each box offers a break-point for bicyclists to wait in until the path is clear to continue to the next box or destination bike lane.

#### ADVANTAGES

- Prevents bicyclists from merging into motor traffic to turn.
- Great for non-signalized intersections with high traffic speeds and traffic volumes.

#### DISADVANTAGES

- Increases delay for bicyclists.



## SIGNAGE AND MARKINGS

All bike routes should contain the basic required signage and pavement markings. Here are a few additional methods used to help determine the location of bike lanes, and to provide way-finding.



### Designation Markings

These are pavement markings used to define the bike lane and designate it for the use of bicyclists. Standards required by law can be found in the USDOT Manual on Uniform Traffic Control Devices (MUTCD).

- Markings must contain "Bicycle Lane" verbiage and/or a bicycle symbol with arrows pointing in the direction of the flow of traffic.
- Markings must be placed at the beginning of bike lanes, at all major changes in direction, at the far side of bike path crossings, and at every 1/2 mile interval.



### Colored Bike Facilities

The pavement within bike lanes and other bike facilities is color-coded, usually bright green, to increase visibility.

- This is a great way to make bicycle cross sections stand out to motor vehicles in an intersection.

### Way-finding Signage System

This system is composed of comprehensive signage used to guide bicyclists to destinations along bicycle routes.

- Signs are usually placed at the decision points along routes just before intersections and key locations.



## DESTINATION FACILITIES

Bicycle parking is a commonly overlooked aspect of bicycle facilities. When cyclists reach their destination, they will need some type of safe and secure area specifically designated for bicycle parking. When designing parking facilities, here are a few dimensions to consider:

- Parking areas should be covered to protect cyclists and their bicycles from elements of the weather.
- Parking areas should be well lit.
- Parking areas should be in plain site and out of motorist and pedestrian ways.

### Bicycle Racks

These are fixed metal structures to which bicycles are securely locked in place. At minimum, bicycle racks should be located outside the entrance of all schools, commercial buildings, and recreational areas.

### Bicycle Lockers

These are commercialized parking containers used to store bicycles in commercial areas, usually for a small fee.





worked in State and local agencies;" and, **C)** "A series of action items that a public agency, professional association, or advocacy group can take to achieve the overriding goal of improving conditions for bicycling and walking."

### FUNDING RESOURCES

Funding for active transportation is very limited at the municipal, county, and regional levels, so the majority of funding would need to come from state, national, or third party programs and grants. Some available methods follow.

#### State

MDOT assists local governments with funding enhancement projects that are approved for funding by the appointed committee. Pedestrian and bicycle projects that are part of regional or local Plans are given priority over similar projects selected for enhancement funding and are eligible for funding through the State's Transportation Alternatives Program. Selected bicycle and pedestrian enhancements may also be eligible for funding through other state-managed funds. Coordination through the City's MDOT District Engineer and Local Public Agency representatives is necessary.

#### Federal

At the federal level, a number of programs are available to provide a share of the transportation project cost. In general, federal funds account for 80 percent of the cost with a 20 percent match by state or local funds. Some of the federal funding programs include:

- **Transportation Alternatives Program** - This program, offered by the Federal Highway Administration (FHWA), provides grants to fund transportation alternatives, including on- and off-road pedestrian and bicycle facilities.
- **Recreational Trails Program (RTP)** - This is an assistance program offered through the FHWA to provide states with funds to develop and maintain recreational trails and related facilities.
- **Surface Transportation Program (STP)** - Offered through the FHWA, this program can fund projects which preserve and improve conditions/permanence of pedestrian and bicycle infrastructure.
- **Safe Routes to School Program** - Funds facilities and initiatives that encourage walking to school.

All programs listed herein are allocated to state departments of transportation (and other state departments in some cases) and administered by

the applicable state agencies through competitive application process. In Mississippi, the Recreational Trails Program, and the Safe Routes to School Program have been absorbed into the Transportation Alternatives program.

#### Third Party

A number of third-party programs are available to assist in funding active transportation facilities and activities. A sampling of such programs includes:

- **PeopleForBikes Community Grant Program** - This is a grant funded by a non-profit bicycle advocacy collaboration known as PeopleForBikes. They provide grant funds for bicycle infrastructure and advocacy projects.
- **Rapid Response Grants** - These are grants offered to state and local organizations to fund the community bicycle and pedestrian Plans and/or studies required by most federal and state grants. These grants are provided through Advocacy Advance, a partnership of the Alliance for Biking & Walking and the League of American Bicyclists.

### STRATEGIES AND ACTIONS

#### STRATEGY 3-B-1. FORMALIZE THE CITY'S ACTIVE TRANSPORTATION NETWORK PREFERENCES THROUGH TOPIC-SPECIFIC PLANNING EFFORTS.

##### Initiatives and Actions

1. In conjunction with Strategy 2-F-2 in Chapter 2, Community Growth, develop an active transportation master Plan that identifies the preferred bicycle, pedestrian, and multi-use trail routes and locations.
2. Amend the Major Thoroughfare Program and Chapter 7, Implementation, to incorporate priority project recommendations derived from a completed active transportation master Plan.
3. Amend City street design standards to provide alternative design options for street segments that incorporate bicycle and multi-use facilities such as bicycle lanes and side trails.
4. Initiate development of the on-street bicycle network through low-cost implementation measures such as shared lanes markings and route signage; and, through the incorporation of on-street lanes on new or reconfigured thoroughfares where applicable.



### **STRATEGY 3-B-2. AMEND LAND DEVELOPMENT REGULATIONS TO INCORPORATE ACTIVE TRANSPORTATION PROVISIONS.**

#### **Initiatives and Actions**

1. *Require sidewalks for new development or redevelopment projects, as well as every new road construction or reconstruction project. Sidewalk standards should be written to apply to new streets and abutting segments of existing streets.*
2. *Require easements necessary to accommodate sidewalks located outside of the street right-of-way.*
3. *Draft standards requiring walkway connections within and between development sites to improve pedestrian and bicycle interconnectivity.*
4. *Require the reservation of multi-use trail easements as part of new development where the site intersects greenways and multi-use trail corridors identified within a city greenways master plan and/or active transportation master Plan.*
5. *Incorporate bicycle parking provisions into development regulations.*
6. *Develop a City street design guide incorporating example street and active transportation facility cross-sections, dimensional, and construction standards, and adopt as City policy by resolution.*

### **STRATEGY 3-B-3. APPLY FOR ALL APPLICABLE GRANT FUNDS TO BEGIN IMPLEMENTING PEDESTRIAN AND BICYCLE IMPROVEMENTS.**

#### **Initiatives and Actions**

1. *Seek Third Party grants provided through PeopleForBikes and Advocacy Advance to fund the initial bicycle network facilities recommended in Strategy 3-B-1.*
2. *Initiate City-led efforts to improve the pedestrian system network by incorporating sidewalk improvements as an element of the Neighborhood Street Improvement program proposed in Strategy 3-A-6 (page 3-21.)*
3. *Utilize the Recreational Trails Program to initiate multi-use trail network development as recommended in Chapter 2, Community Growth.*

## **COMMUNITY CAPACITY 3-C. PUBLIC TRANSPORTATION**

### **LOCAL RESOURCES AND PROGRAMS**

#### **COORDINATED TRANSPORTATION**

The Southwest Mississippi Accessible Regional Transportation (SMART) is a cost-effective transit system initiative coordinated by private transportation providers in the Southwest Mississippi region to maximize transportation options for all persons. Unfortunately, the only providers servicing the McComb area on a scheduled basis are those intended for the mentally incapacitated and the elderly, including the Southwest Mississippi Mental Health Complex located in McComb and Mt. Zion Economic Community Center, Inc. located in Summit.

According to the 2013 Community Transportation Statistical Analysis Report produced by the Mississippi Department of Transportation (MDOT), the SMART service region experienced an 89 percent increase in public transit ridership since 2008. In addition, the Southwest Mississippi Mental Health Complex experienced a ridership of 7,369 people during the 2008-2009 year.

#### **INTERCITY BUS SERVICE**

A Greyhound bus stop is located in McComb to service the bus line along Interstate 55. This system connects non-urbanized areas of the state and aims to meet the intercity travel needs.

### **STATE RESOURCES**

#### **MULTIPLAN 2035: MISSISSIPPI'S UNIFIED LONG-RANGE TRANSPORTATION INFRASTRUCTURE PLAN**

MDOT's *MULTIPLAN 2035* includes a Transit Needs Assessment in Appendix F. This assessment discusses the existing public transportation systems, the gaps and needs, and gives recommendations. The Plan affirms that there is a growing need for public transportation throughout the entire state, and stresses the importance of improving existing coordinated transportation coverage and providing additional transit service options.

### **FEDERAL RESOURCES**

Rural transit systems such as the SMART are largely subsidized by a variety of federal programs to provide public transportation for special user groups such as the elderly, handicapped individuals, and other qualifying for vouchers due to financial hardship.

Federal funds such as Section 5310 (Elderly Persons and Persons with Disabilities) and a number of other Section 5300 series funds are administered by MDOT's Public Transit Division, and are allocated to the State's various regional and county rural public transit agencies. Although the SMART coverage area includes Pike County, routes are limited as Pike County is not represented by one of the county systems that have consolidated to form SMART.

## CONCLUSIONS

Improved public transit access to McComb, and within Pike County, depends on the willingness of City and County leaders to participate in providing financial support to SMART. Alternatively, McComb may also seek to form its own rural transit system.

Under current conditions - both financial and growth patterns - there has been little expressed interest in subsidizing rural public transit by local leadership. Even as TMS-related development materializes, oil and gas industry hours of operations and needs do not correspond with the lack of reliable fixed route service that is typically provided by a rural public transit system. The need or desire for improved rural public transit in McComb by the general public, or by a local institution, must be quantified prior to investing in an existing provider or new system.

## STRATEGIES AND ACTIONS

### STRATEGY 3-C-1. VERIFY THE DEMAND FOR INCREASED RURAL PUBLIC TRANSIT OPTIONS IN McCOMB.

#### *Initiatives and Actions*

1. *Coordinate with MDOT and SMART to develop a local or county-wide public transit needs assessment to determine the need for this mode of transportation.*



## COMMUNITY CAPACITY 3-D. INTERMODAL TRANSPORTATION

Intermodal transportation refers to multiple methods of transport for the purposes of moving goods, products, and freight over long distances. Such methods include trucking, rail, and aviation and may also serve a dual purpose for transporting people.

McComb's key location straddling Interstate Highway 55 and a Canadian National Railway main line makes it a significant junction where intermodal transfer of goods could occur. In recent years, McComb has experienced increasing volumes in trucking and rail traffic, and these volumes are expected to increase even further with the Tuscaloosa Marine Shale (TMS) boom occurring just outside City limits.

### TRUCKING

#### TRUCKING CONDITIONS IN McCOMB

McComb currently experiences a high volume of logging trucks that pass through the downtown along U.S. 51 and SR 570 as a result of unacceptable weight limitations on Interstate Highway 55. In addition, trucking traffic is expected to increase substantially as a result of the TMS boom. The existing infrastructure system within and around the City does not adequately support this type of intermodal transport, and the City currently has no sustained annual budget for resurfacing roads.

#### CODES AND ORDINANCES

In early 2015, McComb adopted a Designated Truck Route ordinance and a Road Maintenance Agreement ordinance for the purpose of managing current heavy vehicle traffic, and in anticipation of increased truck traffic due to TMS-related activity. The Designated Truck Route ordinance identifies specific federal, state, and City-maintained thoroughfares as designated truck routes, while prohibiting large vehicles from using any streets not designated as such (which is much of the City-maintained inventory.) The Road Maintenance ordinance established licensing procedures, privileges subject to an operations permit, road use and maintenance responsibilities, and penalties as part of a requirement that all large vehicles serving intensive natural resource extraction and refinement activities to be licensed in order to use City streets.

McComb's ordinances were written to ensure consistency with applicable state statute. Title 63, *Motor Vehicles and Traffic Regulations*, Chapter 5, *Size, Weight, and Load*, of the Mississippi Code

states that the maximum weight of any vehicle shall not exceed 80,000 pounds. Subsection 5 from Section 63-5-33 discusses the ability for vehicles with the Harvest Permit to be allowed a gross weight up to 84,000 pounds, but this subsection was repealed and will no longer be in effect after July 1, 2016. In addition, Section 63-5-27 states that:

*"the governing authorities of any municipality, by appropriate resolution, may impose limitations more restrictive than those permitted in this section upon the county highways of such county or the streets of such municipality."*

### INDUSTRIAL STREET STANDARDS

Industrial streets are roadways located within and between industrial areas that contain large volumes of industrial and trucking traffic. These roadways are constructed to accommodate large vehicles with heavy loads using wider lane widths, larger turning radii, and thicker/sturdier pavement composition. With gross weights up to 80,000 pounds, industrial and trucking traffic causes rapid deterioration on the roadways they drive on. To avoid rapid deterioration, the composition and thickness of the pavement needs to be able to withstand such heavy weights. Some of the standards included in the MDOT Roadway Design Manual are determined by the vehicles that will be using them.

A City street roadway design manual should include standards for the construction of industrial streets which also serve arterial and collector street functions. Such standards may vary widely from those which are recommended by MDOT in **Figure 3.12, Industrial Street Standards**.

**FIGURE 3.12: INDUSTRIAL STREET STANDARDS**

| STANDARD                    | WB-40  | WB-50   | WB-62   |
|-----------------------------|--|---|---|
| <b>Description</b>          | Semitrailer combination with an overall wheelbase of 40 ft.  | Semitrailer combination with an overall wheelbase of 50 ft. | Semitrailer combination with an overall wheelbase of 60 ft. |
| <b>Land Widths</b>          | 12' minimum  |   |   |
| <b>Center Turn Lane</b>     | 12' minimum<br>16' desired   |   |   |
| <b>Turning Radii</b>        | 16' desired  | 50'   | 65'   |
| <b>Pavement Composition</b> | Heavily traveled truck routes must be constructed with Polymer Modified High Type Asphalt. Base Course: 6" |   |   |

Source: MDOT Roadway Design Manual



## CONCLUSIONS

Overall, there is a lack of data in respect to the current impact of this method of intermodal transportation on McComb. Trucking volumes are inconclusive and need to be tracked for further analysis. Based on what is evident in McComb, the existing infrastructure system within and around the City does not adequately support this type of intermodal transport. Due to the expected increase in trucking traffic, standards for industrial streets should be considered along those roadways leading to and from the major industrial sites. There should also be a push to improve the integrity and weight capacity of I-55 so that trucks need not to rely on using other streets as they pass through McComb. Efforts to find a suitable by-pass around downtown McComb for large vehicle traffic should be coordinated with MDOT – with alternative routing prioritized in future state funding programs.

## RAIL

### EXISTING CONDITIONS

Transportation by rail is a very common and widely used method of transporting goods around the country since it was introduced in the early 1800s. An extensive rail system provides nonstop access to many destinations throughout the country, resulting in a more timely delivery of goods. In addition, using existing rail lines for methods of transporting people over long distances is gaining popularity in communities throughout the country.

A Class 1 rail line operated by Canadian National Railway (CN) passes through downtown McComb to the east of Highway 51. As a Class 1 railroad, it travels through multiple states, allowing goods to be transported in and out of state. This line currently provides transportation principally for freight by also services passenger traffic through Amtrak.

According to a Phase I Environmental Site Assessment (ESA) performed on the McComb rail yard and museum site in 2013, heavy metals such as Lead and Arsenic were identified in the underlying soils on nearby properties. In addition, groundwater samples from a monitoring well on the rail yard and museum site revealed elevated levels of Lead. In response, the company that conducted the assessment recommended a Phase II ESA be completed to screen the near-surface soils. Other areas within close proximity to this site showed the same results, and soils along the railroad were found to be contaminated with Total Petroleum Hydrocarbons (TPH). The TPH site is currently being remediated.



Rail is a preferred method of shipping fracking sand, chemicals, and other materials to areas experiencing oil and gas development. Source: <http://www.minnpost.com>

The *Mississippi State Rail Plan* sums up the existing conditions and future Plans for all railways in the state of Mississippi. Regarding rail in McComb, the *Plan* summarizes the following:

- **Existing Conditions.** *The Southaven-McComb Corridor is used to determine existing conditions. Primary inbound freight carried on this corridor includes farm products, primary iron or steel products, and broken stone or rip-rap. Primary outbound freight includes fertilizer, motor vehicles, and industrial gases. In 2005, a study found that the rail, ties, ballast, and drainage in the McComb subdivision were in good condition.*
- **Future Plans.** *The Airport Rd. crossing in McComb is Planned for a surface upgrade project.*

### CANADIAN NATIONAL RAILWAY

This CN line extends from Canada down to the Gulf of Mexico and encompasses over 20,000 miles of track. The line is primarily single track, but offers a double track section in McComb. There is a CN station located in downtown McComb just south of Pearl River Avenue on Railroad Boulevard. In addition, CN owns underdeveloped rail yard property in downtown McComb that has great potential to become a highly used loading and off-loading point for fracking sand, chemicals, and other tools and materials when TMS extraction takes off. The rail yard, however, is currently lacking the adequate infrastructure and trucking access. There is another, much larger rail yard south of McComb

limits but within the potential annexation zone that could also be developed for this purpose.

### AMTRAK

The small Amtrak flag stop station located at Scott Street and Railroad Boulevard is one of the many stops along the 934 mile Chicago, IL – New Orleans, LA route. The station is served by two daily trains, and the station had an annual ridership of 6,496 in 2013. Additional stops along this route within the state of Mississippi include Brookhaven, Hattiesburg, Hazlehurst, Jackson, Yazoo City, Laurel, Meridian, Picayune, and Greenwood. In sight of the downtown redevelopment Plan for McComb, there are hopes that Amtrak will bring new weekend visitors to McComb from New Orleans, Louisiana.

### CONCLUSIONS

Both CN rail yards lack adequate infrastructure to support the potential increase in industrial rail transportation. The Mississippi Rail Grant Program can be used to apply funds toward expanding the rail facilities and develop a truck-to-rail junction for freight to be loaded and unloaded.

### AVIATION

#### MC COMB – PIKE COUNTY AIRPORT

The McComb and Pike County areas are serviced by a public airport known as John E. Lewis Field located southwest of downtown McComb. This airport is a Type III-Enhanced Airport, meaning it is a business airport of state impact that provides the highest level of general aviation service and its economic impact accounts for most of the aviation-related employment and spending in Mississippi. The airport land is composed of roughly 430 acres jointly owned by the City of McComb and Pike County.

A capital improvements program was completed for the airport in 2012 which recommended over 11 million dollars of facility improvements - of which almost 1.5 million dollars has been funded and completed (or is pending completion). Local funding for these projects accounts for a required 5 percent match of Federal Aviation Administration grants. MDOT also matches the total cost of projects at 5 percent. The remaining projects on the existing capital improvements Plan sufficiently illustrate the local funding priorities that should be emphasized over the course of the next several years to enhance the long-term viability of the airport.

### LOCAL CODES AND ORDINANCES

Chapter 22, *Aviation*, of the McComb Code of Ordinances created a joint airport board known as the McComb-Pike County Airport Board for the following purposes:

*“The joint airport board shall have power as agent of the participating political subdivisions to Plan, acquire, establish, develop, construct, enlarge, improve, maintain, equip, operate, lease, regulate, protect, and police any airport or air navigation facility or airport hazard or other airport property, real or personal, which is jointly acquired, controlled, and operated; and such joint airport board may exercise on behalf of its constituent public agencies all the powers of each with respect to such airport, air navigation facility or airport hazard, subject to the limitations contained in this article.”*

Chapter 22 also created a Joint Airport Zoning Board to act as governing body over a future Airport Overlay zoning district, but the airport has no such designation at the time of developing this Plan.

### STATE REGULATIONS

Title 61 *Aviation*, Chapter 7, *Airport Zoning*, of the Mississippi Code grants all political subdivisions containing an airport hazard within its territorial limits (and those just outside limits that have created a joint airport zoning board) the power to adopt, administer, and enforce airport zoning regulations for the airport hazard area. As McComb annexes southward toward airport property, it will be important to consider an Airport Overlay zoning district for properties within the runway approaches.

### STRATEGIES AND ACTIONS

#### STRATEGY 3-D-1. PREPARE FOR AND MITIGATE THE ANTICIPATED IMPACTS OF INCREASED TRUCK TRAFFIC IN MCCOMB.

##### *Initiatives and Actions*

1. *Initiate conversations with MDOT regarding options for re-routing truck traffic through state-owned routes that bisect downtown and adjacent center-city neighborhoods.*
2. *Prioritize funding with MDOT for the conversion or construction of preferred routes to truck-suitable thoroughfares. Development of such “by-pass” routes may be required prior to prohibitions of truck traffic on existing state/federal routes.*

3. *Petition MDOT, in some cases with Pike County assistance, to approve functional classification adjustments recommended by the City's Major Thoroughfare Program.*
4. *Adopt industrial street standards.*

**STRATEGY 3-D-2. ASSIST IN RAIL YARD DEVELOPMENT AS PRIVATE SECTOR INTEREST INCREASES.**

***Initiatives and Actions***

1. *Prioritize industrial street conversions/construction on routes leading to developing rail yard property, as well as associated storm water drainage improvements.*
2. *Consider the creation of a TIF district to support rail yard infrastructure development in accordance with the recommendations of Strategy 2-B-2 (page 2-17) and where the purpose of redevelopment and blight reduction can be clearly met.*
3. *Condition City assistance to rail infrastructure development and brownfield mitigation on annexation where desired by the City and applicable.*

**STRATEGY 3-D-3. ESTABLISH AN AIRPORT OVERLAY ZONING DISTRICT.**

***Initiatives and Actions***

1. *Recent annexation activity, as well as the recommended growth patterns contained within this Plan, will make the need for an airport overlay zoning district important in the near future. The airport overlay district should emphasize provisions on compatible land uses, heights, lighting, glare, and other similar topics.*
2. *Incorporate the airport overlay zoning district into the McComb Land Use Regulations, and include provisions that require its automatic application to portions of property within the airport's identified approach cone.*









## McCOMB IN MOTION MAJOR THOROUGHFARE PROGRAM

The *McComb in Motion Major Thoroughfare Program* is incorporated into this comprehensive Plan document on pages 3-37 through 3-47. The *McComb in Motion Major Thoroughfare Program* (hereafter, the *Major Thoroughfare Program*) serves as McComb's required transportation Plan, as identified and defined by §17-1-11(c.ii) of Mississippi Code Annotated.

The *Major Thoroughfare Program* is the City of McComb's formal policy for future transportation system development. It is designed to provide for the future travel needs of the community by ensuring orderly street system development. The Program considers both the extension and improvement of existing streets, and the location of Planned future roadways. The *Major Thoroughfare Program* is designed to identify where future rights-of-way should be preserved – illustrating future alignment and considering sufficient width to allow for seamless extension and expansion of the City street network. The *Major Thoroughfare Program* is not intended to serve as driver for development, merely as a program that pro-actively anticipates development trends and directs City decisions regarding transportation infrastructure accordingly.

The *Major Thoroughfare Program* consists of four components:

- *Major Thoroughfare Program Principles*
- *Major Thoroughfare Map*
- *Major Thoroughfare Components*
- *Major Thoroughfare Projects*

Elements of the *Major Thoroughfare Program* are incorporated into Chapter 7, *Implementation*; but, their potential omission from Chapter 7 does not invalidate the remaining policy and project recommendations contained within the *Program*. The *Major Thoroughfare Program* should be used by City Staff, and McComb's elected and appointed officials in securing needed rights-of-way as development occurs in the community. Requirements for rights-of-way dedication and construction of street improvements should be applied to all subdivision of land within the City.

## MAJOR THOROUGHFARE PROGRAM PRINCIPLES

McComb's *Major Thoroughfare Program* promotes the development of a city-wide street network that balances motor vehicle mobility and access needs, with existing and intended future variations in the City's natural and built geographies, as well as the desire to provide and promote multiple transportation options. The street network illustrated on the **Map 3.B, McComb Major Thoroughfare Map** (page 3-41), and described in subsequent pages of the Program, has been developed according to the following four principles:

- **Functional Classification.** *McComb's Major Thoroughfare Program promulgates the principle of classifying streets according to their suitability to promote travel mobility versus access. This functional classification framework, promoted by the FHWA, is discussed in detail on page 3-5. In simple terms, major arterial streets should be designed to move greater volumes of traffic with few barriers to mobility. More localized streets should be designed to calm traffic flow while promoting safe access to and from adjacent properties. It is important to understand that references to a thoroughfare's functional classification typically relate to the road or street's ability to move motor vehicles, as opposed to other modes of transit. The Federal Highway Administration states that the functional classification system serves to identify, "...the particular role of a roadway in moving vehicles [emphasis added] through a network of highways."*
- **Means of Transportation.** *Although the Major Thoroughfare Map illustrates street type by the traditional FHWA standards of [vehicular] functional classification, the Major Thoroughfare Program is not limited to providing for motor vehicle travel only. The Program also includes general parameters for the manner in which active transportation facilities will be incorporated into thoroughfare design. Figures 3.8 through 3.10 (page 3-22) of the Plan illustrate that there exists a core population within McComb which relies on non-motorized transportation as a principal means of travel. To accommodate these varying needs – as well as the interests of additional segments of the population to travel by a different method than the automobile, "Complete Streets" concepts championed by Smart Growth America and the National Complete Street Coalition are incorporated in McComb's Major Thoroughfare Program.*
- **Land Use Connection.** *As with most communities, McComb contains different areas which exhibit wide variations in street design within the right-of-way, and building and site design on adjacent parcels. The Major Thoroughfare Map illustrates three distinct areas of general character. Within each of these character classes, the recommended parameters for street construction differ in order to better compliment the design and function of adjacent buildings and land uses. The urban, suburban, and rural character class boundaries illustrated on the Major Thoroughfare Map promote a particular existing and preferred future built environment for different areas of the City. The connection between land use and transportation facilities is discussed in more detail in the next Section, Major Thoroughfares and Character Class.*
- **Interconnectivity.** *The Major Thoroughfare Plan assumes that McComb will promote the extension and interconnectivity of major thoroughfares within the existing municipal limits, and to potential areas of growth and future annexation. The Major Thoroughfare Map illustrates principles of major thoroughfare interconnectivity based on FHWA recommendations for proposed streets in suburban and rural context areas, with variations that account for existing topography, buildings and property lines. Proposed thoroughfare spacing in the urban context zone is based on alternative standards jointly developed by the Institute of Transportation Engineers and the Congress for the New Urbanism.*

### MAJOR THOROUGHFARES AND CHARACTER CLASS

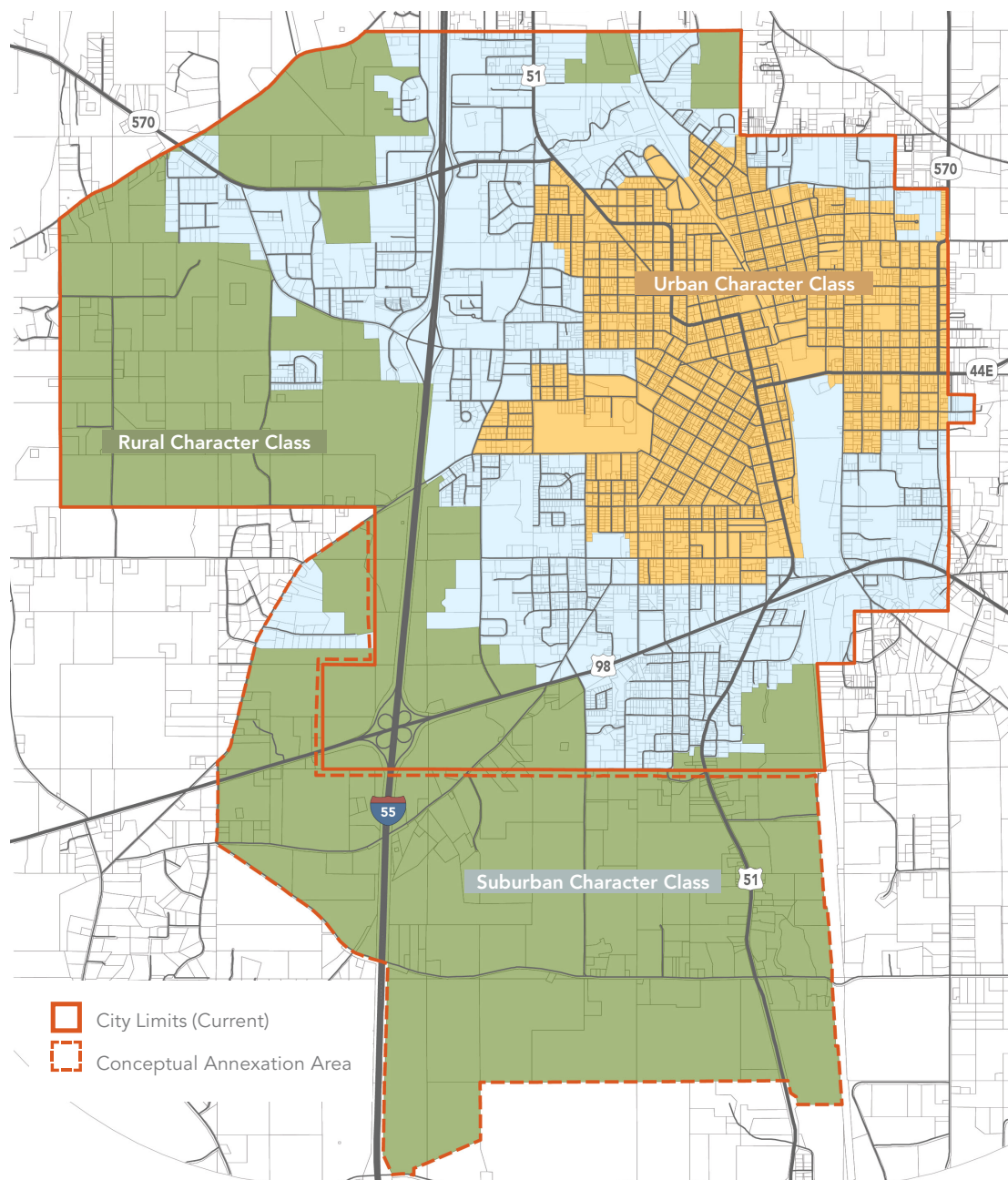
The consistency of a community's built environment depends as much on the arrangement and design of public rights-of-way and streets as it does on surrounding buildings and property. Although many cities and towns typically attempt to manage community character through the application of design



requirements on private property, it is equally important to design streets which preserve or promote a similar preferred built "context." The linkage between building and street is the most critical component in sustaining or creating neighborhoods, districts, and corridors of unique character and function.

The recommendations of the *McComb Major Thoroughfare Program* vary depending on a street segment's location in one of three Planning context areas (below). Street arrangement and design recommendations differ depending on whether a street segment is located within an area intended to develop with urban, suburban, or rural characteristics. McComb's three Planning context areas are illustrated in **Figure 3.13** below and described in greater detail within Chapter 6, *Land Use and Development* (page ??).

**FIGURE 3.13: M'COMB CHARACTER CLASS AREAS**



## MAJOR THOROUGHFARE MAP

**Map 3.B, Major Thoroughfare Map**, illustrates the existing and planned arterial and collector thoroughfares routes within the current McComb municipal boundaries, and in unincorporated areas in close proximity to the municipal limits (with particular emphasis on the City's proposed urban services area). The map closely corresponds to the functional classification designations illustrated on the Mississippi Department of Transportation's Functional Classification System, McComb Urban Area Map (2013) and corresponding map depicting Pike County thoroughfares in order to avoid creating discrepancies with the Federal Aid number assigned to existing routes. Still, the *Major Thoroughfare Map* is distinguishable from MDOT's functional classification system maps because its principal purpose is to guide local transportation network decisions, rather than to direct state or federal designations. **Strategy 3-E-2** (page 3-47) includes recommendations on how to align this important local transportation policy tool with state and federal funding programs.

The *Major Thoroughfare Map* depicts McComb's transportation network policy by illustrating the following elements:

### A. Streets by Functional Class

McComb's Major Thoroughfare Map uses the same functional classification designations as provided by the FHWA, and utilized by MDOT.

Existing thoroughfares and local streets are depicted by solid lines - even if the Major Thoroughfare Map proposes to re-classify a given street segment. Proposed thoroughfares are depicted by dashed lines. Proposed thoroughfare routes are conceptual - with exact locations to be determined by the City based on future development patterns and opportunities.

### B. Character Class Areas














The urban, suburban, and rural character class areas governing preferred roadway design are superimposed on the map. Character classes are discussed in **Figure 3.13, McComb Character Class Areas** on page 3-39.

### C. Major Thoroughfare Projects

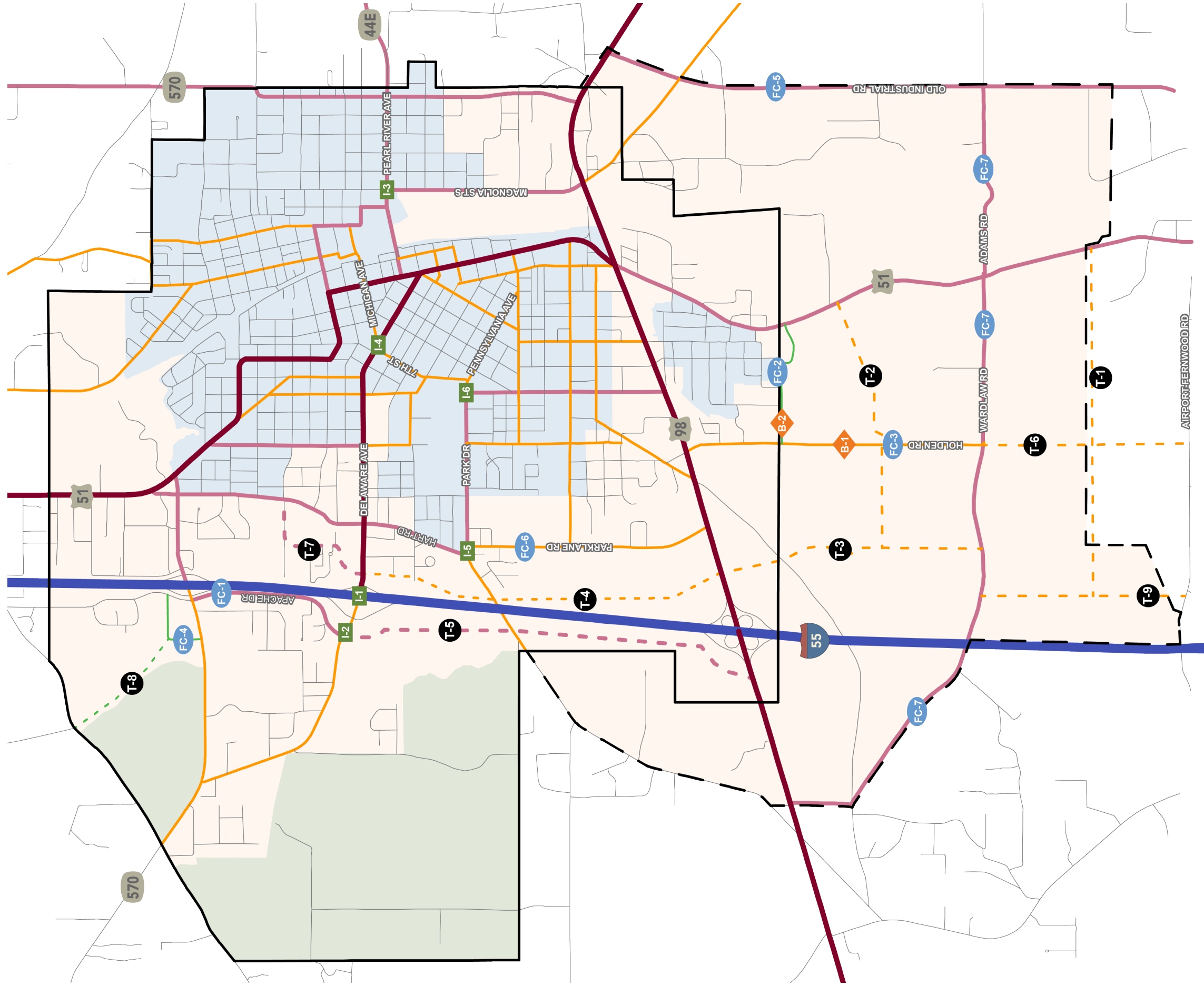
Recommended priority projects are assigned a numeric designation. Corresponding project descriptions can be found in **Figure 3.15, Major Thoroughfare Projects**, found on page 3-45.

### D. Bridges/Intersections

Priority recommended bridge and intersection improvements are depicted using the following icons:

-  Existing Thoroughfare
-  Existing Thoroughfare
-  Existing Thoroughfare
-  Proposed Thoroughfare
-  Proposed Thoroughfare
-  Proposed Thoroughfare
-  Rural Character
-  Suburban Character
-  Urban Character
-  New Thoroughfare
-  Existing Thoroughfare
-  Bridge Improvement
-  Intersection Improvement





McCOMB IN MOTION COMPREHENSIVE PLAN

MAP 3.B: McCOMB MAJOR THOROUGHFARE MAP

LEGEND:

- City Limits
- Proposed Annexation
- Proposed Thoroughfare
- Interstate Highway
- Other Principal Arterial
- Minor Arterial
- Major Collector
- Minor Collector
- Local Roads

MAJOR THOROUGHFARE PROGRAM





**FIGURE 3.14, THOROUGHFARE FACILITY BASICS**

| FUNCTION                                      | RURAL                                     |                               |                               |   | SUBURBAN                              |                                 |   |  |   | URBAN  |  |  |
|---|---|-------------------------------|-------------------------------|---|---------------------------------------|---------------------------------|---|--|---|--|--|--|
|   | PRINCIPAL ARTERIAL                        | MINOR ARTERIAL                | COLLECTOR (MAJOR AND MINOR)   | RURAL ROAD (LOCAL STREET)                     | PARKWAY (PRINCIPAL ARTERIAL)          | PRINCIPAL ARTERIAL              | MINOR ARTERIAL                                | COLLECTOR                                      | LOCAL STREET                                | BOULEVARD (PRINCIPAL ARTERIAL)                                   | AVENUE (ARTERIAL AND COLLECTOR)                            | STREET (LOCAL STREET, MAJOR AND MINOR COLLECTOR) |
| <b>TRAFFIC VOLUMES (VPD=VEHICLES PER DAY)</b> | 20,000 to 60,000 VPD                      | 20,000 to 60,000 VPD          | 5,000 to 30,000 VPD           | 100 to 5,000 VPD                              | 20,000 to 60,000 VPD                  | 20,000 to 60,000 VPD            | 5,000 to 30,000 VPD                           | 1,000 to 15,000 VPD                            | 100 to 5,000 VPD                            | 10,000 to 50,000 VPD   | 1,500 to 30,000 VPD  | 500 to 10,000 VPD                                |
| <b>DESIRABLE SPACING</b>                      | 2 miles or more                           | 2 miles or more               | 1 to 2 miles                  | Variable                                      | 2 miles or more                       | Generally 2 miles or more       | One-half to 2 miles                           | One-quarter to one-half mile                   | Varies with block length (at least 125 ft.) | 660 to 1,320 ft.   | 300 to 660 ft.   | 300 to 660 ft.                                   |
| <b>POSTED SPEED</b>                           | 40 to 55 mph                              | 40 to 55 mph                  | 30 to 40 mph                  | 20 to 35 mph                                  | 40 to 55 mph                          | 40 to 55 mph                    | 30 to 45 mph                                  | 30 to 35 mph                                   | 20 to 30 mph                                | 30 to 35 mph   | 25 to 35 mph   | 25 mph   |
| <b>COMMUNITY RELATIONSHIP</b>                 | Bisects rural areas between urban centers | Central traffic shed corridor | Central traffic shed corridor | Provides direct access to abutting properties | Defines neighborhood boundaries       | Defines neighborhood boundaries | Defines and traverses neighborhood boundaries | Internal and traverses neighborhood boundaries | Internal                                    | Central or bounding neighborhood or district corridor            | Central or bounding corridor in a neighborhood or district | Internal to a neighborhood or district           |
| <b>RIGHT OF WAY (ROW)</b>                     | 120 - 100 feet                            | 80 - 60 feet                  | 80 - 60 feet                  | 60 - 50 feet                                  | 150 - 100 feet                        | 120 - 100 feet                  | 80 - 60 feet                                  | 80-60 feet                                     | 60 - 50 feet                                | 150 - 75 feet  | 125 - 75 feet  | 60 - 50 feet                                     |
| <b>TRAVELED WAY</b>                           |   |                               |                               |   |                                       |                                 |   |  |   |  |  |  |
| <b>NUMBER OF TRAVEL LANES</b>                 | 2 to 4 lanes                              | 2 lanes                       | 2 lanes                       | 2 lanes                                       | 4 to 6 lanes with a landscaped median | 3 to 5 lanes                    | 3 or 4 lanes                                  | 2 lanes, 3 at intersections for turn lanes     | 2 lanes                                     | 4 to 6 lanes with landscaped median                              | 2 to 4 lanes with or without landscaped median             | 2 lanes  |
| <b>TRAVEL LANE WIDTHS</b>                     | 11 to 12 feet                             | 11 to 12 feet                 | 10 to 12 feet                 | 9 to 11 feet                                  | 10 to 12 feet                         | 10 to 12 feet                   | 10 to 12 feet                                 | 10 to 12 feet                                  | 10 to 12 feet                               | 10 to 12 feet  | 10 to 11 feet  | 10 to 11 feet                                    |
| <b>PARKING LANES</b>                          | No  | No                            | No                            | No  | No                                    | Restricted                      | Restricted                                    | Normally permitted                             | Permitted                                   | Optional   | Permitted  | Permitted  |
| <b>PARKING LANE WIDTHS</b>                    | N/A                                       | N/A                           | N/A                           | N/A   | N/A                                   | 8 feet min.                     | 8 feet min.                                   | 8 feet min.                                    | 8 feet min.                                 | 7 to 8 feet  | 7 to 8 feet  | 7 to 8 feet                                      |
| <b>CURB &amp; GUTTER</b>                      | No  | No                            | No                            | No  | Optional                              | Optional                        | Required                                      | Required                                       | Required                                    | Required   | Required   | Required   |
| <b>MEDIANS</b>                                | Optional                                  | No                            | No                            | No  | Yes                                   | Optional                        | Optional                                      | No   | No  | Required   | Optional   | Optional   |
| <b>BIKEWAYS</b>                               | Optional                                  | Optional                      | Optional                      | Optional                                      | Limited                               | Limited                         | Permitted                                     | Yes  | Yes   | Optional (Bike lanes; parallel side trail; or designated route.) |  |  |
| <b>ROADSIDE</b>                               |   |                               |                               |   |                                       |                                 |   |  |   |  |  |  |
| <b>PLANTING STRIP</b>                         | Open ditch                                | Open ditch                    | Open ditch                    | Open ditch                                    | Optional                              | Yes                             | Yes   | Yes  | Yes   | Yes  | Yes  | Yes  |
| <b>SIDEWALKS</b>                              | No  | No                            | No                            | No  | Limited                               | Yes                             | Yes   | Yes  | Yes   | Yes  | Yes  | Yes  |

Principal Sources: AASHTO "A Policy on Geometric Design of Highways and Streets," 6th Edition, (2011); ITE/CNU "Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities," (2012)

A roadway with a specific functional classification can take varying forms depending on the existing or intended built environment that it serves. The McComb Major Thoroughfare Program proposes three parallel categories of roadway standards combining functional classification with character. By incorporating calibrated variations of the basic standards presented in **Figure 3.14**, McComb can develop a street network that serves rural traffic sheds (A), developing suburban areas (B), and pedestrian-friendly downtowns and neighborhoods (C).



Source: Kendig Keast Coll.



Source: Kendig Keast Coll.



Source: Kendig Keast Coll.

## MAJOR THOROUGHFARE COMPONENTS

**Figure 3.14, Thoroughfare Facility Basics**, is a guide. The City may exercise discretion on a case-by-case basis in the manner by which recommended major thoroughfare components are applied to new development. At a minimum, McComb will consider the following when interpreting the manner in which to apply major thoroughfare recommendations:

- **Rights-of-Way.** The major thoroughfare rights-of-way that are suggested in **Figure 3.14** assume that only the minimum facilities recommended within the figure are included in each subsequent street section constructed or retro-fitted in accordance with McComb's Major Thoroughfare Program. The inclusion of these rights-of-way within the Figure are not absolute – and are only intended to provide the City with a minimum dimension for purposes of future right-of-way reservation or dedication. Depending on the street cross-section desired by the City, wider rights-of-way may be necessary.
- **Retro-Fitting Existing Thoroughfares.** The dimensional constraints of existing thoroughfare rights-of-way may make strict future adherence to the recommendations of **Figure 3.14** impractical. The City may opt to alter recommended dimensions or eliminate recommended facilities in limited instances where additional sufficient right-of-way cannot be practicably acquired to accommodate all thoroughfare elements.
- **Collector Streets.** Generally, to adequately serve their role to collect traffic from local streets and distribute it to the arterial street system, collectors should be placed between arterial streets, with a spacing of approximately one-quarter to one-half mile for minor and major collectors, respectively. Collectors must be shown on all proposed subdivisions of land consistent with the Major Thoroughfare Program. In cases where a collector is not shown on the Major Thoroughfare Map, but is warranted due to development density and projected traffic volumes, it is also required and must be shown. McComb should also consider the development of a "neighborhood collector" street type in both urban and suburban character class areas which allows a greater degree of direct residential access while still serving their role of distributing traffic to arterial thoroughfares.
- **Intersections.** New intersections of subdivision streets with existing thoroughfares within or bordering the subdivision should be Planned to align with existing intersections to avoid creation of off-set or jogged intersections and to provide for continuity of existing streets, especially collector and arterial streets. The angle of intersection for street intersections should be as nearly at a right angle as possible. Corner cutbacks or radii should be required at the acute corner of the right-of-way line to provide adequate sight distance at intersections.
- **Cul-de-Sacs.** Through streets and T-intersections are preferable to cul-de-sacs. Care should be taken so as not to over utilize cul-de-sacs, which limits through access, restricts pedestrian circulation, increases emergency response times, and confuses motorists. However, when cul-de-sacs are used, they should have a maximum length of not more than 600 feet measured from the connecting street centerline to the centerline of radius point. Pavement diameter in residential areas should be 50 feet with a right-of-way diameter of 60 feet and should include a landscaped island. Pavement and right-of-way diameters in nonresidential areas could be larger but should not exceed 80 feet of pavement and 100 feet of right-of-way.
- **Alleys.** Full functionality of many of the urban street types recommended in **Figure 3.14** may require the corresponding development of alleys to reduce curb cuts on the street - preserving the curb face to maximize on-street parking options. Alleys also divert service vehicles and activities away from the principal roadways and corresponding pedestrian activity which urban street types are intended to foster.
- **Industrial Streets.** Some thoroughfare segments may convey, or be intended to convey, a high percentage of heavy vehicles to support industrial, resource extraction, or warehousing uses.

Any of the suburban major thoroughfare types listed in **Figure 3.15** may be modified to enable the street segment to serve heavy vehicle traffic. Some corresponding industrial street standards may be found on page 3-32.

- **Geometric Design Standards and Guidelines.** Other requirements and guidelines for the geometric design of thoroughfares and public streets should be provided in the subdivision regulations and standard specifications. This includes special provisions for lot width and building setbacks on corner lots to preserve sight distances at adjacent intersections.
- **Continuation and Projection of Streets.** In accordance with the policies and recommendations of this Plan, existing streets in adjacent areas should be continued, and, when an adjacent area is undeveloped, the street layout must provide for future projection and continuation of streets into the undeveloped area. In particular, the arrangement of streets in a new subdivision must make provision for continuation of right-of-way for the principal existing streets in adjoining areas – or where new streets will be necessary for future public requirements on adjacent properties that have not yet been subdivided. Where adjacent land is undeveloped, stub streets must include a temporary turnaround to accommodate fire apparatus.





## MAJOR THOROUGHFARE PROJECTS

**Map 3.B, Major Thoroughfare Map**, references a list of priority transportation projects within the current municipal limits of McComb, as well as areas targeted for annexation or urban service area expansion, for which state and federal funding assistance should be sought. These projects have been identified not only to provide for improved mobility throughout McComb for the existing population, but also in anticipation of future transportation needs resulting from anticipated residential and non-residential development. An overview of each priority major thoroughfare project is provided in **Figure 3.15, Major Thoroughfare Projects**.

**FIGURE 3.15: MAJOR THOROUGHFARE PROJECTS**

| INVENTORY NUMBER*                                | PROJECT  | DESCRIPTION  |
|--|--|--|
| <b>New Thoroughfare Segments</b>                 |  |  |
| T-1  | Airport-Wardlaw Division                         | Major Collector - Proposed Quinvilan Road Extension to US 51.  |
| T-2  | Hamilton-Wardlaw Division                        | Major Collector - Liberty White Road to US 51.   |
| T-3  | Liberty White Road                               | Major Collector - US 98 to Wardlaw Road. Includes portion of existing roadway.   |
| T-4  | Frontage Road (East)/Anna Drive                  | Major Collector - Existing federal aid number. Partially constructed.  |
| T-5  | Frontage Road (West)/Apache Drive                | Minor Arterial - Existing federal aid number. Will also require reclassification.  |
| T-6  | Holden Road Extension                            | Major Collector - Wardlaw Road to Airport-Fernwood Road.   |
| T-7  | Marion Avenue By-Pass                            | Minor Arterial - White Street to Delaware Avenue. Proposed diversion of traffic around hospital. May require reclassification of existing portion of Marion Drive and Hart Road. |
| T-8  | Natchez Drive Extension                          | Minor Collector - Natchez Drive to Enterprise Road.  |
| T-9  | Quinvilan Road Extension                         | Major Collector - Wardlaw Road to Airport-Fernwood Road. Build to industrial street standard if developed as an industrial park.   |
| <b>Existing Thoroughfares (Reclassification)</b> |  |  |
| FC-1   | Apache Drive                                     | Minor Arterial. To align with West Frontage Road.  |
| FC-2   | Hamilton Street/Carr Road                        | Minor Collector - Natchez Drive to Enterprise Road.  |
| FC-3   | Holden Road                                      | Major Collector - US 98 to Wardlaw Road.   |
| FC-4   | Natchez Drive                                    | Minor Collector. To connect with proposed extension.   |
| FC-5   | Old Industrial Road                              | Minor Arterial - US 98 to Airport-Fernwood Road.   |
| FC-6   | Parklane Road                                    | Minor Arterial - Park Drive to US 98. (Note: Also a 2010-2012 STIP paving project.)  |
| FC-7   | Wardlaw Road/Adams Road                          | Minor Arterial - SR24 to Old Industrial Road. Requires improved rail crossing.   |
| <b>Intersections</b>                             |  |  |
| I-1  | I-55/Anna Drive/Delaware Avenue                  | Insufficient intersection spacing. Synchronized signalization needed. Reduction of curb cuts.  |
| I-2  | Frontage Road West/ Apache Drive/Delaware Avenue | Located on thoroughfare recommended for reclassification (Apache Drive) and extension (West Frontage Road). Will facilitate substantial increases in traffic volumes.            |
| I-3  | Magnolia/Pearl River Avenue                      | Extensive pavement and curb cuts. Redesign to incorporate traffic calming features.  |
| I-4  | Michigan Avenue/7th Street                       | Principal center-city gateway divides areas of differing built context and street cross-section. May include traffic calming features.   |

**FIGURE 3.15: MAJOR THOROUGHFARE PROJECTS**

|                |                              |   |
|----------------|------------------------------|---|
| I-5            | Parklane Road/Hart Road      | Divides areas of differing built context. Suitable area for realignment. Traffic volumes and directional split suitable for roundabout treatment. |
| I-6            | Park Drive/Pennsylvania Ave. | Center-city gateway. Divides areas of differing built context. Suitable for realignment and possible roundabout treatment.                        |
| <b>Bridges</b> |                              |   |
| B-1            | Holden Road                  | Suitability rating of 42.3. Located on thoroughfare recommended for reclassification. In proposed City growth area.                               |
| B-2            | Hamilton Street              | Suitability rating of 38.0. Located on thoroughfare recommended for reclassification.   |

*\*Located on Map 3.B, Major Thoroughfare Map, page 3-41.*

**Figure 3.15**, does not represent an all-inclusive list of street improvement projects that must take place in and around McComb to preserve the long-term level of service of McComb's major thoroughfare network; nor, promote a preferred engineered approach to project implementation. **Figure 3.15**, should be used as a guide - with future projects referenced within the figure, and those not identified in the figure - prioritized according to changing needs and development activity. The following considerations must be made when referencing **Figure 3.15**:

- **New Thoroughfare Segments.** These segments are proposed in order to ensure that there exists proper thoroughfare spacing as McComb grows internally, and into the City's recommended growth and annexation area. Recommended thoroughfare spacing is referenced in **Figure 3.14**, Major Thoroughfare Facility Basics. The Major Thoroughfare Program does not presume the number of travel and turn lanes that must be incorporated into each recommended segment as such decisions require real-time level of service analyses.
- **Existing Thoroughfares (Reclassification).** While listed as "projects," the proposed thoroughfare reclassifications are intended to account for anticipated increases in traffic flow in undeveloped areas of the City. The proposed reclassification of a segment within **Figure 3.15** does not necessarily mean that capacity improvements are needed at this time. Most reclassifications are proposed so that these thoroughfares may be added to the list of street eligible to receive MDOT-administered federal aid. Reclassification will require MDOT approval, and coordination with Pike County for segments that are located outside of the current City limits and may be currently designated as a State Aid road segment.
- **Intersections.** The Major Thoroughfare Program does not propose the optimal method of intersection improvement. Intersection improvement options should be explored on a case-by-case basis, but may include signalizations improvements, stop signs, or even roundabouts.
- **Bridges.** The two bridge projects recommended in **Figure 3.15** have been prioritized not only as a result of their low current suitability ratings, but also due to their location on the proposed major thoroughfare system. Other bridge priorities may arise as a result of future MDOT bridge inspections, and the need to correct deficiencies on a higher rated bridge that greater motor vehicle volumes.
- **State/Federal Routes.** The recommendations listed in **Figure 3.15** are confined to locally-owned and maintained routes. Other critical needs may be identified on state and federally-maintained routes in McComb and garner a higher local priority.



## MAJOR THOROUGHFARE (IMPLEMENTATION) STRATEGIES

Through the adoption of the *McComb in Motion Comprehensive Plan*, the *McComb in Motion Major Thoroughfare Program* serves as the City's formal policy for future transportation system development. In addition to the specific projects listed in **Figure 3.15**, the utility of the *Major Thoroughfare Program* is greatly enhanced by the implementation of the following strategies, initiatives, and actions:

### **STRATEGY 3-E-1. AMEND CITY LAND DEVELOPMENT REGULATIONS TO INCORPORATE STREET STANDARDS CONSISTENT WITH THE RECOMMENDATIONS OF THE MAJOR THOROUGHFARE PLAN.**

#### *Initiatives and Actions.*

1. Incorporate the *McComb Major Thoroughfare Plan* street types into the *McComb Land Use Regulations*. Amend the *Regulations* to provide for corresponding minimum right-of-way widths and containing: travel lane widths, parking lanes, planting strips, pedestrian facilities and frontage zones. Vary the standards according to City context area and provide for a method to incorporate other street elements including, but not limited to: bicycle facilities, curb extensions, traffic calming features, medians, crosswalks, etc.
2. Provide standards within the *McComb Land Use Regulations* that establish the criteria by which the *McComb* may require the reservation of thoroughfare rights-of-way as part of the development approval process.
3. Incorporate major thoroughfare rights-of-way reservation criteria into the City's development agreement policy (see **Strategy 2-B-2**, page 2-17)
4. Amend the *McComb Land Use Regulations* which address street network locations, expansion and alignment. Including amended or new standards on intervals between thoroughfare type, standards for street extension, and minimum interconnectivity requirements.
5. Prepare, and adopt by resolution, a street design policy manual which establishes City construction standards for each of the thoroughfare types identified in the *McComb Major Thoroughfare Program*. Include standards for pavement design, subgrade, finish grade, testing, repair of failed tests, base course options, surface course, property restoration, and existing facility adjustment. Include standard details for each type of road section, including curbing and guttering, open ditch sections; and details for sidewalks, traffic circles, curb extension, and driveway aprons. Remove conflicting provisions from the *McComb Land Use Regulations* by ordinance.

### **STRATEGY 3-E-2. COORDINATE WITH ADJACENT LOCAL GOVERNMENT JURISDICTIONS AND STATE AGENCIES TO AMEND ROUTE DESIGNATIONS TO BE CONSISTENT WITH THE RECOMMENDATIONS OF THE MAJOR THOROUGHFARE PLAN.**

#### *Initiatives and Actions.*

1. Work with the Pike County Board of Supervisors to adjust State Aid route designation to conform with the *McComb Major Thoroughfare Plan* where necessary in order to inform and promote County State aid project expenditures that could meet joint development needs.
2. Petition MDOT to amend the *McComb Small Urban Area Functional Classification Map* to adjust existing and future route designations in a manner that conforms to the *McComb Major Thoroughfare Plan*. Work with Pike County, Magnolia, and Summit to ensure that the petition is coordinated among local governments.





## SUMMARY OF STRATEGIES (MOBILITY):

Chapter 3, *Mobility*, of the *McComb in Motion Comprehensive Plan* is a general inventory of the facilities and services (termed herein as “community capacities”) that the City and other public and private partners provide to the citizens of McComb and greater Pike County. With a view toward improving public service delivery to current residents, property owners and business owners - as well as anticipating demand that will accompany increases in population - the Mobility chapter proposes a series of policies and strategies that have been incorporated into the City’s overall comprehensive plan work program (Chapter 7, *Implementation*). All of McComb’s mobility policies and strategies are consistent with the City’s guiding principles first introduced in Chapter 1, *Planning Context* (page 1-7). McComb’s guiding principles related to the topic of mobility include:

### MOBILITY GUIDING PRINCIPLES:

- Principle A:** Develop a transportation network that provides local interconnectivity and accessibility.
- Principle B:** Design street systems that balance traffic flow and function with neighborhood and district character.
- Principle C:** Reduce the impact of traffic patterns that are incompatible with neighborhoods and activity centers.
- Principle D:** Provide for transportation choices.

The 15 mobility strategies that are highlighted throughout this chapter have been compiled into **Figure 3.16** below. The relationship between each of McComb’s recommended initiatives and actions, and the mobility guiding principles, is highlighted.

**FIGURE 3.16. MOBILITY, SUMMARY OF STRATEGIES.**

| STRATEGIES:   | PAGE: | GUIDING PRINCIPLES (SEE ABOVE): |
|---|-------|---------------------------------|
| STRATEGY 3-A-1. ADJUST THE CITY STREET RESURFACING PROGRAM TO DEDICATE FUNDING TO “PREVENTATIVE” STREET REPAIR.   | 3-18  | A                               |
| STRATEGY 3-A-2. PRESERVE TRAFFIC CAPACITY ON EXISTING THOROUGHFARES BY IMPLEMENTING ACCESS MANAGEMENT AND OTHER TRANSPORTATION SYSTEM MANAGEMENT PROVISIONS.                | 3-18  | B,C                             |
| STRATEGY 3-A-3. REQUIRE TRAFFIC IMPACT ANALYSES, AND CORRESPONDING STREET CAPACITY IMPROVEMENTS, AS PART OF THE APPROVAL OF LARGE DEVELOPMENTS.                             | 3-19  | B                               |
| STRATEGY 3-A-4. PREPARE A DELAWARE AVENUE CORRIDOR PLAN THAT UTILIZES DESIGN ELEMENTS TO IMPROVE CORRIDOR APPEARANCE AND ENHANCE THOROUGHFARE FUNCTION.                     | 3-19  | B                               |
| STRATEGY 3-A-5. DEVELOP A “PLOTS OF PRIDE” PROGRAM FOR TARGETED STREETScape ENHANCEMENTS TO DELAWARE AVENUE AND PEARL RIVER AVENUE.   | 3-20  | B                               |
| STRATEGY 3-A-6. IMPLEMENT A NEIGHBORHOOD STREETS IMPROVEMENT PROGRAM THAT COMBINES ELEMENTS OF TRAFFIC CALMING, STREETScape ENHANCEMENTS, AND PEDESTRIAN INTERCONNECTIVITY. | 3-21  | A,B,D                           |
| STRATEGY 3-B-1. FORMALIZE THE CITY’S ACTIVE TRANSPORTATION NETWORK PREFERENCES THROUGH TOPIC-SPECIFIC PLANNING EFFORTS.   | 3-29  | D                               |
| STRATEGY 3-B-2. AMEND LAND DEVELOPMENT REGULATIONS TO INCORPORATE ACTIVE TRANSPORTATION PROVISIONS.   | 3-30  | D                               |
| STRATEGY 3-B-3. APPLY FOR APPLICABLE GRANT FUNDS TO BEGIN IMPLEMENTING PEDESTRIAN AND BICYCLE IMPROVEMENTS.   | 3-30  | D                               |

FIGURE 3.16. MOBILITY, SUMMARY OF STRATEGIES.

| STRATEGIES:  | PAGE: | GUIDING PRINCIPLES (SEE ABOVE): |
|--|-------|---------------------------------|
| STRATEGY 3-C-1. VERIFY THE DEMAND FOR INCREASED RURAL PUBLIC TRANSIT OPTIONS IN McCOMB.  | 3-31  | D                               |
| STRATEGY 3-D-1. PREPARE FOR AND MITIGATE THE ANTICIPATED IMPACTS OF INCREASED TRUCK TRAFFIC IN McCOMB.   | 3-34  | B                               |
| STRATEGY 3-D-2. ASSIST IN RAIL YARD DEVELOPMENT AS PRIVATE SECTOR INTEREST INCREASES.  | 3-35  | A                               |
| STRATEGY 3-D-3. ESTABLISH AN AIRPORT OVERLAY ZONING DISTRICT.  | 3-35  | D                               |
| STRATEGY 3-E-1 (MAJOR THOROUGHFARE PROGRAM). AMEND CITY LAND DEVELOPMENT REGULATIONS TO INCORPORATE STREET STANDARDS CONSISTENT WITH THE RECOMMENDATIONS OF THE MAJOR THOROUGHFARE PROGRAM.                                      | 3-47  | A,B,C                           |
| STRATEGY 3-E-2 (MAJOR THOROUGHFARE PROGRAM). COORDINATE WITH ADJACENT LOCAL GOVERNMENT JURISDICTIONS AND STATE AGENCIES TO AMEND ROUTE DESIGNATIONS TO BE CONSISTENT WITH THE RECOMMENDATIONS OF THE MAJOR THOROUGHFARE PROGRAM. | 3-47  | A,B,C                           |

### IMPLEMENTATION OF MOBILITY STRATEGIES

Implementation of the community growth strategies that are referenced in this chapter must occur in coordination with corresponding strategies that have also been developed to address the topics of: community growth, housing and neighborhoods, economic development, and land use and character. Strategies contained in all five topic-specific chapters of the *McComb in Motion Comprehensive Plan* are important - and document community priorities -but; the order of their implementation must consider multiple variables including (at least): **A)** The timing of expected growth and development impacts; **B)** Cost versus revenues; **C)** The availability of grants, loans and other financing methods; **D)** Staffing and other public resources; and, **E)** Dependence on completion of another strategy.

In consideration of these inter-related implementation variables, the strategies summarized in **Figure 3.16** have been incorporated into McComb's overall comprehensive plan work program contained in Chapter 7, *Implementation*. Please reference Chapter 7 for a full overview on the methods and timing by which the city of McComb's community growth actions and initiatives will be implemented to ensure the long-term welfare and prosperity of McComb's citizens, business owners and property owners.







The architectural heritage paradox: How to maintain the character of a community's historic neighborhoods as community wealth declines?

# Housing & Neighborhoods



Purchasing a home is the largest single financial investment that most of us will ever make. In America, home ownership has long been encouraged – and it remains viewed by many of us today as status symbol of arrival or respectability. In the pursuit of the American Dream however, we often lose sight of the fact that home ownership comes with great responsibility – and often, with great risk. The initial investment of a home purchase is followed by continual maintenance needs. The value of residential property is influenced by the condition of proximate properties, of public infrastructure, and the amenities that are located in the surrounding neighborhood. What roles can - and should - McComb play in protecting its residents' investments in their homes?

Chapter 4, *Housing and Neighborhoods*, of the *McComb in Motion Comprehensive Plan* has been compiled to assess the City's housing characteristics, issues, and needs based on the review of the existing housing stock, activity and trends in the local and regional housing markets, and projected population growth. While the construction of new housing stock in McComb is dependent largely on population shifts that influence market demand, the City plays a role in directing where growth occurs, and in encouraging redevelopment activities in existing neighborhoods. This chapter provides recommendations on how McComb may incentivize housing growth and neighborhood revitalization in a manner that may provide greater housing choice for existing and future residents.



## MC COMB'S HOUSING & NEIGHBORHOODS GUIDING PRINCIPLES:

### MC COMB WILL:

**Principle A:** Create neighborhoods that are suitable for all ages.

**Principle B:** Provide for a variety of housing types, densities, and price points.

**Principle C:** Encourage reinvestment in existing housing stock and neighborhoods.



## NEIGHBORHOOD CHARACTER

### NEIGHBORHOOD TYPE AND CONTEXT

The character and function of McComb's neighborhoods – similar to those in most free-standing American cities – can be generally classified as urban, suburban, and rural in nature (although an extensive variety of other categories and descriptions exist). Basic visual distinctions between these three character classes are provided in the illustrations to the right; and, the concept of character class is discussed in greater detail within Chapter 6, *Land Use and Character*.

Housing types in the majority of McComb's neighborhoods are fairly homogeneous – being characterized almost exclusively by single-family detached dwellings. Multi-family or other attached dwellings in the City's older urban neighborhoods are often designated for public housing. Understandably then, there may be an unfavorable community-wide attitude about multi-family housing development (not an attitude that is exclusive to McComb). This attitude is manifested by the manner in which new multi-family housing development is occurring in the suburbanizing areas of the City. New multi-family housing developments are constructed on sites that are detached from surrounding residential areas, are oriented inward, and lack access to community facilities. This approach to residential development not only endangers the long-term value of such development, it is incompatible in scale with other City neighborhoods and districts. Further, as fewer McComb households are unable to maintain their single-family living arrangements, center-city neighborhoods are depopulating. With this trend a popular desire to invest in center-city public facilities can gradually decline.

### RESIDENTIAL CHARACTER CLASS EXAMPLES



Density of housing, and differences in impervious surface coverage, as illustrated in pictures A through C are only two of many measures which distinguish between (A) rural, (B) suburban, and (C) urban character classes. Variations of all three character types can be found in McComb. *Source: Kendig Keast Coll.*

### NEIGHBORHOOD AMENITIES

Neighborhood amenities include schools, parks, and other features that truly make a predominantly residential area one where social interaction can form bonds of identity and pride. Neighborhoods in McComb that contain both schools and parks are Baertown, Burgland, East McComb, Oakbrook/Hart, Sinclair/Westview, and States Neighborhoods. In contrast, modern subdivisions are often insular and detached from surrounding development. The existence and accessibility of public amenities - as well as limited commercial services - within neighborhoods is important for long-term vitality due to their role as "quality of life" elements. Fortunately, the development regulations of many communities are increasingly promoting street interconnectivity and siting of public gathering spaces and institutions in such a manner that collections of individual modern "subdivisions" cumulatively develop as linked "neighborhoods."

### HISTORIC PRESERVATION

There are three individual properties within the City of McComb listed on the National Register of Historic Places. In addition, there are also three National Historic Districts within the City: the McComb Downtown District, Kramertown-Railroad Historic District, and the States Area Neighborhood District (see **Figure 4.1: McComb Historic Districts**). All, or portions of, the City's three National Register Districts are located within the City-

designated McComb Historic District. Properties with the McComb (Local) Historic District are subject to the oversight of the McComb Historic Preservation Commission. Exterior renovations, new construction, and demolitions on property within the district are subject to the approval of the Commission, and the issuance of a Certificates of Appropriateness prior to construction. The Commission, and all preservation-related approval procedures are established in Chapter 70, *Historic Preservation*, of McComb City Code.

### CONCLUSIONS

The health and condition of McComb's various neighborhoods is not determined by the urban, suburban, and rural characteristics of land - or by the form and design of buildings. Pockets of wealth and poverty can be found throughout varying community neighborhood types. This distinction is important to make because many people associate a lack of investment in older neighborhoods as a failing in the design and arrangement of buildings, streets, and amenities. On the contrary, it is often a community's older buildings, public street rights-of-way, and public spaces that retain enough value over long periods of time to eventually attract new investment (thus, a recent influx of young professionals to gritty central areas of large American cities). The nationwide trend of reinvestment in historic neighborhoods is often dependent on a critical mass of wealth. As a result,

**FIGURE 4.1: McCOMB HISTORIC DISTRICTS**



this phenomenon has not taken place in McComb because the amount of overall community wealth is not yet sufficient to promote a “return to the city” trend through market forces alone.

McComb’s role in enhancing the health of its urban neighborhoods is two-fold: **A)** Providing incentives to entice investment in historic homes and buildings; and, **B)** Providing predictability in neighborhood investment by requiring consistency in building and site design. The City’s role in promoting the long-term health of its existing and future suburban and rural areas is also two-fold: **A)** Ensuring that development standards result in the construction of high-quality infrastructure; and, **B)** Linking new development to amenities (such as parks and schools) that result in interconnected “neighborhoods” as opposed to isolated “subdivisions.” Community-wide, McComb must provide for the development of high-density housing types in order to create a community for all ages, and of varying incomes. Effective and seamless integration of variable housing types – in spite of concerns that are often raised by existing residents – can be accomplished through effective design.

## STRATEGIES AND ACTIONS

### STRATEGY 4-A-1. PROVIDE FINANCIAL INCENTIVES TO PROMOTE INVESTMENT IN CONTRIBUTING STRUCTURES LOCATED WITHIN THE CITY’S NATIONAL REGISTER HISTORIC DISTRICTS.

#### *Initiatives and Actions*

1. Relax the application of the McComb Design Guidelines on “non-contributing” structures within the McComb Historic District where the structure is not of an architectural style of significance, and where renovations will not affect the scale of the structure, or its disposition on the property. Historic preservation guidelines prescribed to contemporary structures can often generate undesirable results.
2. Modify Chapter 70, Historic Preservation, of McComb City Code, and the City’s architectural control ordinance to eliminate duplicative (and potentially contradictory) review procedures.
3. Investigate the possibility of providing a municipal ad valorem tax exemption for properties within the McComb (Local) Historic District meeting certain characteristics such as: use, design, degree of reconstruction or new construction investment, etc. Offer the exemption in accordance with the parameters provided to the City under § 17-21-5 of Mississippi Code.

### STRATEGY 4-A-2. DEVELOP A PATTERN BOOK FOR THE MCCOMB HISTORIC DISTRICT OR OTHER RESIDENTIAL AREA OF HISTORIC SIGNIFICANCE.

#### *Initiatives and Actions*

1. Apply for a Mississippi Department of Archives and History Certified Local Government Program grant to assist in the development of a historic resources inventory in a historically African-American neighborhood. Subject to eligibility, nominate the area to the National Register of Historic Places.
2. Augment the McComb Design Guidelines or Architectural Control Ordinance with a pattern book providing design options for infill development in select portions of the McComb Historic District or other neighborhood of historic significance.

### STRATEGY 4-A-3. MODIFY SUBDIVISION STANDARDS TO ENSURE LINKAGES BETWEEN NEIGHBORHOODS AND COMMUNITY AMENITIES.

#### *Initiatives and Actions*

1. Modify Appendix A, Land Use Regulations, to ensure sufficient street interconnectivity to tie future subdivisions into larger linked neighborhoods. (See also Strategy 3-A-2; page 3-18.)
2. Incorporate educational facilities siting considerations into all new development/redevelopment programs and projects. (See also Strategy 2-E-2; page 2-46)
3. Develop standards requiring a prescribed amount of public park space to be developed or reserved within a minimum radial walking distance. Ensure safe linkages. (See also Strategy 2-F-2 and Strategy 2-F-3; pages 2-52 and 2-53.)
4. Require that new subdivisions develop a minimum amount of publicly accessible park and open space, or alternatively reserve acreage for City park development. (See also Strategy 2-F-4; page 2-53.)

### STRATEGY 4-A-4. DEVELOP MULTI-FAMILY AND ATTACHED HOUSING DESIGN STANDARDS THAT ENSURE COMPLIMENTARY MULTI-FAMILY DEVELOPMENT IN CENTER-CITY NEIGHBORHOODS.

#### *Initiatives and Actions*

1. Amend multi-family design standards within the Appendix A, Land Use Regulations, of City Code for property located within the City’s urban character class areas to manage lot size and building scale.



2. Provide form-based standards that distinguish between different building typologies (multi-family, townhouse, duplexes) and regulate build-to-lines, finished floor to ceiling height, compatibility with adjacent structures, etc. Incorporate substantial illustrations to support staff and boards in code administration.
3. Ensure compatibility of multi-family Code provisions with Chapter 70, Historic Preservation, of McComb City Code, and the City's Architectural Control Ordinance.

## HOUSING TYPE AND MIX

Historic population trends referenced in Chapter 1, *Planning Context*, indicate that population growth in McComb over the last 40 years has been modest – with slightly higher rates of growth in surrounding portions of Pike County. Correspondingly, rates of new residential construction in McComb have also been negligible. Between 2010 and 2014, 1,767 permits were issued for residential construction (excluding: mechanical, electrical, plumbing); but, during the same period only 31 building permits were issued for new construction of any type. Only a portion of permits issued for new construction were for residential purposes meaning that no more than an estimated 1.4 percent of all residential building permits were issued for new construction.

### HOUSEHOLDS

Characteristics of household type in McComb are provided in **Figure 4.2: Household Types**. A lack of recent residential construction corresponds with data that indicates a decrease in the number of McComb households since 2000. Although the total number of households in McComb decreased by 3.7 percent between 2000 and 2010, there was an increase in the number of 1-person and 7-or-more-person households during the same time-frame. Such a trend is typically related to decreasing household incomes, an increasing number of elderly residents, and the gradual deterioration of community housing stock. These factors either result in family household sizes increasing, or the number of single-person households increasing due to the death of a spouse.

### HOUSING TYPE

In McComb, there is currently a greater proportion of single-family homes, both detached (66.2%) and attached (1.9%), than all other types combined. Since 2000, however, there has been an increase in the number of manufactured homes within the City and decrease

**TABLE 4.2: HOUSEHOLD TYPES (2000 TO 2010)**

|                               | 2000  |            | 2010  |            |
|-------------------------------|-------|------------|-------|------------|
|                               | Count | Percentage | Count | Percentage |
| <b>Total</b>                  | 5,269 | 100.0%     | 5,073 | 100.0%     |
| <b>1-person</b>               | 1,624 | 30.8%      | 1,746 | 34.4%      |
| <b>2-person</b>               | 1,518 | 28.8%      | 1,382 | 27.2%      |
| <b>3-person</b>               | 925   | 17.6%      | 792   | 15.6%      |
| <b>4-person</b>               | 623   | 11.8%      | 585   | 11.5%      |
| <b>5-person</b>               | 346   | 6.6%       | 332   | 6.5%       |
| <b>6-person</b>               | 169   | 3.2%       | 141   | 2.8%       |
| <b>7-or-more-person</b>       | 65    | 1.2%       | 95    | 1.9%       |
| <b>Average Household Size</b> | 2.50  |            | 2.46  |            |
| <b>Average Family Size</b>    | 3.14  |            | 3.16  |            |

Sources: U.S. Census Bureau, 2000 (SF4) and 2010 (SF1)

in all other types of housing. City building permit data also indicates a sudden increase in new multi-family construction since 2012.

In 2008, an abatement program was initiated by the City of McComb in order to demolish dilapidated and abandoned homes in accordance with Mississippi Code §21-19-11. Over the course of 3 years, approximately 150 homes mostly located within the Burgland, Baertown, and Algiers neighborhoods were demolished. Before the demolitions, ownership of the properties was assumed by the City of McComb, and the properties have since remained vacant. Much of this activity is reflected in **Figure 4.3: Housing Types** (page 4-6), as a decrease in single-family detached and single-family-attached housing.

### HOUSING VALUE

Overall housing values in McComb are low. **Figure 4.4: Housing Values** (page 4-6), illustrates that more than half of homes (57.2%) in the City are valued at less than 100,000 dollars. Regardless, the number homes valued at over 100,000 dollars has grown noticeably since 2000, and McComb's median home value is greater than Pike County as a whole. Much of this change may be credited to the City's pro-active efforts in demolishing abandoned and dilapidated homes since 2008 (and therefore reducing the number of residential properties within the City that have low improvement values). **Figure 4.5: Residential Improvement Values** (page 4-7) illustrates however, that residential properties with lower improvement values remain concentrated in many of the City's original center-city neighborhoods.

## CONCLUSIONS

Measures of housing type and mix, and household characteristics, suggest that single-family housing choice has been decreasing in McComb over the last several years. These combined demographics provide little evidence that there is incentive to construct new single-family housing developments within the McComb city limits. In contrast, since 2012 there appears to be a slight increase in the amount of new multi-family housing construction. Should Tuscaloosa Marine Shale (TMS) development activities in Pike County and surrounding counties increase within the next few years, market demand should drive even more new multi-family housing construction as well as other housing types that are favored by transitory populations such as workforce housing developments, RV parks, and manufactured housing parks. Although potential TMS development may incentivize the construction of new single-family detached housing as well, this does not necessarily mean increased housing access for

McComb's current lower-income households. Studies related to "boomtown" oil and gas development suggest that local wage increases are disproportionately offset by increases in average mortgages and rents (even for substandard housing).

The concentration of single-family residential housing of lower value in the City's traditional neighborhoods is a characteristic of many comparable rural communities. Development on the fringe of the community typically results in increases in housing value that mask continued deterioration of property in older portions of a city. Such neighborhoods are not arranged or built to compete with contemporary forms of residential subdivision development. The City may need to engage in the consolidation of land that it has acquired through demolition activity in order to attract one or more private investors to targeted center-city neighborhoods.

## HOUSING CONDITION AND OCCUPANCY

### AGE OF HOUSING

City data presented in **Figure 4.6: Age of Housing**, suggests that there have been few residential building permits issued since 2005. The majority of the city's single-family homes (57.5%) were developed prior to 1970. City data indicates that no single-family dwelling units have been constructed since 2010. During this same period of time however, over 200 single-family homes have been added in Pike County since 2010. Only recently has there been a sudden increase in building permits within the City of McComb for residential construction, but these permits have been for new multi-family construction.

**FIGURE 4.3: HOUSING TYPES (2000 TO 2013)**

|                                | 2000  |            | 2013  |            |
|--------------------------------|-------|------------|-------|------------|
|                                | Count | Percentage | Count | Percentage |
| <b>Total</b>                   | 5,972 | 100.0%     | 6,049 | 100.0%     |
| <b>Single-family, detached</b> | 4,052 | 67.8%      | 4,005 | 66.2%      |
| <b>Single-family, attached</b> | 184   | 3.1%       | 115   | 1.9%       |
| <b>Duplex</b>                  | 520   | 8.7%       | 458   | 7.6%       |
| <b>Multifamily</b>             | 983   | 16.5%      | 910   | 15.0%      |
| <b>Manufactured</b>            | 233   | 3.9%       | 561   | 9.3%       |
| <b>Other</b>                   | 0     | 0.0%       | 0     | 0.0%       |

Sources: U.S. Census Bureau, 2000 (SF3) and 2009-2013 ACS (DP04)

**FIGURE 4.4: McCOMB HOUSING VALUES**

|                              | McCOMB   |        |          |        | PIKE COUNTY |        |
|------------------------------|----------|--------|----------|--------|-------------|--------|
|                              | 2000     |        | 2013     |        | 2013        |        |
| <b>Total Owned Units</b>     | 2,713    | 100.0% | 2,668    | 100.0% | 10,244      | 100.0% |
| <b>&lt; \$50,000</b>         | 1,273    | 46.9%  | 643      | 24.1%  | 3,020       | 29.5%  |
| <b>\$50,000 - \$99,999</b>   | 1,035    | 38.1%  | 882      | 33.1%  | 3,243       | 31.7%  |
| <b>\$100,000 - \$149,999</b> | 249      | 9.2%   | 707      | 26.5%  | 1,617       | 15.8%  |
| <b>\$150,000 - \$199,999</b> | 91       | 3.4%   | 176      | 6.6%   | 964         | 9.4%   |
| <b>\$200,000 - \$299,999</b> | 36       | 1.3%   | 164      | 6.1%   | 969         | 9.5%   |
| <b>\$300,000 - \$499,999</b> | 29       | 1.1%   | 84       | 3.1%   | 314         | 3.1%   |
| <b>\$500,000 - \$999,999</b> | 0        | 0.0%   | 12       | 0.4%   | 77          | 0.8%   |
| <b>\$1,000,000 +</b>         | 0        | 0.0%   | 0        | 0.0%   | 40          | 0.4%   |
| <b>MEDIAN</b>                | \$53,000 |        | \$86,700 |        | \$82,200    |        |

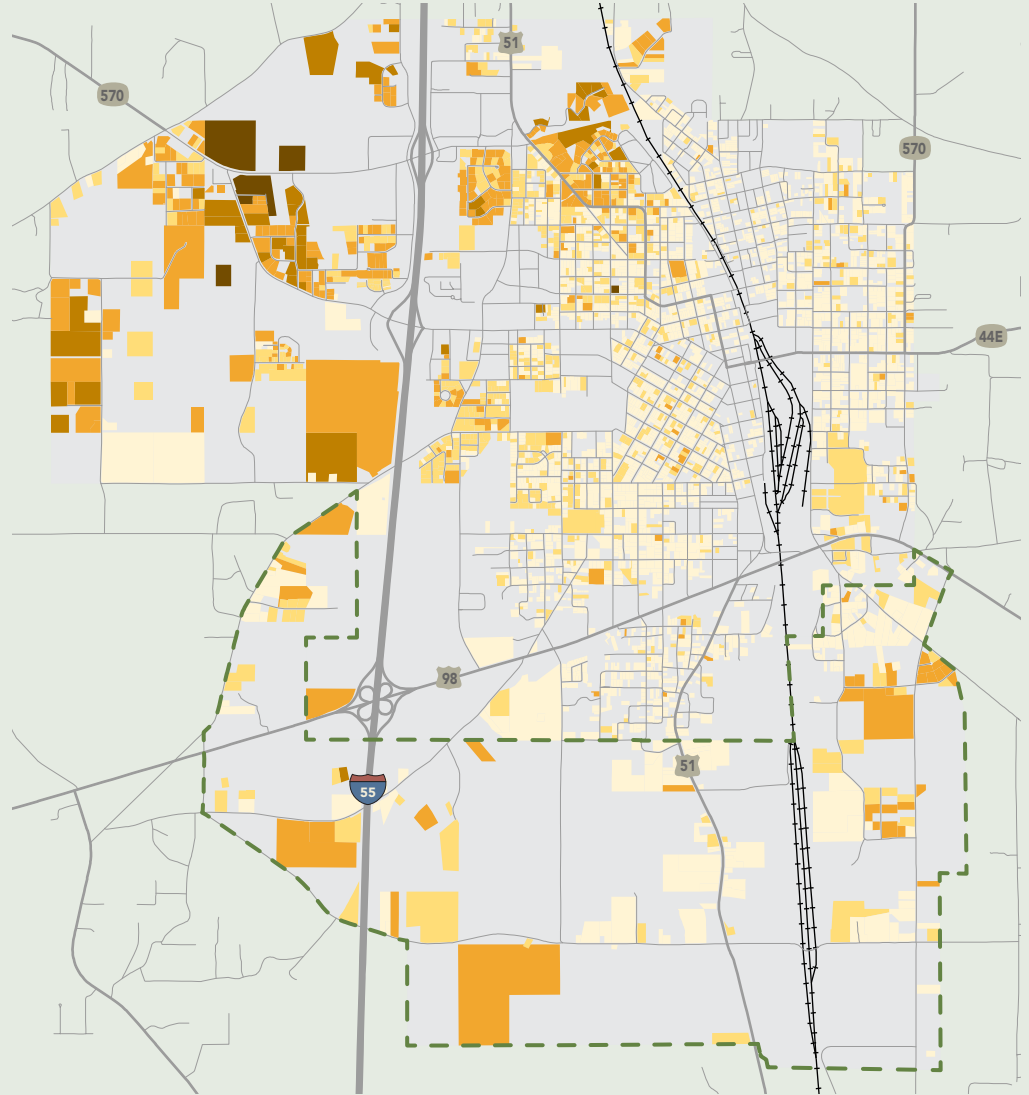
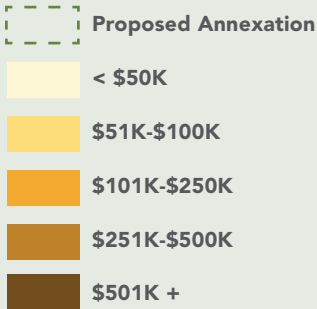
Sources: U.S. Census Bureau, 2000 (SF 3) and 2009-2013 ACS (DP04)

### HOUSING CONDITIONS

The condition of housing stock in McComb from the public street provides obvious visual clues regarding the presumed health of the City's neighborhoods, and of the overall well-being of the community. Although various data sets such as the housing values that are presented in **Figure 4.4** and **Figure 4.5**, may lead one to reasonably assume (even without having ever been to McComb) where concentrations of "standard" versus "deteriorated" housing stock exist, a true understanding of the City's housing conditions requires the collection of additional primary data.

**FIGURE 4.5: RESIDENTIAL IMPROVEMENT VALUES (2013)**

**Figure 4.5, Residential Improvement Values**, utilizes 2013 parcel data provided by the Pike County Tax Assessor's Office to illustrate the improvement value of residential land throughout McComb, and the City's proposed annexation area. Improvement value considers the cumulative value of all buildings and structures on the property - absent the value of the property itself. The majority of residential properties with low improvement values (less than \$50K) are located in center-city and eastern areas of the city. Residential properties with higher improvement values (greater than \$250K) are located in the northwestern portion of the City. Properties that exhibit low improvement value, but a proportionally higher land value may be prime areas in which to focus redevelopment activities.



Note: The proposed annexation area is discussed in Chapter 2, Community Growth (page 2-11).

A housing needs assessment is a powerful tool which can be utilized by local governments seeking to quantify housing conditions throughout their community, and to subsequently support initiatives to improve their housing stock. Housing needs assessments are essentially windshield surveys whereby the condition of individual housing units is divided into one of four categories: standard, minor deterioration, major deterioration, and dilapidated:

- **Standard.** Home shows no signs of structural instability.
- **Minor Deterioration.** Home shows evidence that the structure is unsound, but still livable.
- **Major Deterioration.** Home shows evidence that the structure is unsound and unlivable, but the home may still be occupied.
- **Dilapidated.** Home structure is completely deteriorated and unsafe.

**FIGURE 4.6: AGE OF HOUSING (2013)**

|                        | McCOMB |        | PIKE COUNTY |        |
|------------------------|--------|--------|-------------|--------|
| <b>Total</b>           | 6,049  | 100.0% | 17,825      | 100.0% |
| <b>2010 or later</b>   | 0      | 0.0%   | 209         | 1.2%   |
| <b>2000 to 2009</b>    | 614    | 10.2%  | 2,735       | 15.3%  |
| <b>1990 to 1999</b>    | 710    | 11.7%  | 2,937       | 16.5%  |
| <b>1980 to 1989</b>    | 443    | 7.3%   | 2,714       | 15.2%  |
| <b>1970 to 1979</b>    | 802    | 13.3%  | 2,793       | 15.7%  |
| <b>1960 to 1969</b>    | 1,011  | 16.7%  | 1,891       | 10.6%  |
| <b>1950 to 1959</b>    | 957    | 15.8%  | 1,771       | 9.9%   |
| <b>1940 to 1949</b>    | 543    | 9.0%   | 1,047       | 5.9%   |
| <b>1939 or earlier</b> | 969    | 16.0%  | 1,728       | 9.7%   |

Source: U.S. Census Bureau, 2009-2013 ACS (B25034)



It is true that - with an emphasis on exterior housing conditions - housing needs assessments do little to confirm the living conditions within a home. Regardless, this tool does more to quantify housing condition than broad secondary data sets (and to identify where demolition or rehabilitation efforts should be focused). For instance, in preparing this chapter a review of 2013 ACS data regarding plumbing and kitchen facilities in McComb's occupied housing units indicates that all had "complete plumbing facilities," and only 1 percent lack "complete kitchen facilities." Such data sets can misconstrue the actual living conditions of McComb's poorest residents, and if not augmented by locally-collected data may not be sufficient to substantiate potential City requests for housing rehabilitation funding assistance or other similar resources.

### OCCUPANCY CHARACTERISTICS

Housing occupancy in McComb is historically low. **Figure 4.7: Occupancy Characteristics**, illustrates that while the total number of housing units in McComb has increased since 2000, the number and percentage of vacant housing units has also increased. Concurrently, there has been a significant decrease in the number of owner-occupied units and a steady increase in the number of renter-occupied units. Vacancy rates for both owner-occupied and renter-occupied units have also exceeded healthy vacancy rates. These findings align with data that illustrate a general decrease in McComb housing values, and the advancing age of the City's housing inventory.

### CONCLUSIONS

The advanced age of single-family housing units in McComb, combined with a gradual increase in multi-family housing options (and increases in rental occupancy characteristics) suggests that a gradually declining percentage of McComb's population is in a position to maintain homeownership, or alternatively, to invest in home maintenance. The resulting increase in vacant housing units within the City poses a threat to neighborhood continuity. To an even greater degree, abandoned and vacant homes create blight in the community, and decrease public health and safety.

McComb recognizes the dangers that are posed by the existence of large inventories of abandoned housing units. Over 150 abandoned and dilapidated housing units were recently demolished by the City in accordance with Mississippi statutes at a cost of between 3,000 to 4,000 dollars each. Many of these properties remain in City ownership. There is little prospect that the City will recoup the tax liens on the properties - or the associated demolition expenditures. In spite of the City's efforts, a significant number of deteriorated or dilapidated homes exist in many of McComb's residential areas, some of which remain occupied. A plan for the disposition of City-acquired properties (in part, to fund additional demolition and nuisance abatement activities) is needed in order to recoup public funds, and improve overall neighborhood condition.

### TRANSIENT HOUSING

Existing housing inventories in McComb may not be sufficient to support the rapid influx of temporary residents employed in the oil and gas industry. Temporary residential land uses traditionally meet peak demand during oil and gas field development. Land development regulations must accommodate such temporary uses, mitigate their short-term impacts, and ensure their long-term conversion to other land uses of greater permanence.



#### Hotel/Motel

Increases in hotel and motel bookings offer the first clues that anticipated oil and gas shale development is occurring. Building permit requests for the construction of hotels and motel rooms in oil and gas boomtowns often far exceed per capita volumes in most towns with similar permanent population demographics. There exists the danger of a long-term oversupply of rooms.



#### RV Parks

Some workers in natural resource construction and extraction industries choose a migratory lifestyle. RV parks also offer some degree of privacy for workers whose families visit on weekends. In 2014, there was only one commercial RV park in the vicinity of McComb offering 92 spaces.



#### Workforce Housing

McComb has recently drafted standards for "temporary" workforce housing developments. Criteria include: traffic mitigation standards, site design, environmental measures, and site restoration upon the discontinuance of the use.

**FIGURE 4.7: OCCUPANCY CHARACTERISTICS  
(2000-2013)**

|                        | 2000  |            | 2013  |            |
|------------------------|-------|------------|-------|------------|
|                        | Count | Percentage | Count | Percentage |
| <b>TOTAL</b>           | 5,931 | 100.0%     | 6,049 | 100.0%     |
| <b>Vacant</b>          | 666   | 11.2%      | 1,110 | 19.1%      |
| <b>Owner Occupied</b>  | 3,037 | 51.2%      | 2,668 | 45.8%      |
| Vacancy Rate           | 2.2%  |            | 3.2%  |            |
| <b>Renter Occupied</b> | 2,228 | 37.6%      | 2,271 | 42.1%      |
| Vacancy Rate           | 8.1%  |            | 13.5% |            |

*Source: U.S. Census Bureau, 2000 (SF 1) and 2009-2013 ACS (DP04)*

The City has also recently adopted a rental housing registration and inspection ordinance for the purpose of pro-actively tracking the compliance of rental units with the City's adopted property maintenance code. Pro-active efforts such as this are important methods for ensuring that City residents are provided with safe and decent housing options, and that McComb's remaining residential dwelling units do not become deteriorated and uninhabitable. The City will have to spend significant resources to ensure annual compliance - particularly in an effort to ensure that single-family rental units remain properly registered.

## STRATEGIES AND ACTIONS

### STRATEGY 4-B-1. PREPARE A HOUSING NEEDS ASSESSMENT TO DOCUMENT THE CONDITION OF DWELLING UNITS.

#### *Initiatives and Actions*

1. Prepare a standard inventory form and conduct a visual survey of housing units within the McComb municipal limits. Consider initiating the survey in winter months in order to better view residences that may be otherwise obscured by vegetation.
2. Partner with Pike County to import housing needs assessment results into GIS parcel data in order to enhance the manner in which housing condition can be mapped and analyzed. Maintenance of housing needs assessment data in Pike County GIS parcel layers will allow the City to more effectively track future progress in any potential housing rehabilitation and/or building demolition initiatives.
3. Utilize the results of the housing needs assessment to support funding requests from the Mississippi Home Corporation to establish an owner-occupied housing rehabilitation program; and/or, to guide City demolition efforts of vacant and dilapidated housing units.

### STRATEGY 4-B-2. CONSIDER ADJUSTMENTS TO NUISANCE ORDINANCES IN ORDER TO ENHANCE EFFORTS TO IMPROVE MINIMUM PROPERTY MAINTENANCE.

#### *Initiatives and Actions*

1. Review and adjust Chapter 26, Article VII, Unsafe Building Abatement Code, of City Code regarding the method of abating dangerous and abandoned buildings. Develop supplementary provisions that require the employment of specific methods to board abandoned buildings that both secure the structure, and consider aesthetics. Require annual inspections and a fee that increases in amount until the structure is rehabilitated or demolished.
2. Consider the adoption of a blight tax for properties that are derelict, uninhabitable, or otherwise in a perpetual state of physical blight. The blight tax places a significant annual lien on blighted properties that can be recovered over a period of time by a property owner that rehabilitated buildings and structures, replaces blighted structures with new improvements, or otherwise brings their property into compliance with City Code.

### STRATEGY 4-B-3. CONCENTRATE NEIGHBORHOOD REDEVELOPMENT EFFORTS THROUGH THE PREPARATION AND IMPLEMENTATION OF AN URBAN RENEWAL PLAN FOR A TARGETED AREA OF THE CITY.

#### *Initiatives and Actions*

1. Define the boundaries of a residential area where a high percentage of City-held properties exist, or where future dangerous building abatement may take place, and prepare an urban renewal plan. Ensure minimum percentage of low-to-moderate income residents for CDBG public facilities eligibility.
2. Prepare neighborhood design standards that must be utilized by any private party seeking to acquire City-held properties. Condition the sale of City owned properties to a successful bidder on their ability to adhere to the design standards.
3. Condition the sale of City owned properties to a successful bidder on their ability to demonstrate that a minimum percentage of their properties will be designated to low-to-moderate income households via assistance from the Mississippi Housing Corporation, or other similar agency.
4. Focus CDBG public facilities grants for a minimum five-year period in the defined urban renewal area.

# HOUSING AFFORDABILITY

## HOUSING-INCOME BALANCE

According to the U.S. Census Bureau’s American Community Survey, the median household income for McComb in 2014 was \$25,964 dollars, while the median home value was \$90,612 dollars (approximately 3.5 times the median income). As illustrated in **Figure 4.8: McComb Housing-Income Balance**, there is a greater supply of lower home values than home values that match that of household incomes. To determine what type of housing unit is “affordable” to a household earning the median city-wide income, one would typically assume that the monthly mortgage/rent must be less than 30 percent of monthly median household income. In McComb, this figure would amount to \$650 dollars per month.

Mortgage and rent is however, not the sole determinant of housing affordability in a community. According to the U.S. Department of Housing and Urban Development (HUD), cost-burdened households are those in which more than 30 percent of annual income is spent on combined housing costs: including mortgage payments/rent, utilities, home insurance, etc. “Cost-burdened” household status is not necessarily a measure of relative poverty. Households from all income classes can be considered cost-burdened. **Figure 4.8: Cost-Burdened Households**, illustrates that in McComb approximately 20.1 percent of owner-occupant households and 61 percent of renter households are considered cost-burdened.

In all likelihood, the number of cost-burdened households in McComb exceeds the standard HUD

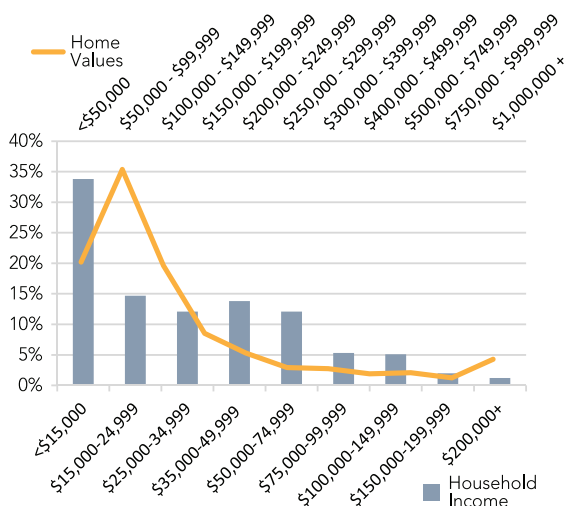
measure. Using a more recent measure developed by the Center for Neighborhood Technology (CNT), housing affordability is further affected by proximity to work and shopping, and the associated transportation costs. Using CNT’s Housing + Transportation Affordability Index (H+T®) transportation costs are added to the typical homeownership measures of rent, mortgage, and utilities. Without applying this method directly to McComb, the message is clear: cost of living is directly affected by proximity and accessibility to jobs and other community resources.

# HOUSING ASSISTANCE

## PUBLIC AND ASSISTED HOUSING

Efforts to provide public and other federally assisted low-to-moderate income housing choices are principally (but not exclusively) led locally by the McComb Public Housing Authority (PHA) and the Mississippi Regional Housing Authority VII (RHA). The McComb PHA manages 435 public housing units within and in close proximity to McComb - scattered among a handful of sites in center-city and east side neighborhoods. The Mississippi RHA manages the 120 unit Community Park Apartments complex, and also administers roughly 1565 federal Housing Choice vouchers (formerly Section 8) throughout its coverage area (which exceeds the McComb municipal limits). Within McComb, the majority of Housing Choice vouchers are utilized to assist in rent payments within multi-family developments. In total, there are no fewer than 637 federally-assisted rental housing units operated and administered in McComb utilizing a variety of operator and tenant assistance programs offered by HUD and the USDA.

**FIGURE 4.7: McCOMB HOUSING-INCOME BALANCE**



## HOUSING PROGRAMS AND RESOURCES

HUD-authorized programs for low-to-moderate income housing construction, mortgage assistance, rental

**FIGURE 4.8: COST BURDENED HOUSEHOLDS (2013)**

|                                    | OWNER OCCUPIED <sup>1</sup> |            | RENTER OCCUPIED |            |
|------------------------------------|-----------------------------|------------|-----------------|------------|
|                                    | Count                       | Percentage | Count           | Percentage |
| <b>TOTAL HOUSEHOLDS</b>            | 2,626                       | 100.0%     | 1,985           | 100.0%     |
| <b>LESS THAN 20%</b>               | 1,641                       | 62.5%      | 382             | 19.2%      |
| <b>20 TO 24.9%</b>                 | 340                         | 12.9%      | 223             | 11.2%      |
| <b>25 TO 29.9%</b>                 | 117                         | 4.5%       | 170             | 8.6%       |
| <b>30% OR MORE (COST BURDENED)</b> | 528                         | 20.1%      | 1,210           | 61.0%      |

<sup>1</sup>: Includes households with and without a mortgage  
Source: U.S. Census Bureau, 2009-2013 ACS (DP04)



assistance, and housing rehabilitation, are administered for activities in non-entitlement communities such as McComb by the Mississippi Development Authority (MDA) and the Mississippi Home Corporation (MHC). Eligibility for most home building and rehabilitation programs is limited to housing providers (for-profit and non-profit); while home-ownership and rehabilitation assistance is often provided directly to eligible individual applicants. Providers and individuals in McComb may also participate in similar USDA-administered programs for multi-family or single-family housing construction, home repair, or home purchasing. Local governments in Mississippi have the ability to promote the use of these programs in their community by partnering with housing authorities, community housing development organizations (CHDOs), or other similar housing provider; or, by assisting local residents in learning about and gaining access to applicable programs.



Local housing authorities have largely focused on the construction and management of multi-family housing, but are eligible to participate in federal and state programs that promote single-family development and home ownership. *Source: Kendig Keast Coll.*

### SPECIAL HOUSING NEEDS

The U.S. Census Bureau's American Community Survey indicates that as of 2013 over 15 percent of the City's population was aged 65 or older, while roughly 17.5 percent of the population had some form of mental or physical disability. Although low-to-moderate income individuals in both of these special needs groups may have access to housing assistance vouchers, demand may exceed local availability. The Mississippi Hometown Retirement program has also designated McComb as a Certified Retirement City due to its low cost of living, low housing costs, and abundance of excellent healthcare options. There are currently three elderly housing facilities available in McComb. These

include Aston Court Retirement Community at 222 Aston Avenue, Camellia Estates at 1714 White Street, and Courtyard Rehabilitation and Healthcare at 501 S Locust Street.

A number of local vendors also provide services to address issues such as senior needs, mental health, substance abuse and domestic violence including: Southwest Mississippi Mental Health Complex, Pike County Mental Health Office, New Directions Clubhouse, St. Dominic Behavioral Services, M.I.C.A, McComb Nursing and Rehabilitation Center, and the Southwest MS Children's Advocacy Center, but resident facilities associated with these organizations is limited.

Many special needs populations such as former convicts, former substance abusers, survivors of abuse, or mentally impaired individuals are often in need of transitory housing options in order to continue rehabilitation or develop autonomy in a partially controlled environment. Often, these needs are met through tenancy in single-family residential properties. Communities struggle with the requirement to integrate the federally-protected rights of such individuals to find suitable housing with the desire to protect neighborhood integrity from "undesirable" residents. In an effort to control these situation, local community regulations can sometimes run afoul of federal and state regulations. McComb's ordinances currently remain silent on many of these uses, but the pro-active development of sensible regulations that distinguish between different transitory housing options in neighborhoods, and occupancy arrangements are warranted to avoid the future regulations drafted based on community.

### CONCLUSIONS

McComb has been actively engaged in stabilizing the condition of City neighborhoods. The City's pro-active program to demolish vacant and dilapidated buildings has been complimented by the adoption of a rental registration ordinance that is designed to ensure a minimum level of private property maintenance. Concurrently, local housing authorities and private vendors continue to provide public or subsidized housing options for many of McComb's poorest residents. Nonetheless, reinvestment in McComb's older neighborhoods by private parties remains limited, and a substantial portion of the City's population continues to live in substandard housing. Although this problem is fueled largely by a predominance of low median household incomes in McComb and a lack of overall community wealth, the very act of concentrating large public housing developments within neighborhoods



There have been efforts by local housing authorities to de-concentrate public housing, and to promote building design that enhances neighborhood character. The development of mixed-income neighborhoods and promotion of homeownership may require a more active role by the City. Source: Kendig Keast Coll.

can result in the unintended consequence of inhibiting private market-rate investment.

Enforcement of property maintenance requirements alone cannot guarantee the rehabilitation of housing stock. Likewise, the clearance of vacant and dilapidated buildings does not guarantee private investment in a long-neglected neighborhood without public initiatives to help jump-start interest. McComb's neighborhood stabilization activities should be augmented by a renewed effort to develop housing rehabilitation and low-to-moderate income home ownership programs. Although such City-led community development efforts are typically dependent on the presence of a community development specialist on staff, budget constraints may make the creation of such a position in McComb difficult (and thus, access to MHC and MDA housing programs difficult). First-time access to MHC and MDC programs can often be difficult for communities that do not have a proven track record of operating local affordable housing programs. To overcome these hurdles, McComb may seek to partner with an existing CHDO in Mississippi willing to adjust its board structure, and expand its area of operations to another community. Regardless, McComb could benefit from creating and staffing some a community development "ombudsman" position in order to educate and link eligible participants with state (MHC, MDA) and federal (USDA) rehabilitation assistance and homeownership programs. Local awareness of these programs is often limited to housing providers and not potential tenants, home owners or home buyers.

## STRATEGIES AND ACTIONS

### STRATEGY 4-C-1. ASSIST IN THE CREATION AND SUPPORT OF HOME-BUYER AND RENTAL REHABILITATION ASSISTANCE PROGRAMS FOR QUALIFYING LOW-TO-MODERATE INCOME HOUSEHOLDS.

#### *Initiatives and Actions*

1. Establish a community development staff position in the City of McComb. The initial role of the position would be to recruit and link eligible applicants to home-ownership and home-rehabilitation programs administered by the Mississippi Development Corporation, Mississippi Housing Corporation and USDA.
2. Partner with the McComb PHA or Mississippi RHA VII to create new single-family residential housing units to be owner-occupied through MDA-administered programs such as the HB530 Construction Loan Fund or Mississippi Affordable Housing Development Fund. The City's role in the partnership may be to consolidate and provide properties over which the City has recently taken ownership.
3. Seek to develop a strategic partnership with a proximate Mississippi-based Community Housing Development Organization (CHDO) in lieu of, or in addition to, the development of a City-staffed community development specialist position. CHDOs are eligible applicants for many federal and state home building, buying, and rehabilitation programs, and may provide instant credibility and expertise to the City of McComb. To include McComb in its "clearly defined service area," a CHDO will have to amend its charter, articles of incorporation, by-laws, and board composition.

### STRATEGY 4-C-2. AMEND APPENDIX A, LAND USE REGULATIONS, TO PROVIDE DISTINCTIONS BETWEEN DIFFERING TYPES OF GROUP HOUSING AND TRANSITIONAL HOUSING ARRANGEMENTS.

#### *Initiatives and Actions*

1. Identify and define different types of institutional resident care and living facilities that serve as temporary or permanent grouped housing options for special needs groups such as the elderly, or mentally or physically impaired.
2. Identify and define distinctions between transitional housing types such as personal care homes, halfway houses, and other similar transitional housing types that are protected by federal law but defined and administered by different state departments.

## SUMMARY OF STRATEGIES (HOUSING & NEIGHBORHOODS):



Chapter 4, *Housing & Neighborhoods*, of the *McComb in Motion Comprehensive Plan* is a general inventory of housing and neighborhood conditions within McComb - as well as an assessment of resources or programs which may be employed by the City in order to enhance city-wide living conditions and quality of life. With a view toward improving public service delivery to current residents, property owners and business owners - as well as anticipating demand that will accompany increases in population - this chapter proposes a series of strategies, and accompanying initiatives and actions, that have been incorporated into the City's overall comprehensive plan work program (Chapter 7, *Implementation*). All of McComb's strategies, initiatives, and actions related to housing choice and quality, and neighborhood viability, are consistent with the City's guiding principles first introduced in Chapter 1, *Planning Context* (page 1-7). McComb's guiding principles related to the topic of housing and neighborhoods include:

### HOUSING & NEIGHBORHOODS GUIDING PRINCIPLES:

**Principle A:** Create neighborhoods that are suitable for all ages.

**Principle B:** Provide for a variety of housing types, densities, and price points.

**Principle C:** Encourage reinvestment in existing housing stock and neighborhoods.

The nine housing and neighborhood strategies that are highlighted throughout this chapter have been compiled into **Figure 4.9** below. The relationship between each of McComb's recommended strategies, and corresponding housing and neighborhoods guiding principles, is highlighted.

**FIGURE 4.9: HOUSING & NEIGHBORHOODS, SUMMARY OF STRATEGIES**

| STRATEGIES   | PAGE | GUIDING PRINCIPLES<br>(SEE ABOVE) |
|--|------|-----------------------------------|
| <b>STRATEGY 4-A-1. PROVIDE FINANCIAL INCENTIVES TO PROMOTE INVESTMENT IN CONTRIBUTING STRUCTURES LOCATED WITHIN THE CITY'S NATIONAL REGISTER HISTORIC DISTRICTS.</b>       | 4-4  | C                                 |
| <b>STRATEGY 4-A-2. DEVELOP A PATTERN BOOK FOR THE MCCOMB HISTORIC DISTRICT OR OTHER RESIDENTIAL AREA OF HISTORIC SIGNIFICANCE.</b>   | 4-4  | C                                 |
| <b>STRATEGY 4-A-3. STRATEGY 4-A-3. MODIFY SUBDIVISION STANDARDS TO ENSURE LINKAGES BETWEEN NEIGHBORHOODS AND COMMUNITY AMENITIES.</b>                                      | 4-4  | A,C                               |
| <b>STRATEGY 4-A-4. DEVELOP MULTI-FAMILY AND ATTACHED HOUSING DESIGN STANDARDS THAT ENSURE COMPLIMENTARY MULTI-FAMILY DEVELOPMENT IN CENTER-CITY NEIGHBORHOODS.</b>         | 4-5  | B                                 |
| <b>STRATEGY 4-B-1. PREPARE A HOUSING NEEDS ASSESSMENT TO DOCUMENT THE CONDITION OF DWELLING UNITS.</b>   | 4-9  | C                                 |
| <b>STRATEGY 4-B-2. CONSIDER ADJUSTMENTS TO NUISANCE ORDINANCES IN ORDER TO ENHANCE EFFORTS TO IMPROVE MINIMUM PROPERTY MAINTENANCE.</b>                                    | 4-9  | C                                 |
| <b>STRATEGY 4-B-3. CONCENTRATE NEIGHBORHOOD REDEVELOPMENT EFFORTS THROUGH THE PREPARATION AND IMPLEMENTATION OF AN URBAN RENEWAL PLAN FOR A TARGETED AREA OF THE CITY.</b> | 4-10 | A,B                               |



**FIGURE 4.9: HOUSING & NEIGHBORHOODS, SUMMARY OF STRATEGIES**

| STRATEGIES  | PAGE | GUIDING PRINCIPLES (SEE ABOVE) |
|---|------|--------------------------------|
| <b>STRATEGY 4-C-1. ASSIST IN THE CREATION AND SUPPORT OF HOME-BUYER AND RENTAL REHABILITATION ASSISTANCE PROGRAMS FOR QUALIFYING LOW-TO-MODERATE INCOME HOUSEHOLDS.</b> | 412  | A,B,C                          |
| <b>STRATEGY 4-C-2. AMEND APPENDIX A, LAND USE REGULATIONS, TO PROVIDE DISTINCTIONS BETWEEN DIFFERING TYPES OF GROUP HOUSING AND TRANSITIONAL HOUSING ARRANGEMENTS.</b>  | 4-13 | B                              |

**IMPLEMENTATION OF HOUSING & NEIGHBORHOODS STRATEGIES**

Implementation of the housing and neighborhood strategies that are referenced in this chapter must occur in coordination with corresponding strategies that have also been developed to address the topics of: community growth, mobility, economic development, and land use and character. Strategies contained in all five topic-specific chapters of the *McComb in Motion Comprehensive Plan* are important - and document community priorities - but; the order of their implementation must consider multiple variables including (at least): **A)** The timing of expected growth and development impacts; **B)** Cost versus revenues; **C)** The availability of grants, loans and other financing methods; **D)** Staffing and other public resources; and, **E)** Dependence on completion of another strategy.

In consideration of these inter-related implementation variables, the strategies summarized in **Figure 4.9** have been incorporated into McComb's overall comprehensive plan work program contained in Chapter 7, *Implementation*. Please reference Chapter 7 for a full overview on the methods and timing by which the city of McComb's housing and neighborhoods actions and initiatives will be implemented to ensure the long-term welfare and prosperity of McComb's citizens, business owners and property owners.





Marketing unique districts which do not adhere to contemporary models of development, such as downtown McComb, requires dedicated resources and focused efforts.

# Economic Development

# 5

The *McComb in Motion Comprehensive Plan* planning process has been initiated at a time where the potential development of the Tuscaloosa Marine Shale (TMS) for oil and gas development is generating increased economic activity and speculative development in McComb, and Pike County as a whole. As documented in previous chapters, local officials have recognized that their community – long striving to generate economic growth – is suddenly in a position where such growth may occur at a rate that will be difficult for the City to absorb. These “boomtown” growth effects bring both promise, and potential complications. How will McComb turn short-term economic growth into long-term economic sustainability? Whether or not the full anticipated impacts of TMS development influence McComb over the term of this Plan document, what economic development initiatives should be promoted in McComb regardless?

Chapter 5, *Economic Development*, of the *McComb in Motion Comprehensive Plan* identifies the roles that McComb should assume in order to help sustain, strengthen, and diversify the City’s economy. The chapter identifies ways that the City’s goals and objectives regarding the development or redevelopment of key sites or employment centers can be integrated with – or otherwise influence - the studies, plans, policies, and programs of other local, regional, and state economic development partners. In context with the recommendations contained in other chapters of the Plan, Chapter 5 considers where existing or developing retail and industrial nodes should be promoted in order to facilitate local access and wise infrastructure investments. Ultimately, effective economic development in McComb is that which will take advantage of – or create – short-term opportunities and leverage them into drivers of long-term growth.



## MCCOMB'S ECONOMIC DEVELOPMENT GUIDING PRINCIPLES:



### MCCOMB WILL:

**Principle A:** Engage in activities to diversify the local economic base.

**Principle B:** Provide for workforce enhancement and personal career growth opportunities.

**Principle C:** Identify and prepare property to be “shovel ready” for development.

**Principle D:** Identify and promote commercial and industrial lands in need of redevelopment.

## ECONOMIC CONTEXT

### REGIONAL ECONOMIC CONTEXT

McComb is part of the McComb Micropolitan Statistical Area (μSA) - including Amite and Pike Counties. As defined by the U.S. Bureau of Economic Analysis (BEA), a micropolitan statistical area is:

*“an area consisting of a core county or counties in which lies an urban area having a population of 10,000 to 50,000, plus adjacent counties having a high degree of social and economic integration with the core counties as measured through commuting ties.”*

McComb is also a part of the Southwest Mississippi Planning & Development District (PDD), which includes 10 southwest Mississippi counties, and the Southcentral Mississippi Works Workforce Investment Area (WIA), which includes labor information on 17 southwest Mississippi counties. These areas provide the base for the majority of economic analysis data in McComb. Not only the population center of McComb μSA, the City of McComb also serves as the center of retail and health care activity in Pike County.

**Figure 5.1: Regional Employment by Industry**, illustrates industry employment data in the McComb μSA and the Southwest Mississippi PDD from 2013. The largest segment of employed civilians within the McComb μSA work in the services industry (32.8%), followed by government (17.6%), retail trade (13.1%), and manufacturing (11.1%). Employment distribution is similar in the Southwest Mississippi PDD. A high apportionment of indirect jobs often found in industry sectors such as services or retail trade versus sectors that produce a greater share of direct jobs (manufacturing, technology, health care, etc.) is typical in many communities.

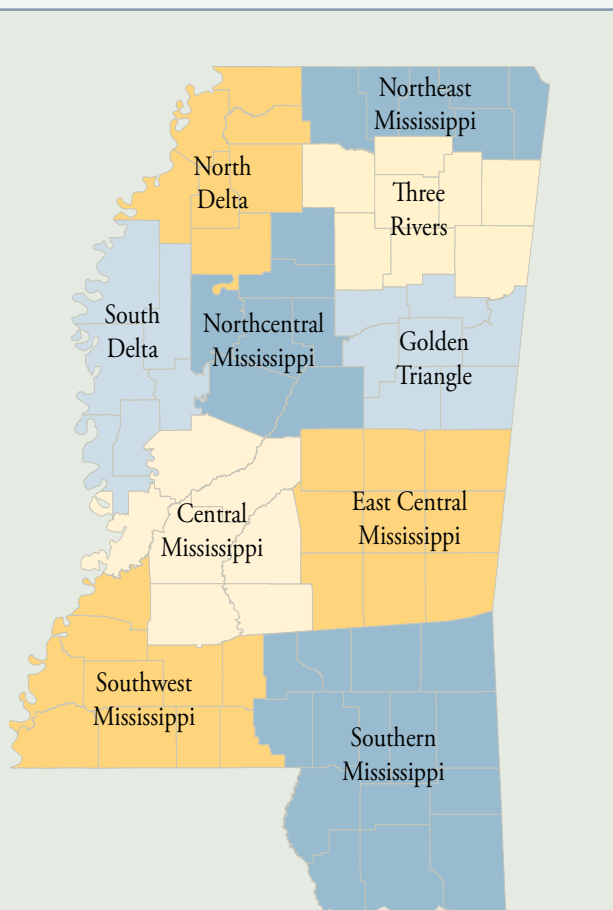
FIGURE 5.1: REGIONAL EMPLOYMENT BY INDUSTRY (2013)

|   | MCCOMB μSA <sup>1</sup> |               | SOUTHWEST MISSISSIPPI PDD <sup>2</sup> |               |
|---|-------------------------|---------------|--|---------------|
| <b>Total</b>  | <b>24,812</b>           | <b>100.0%</b> | <b>52,730</b>                          | <b>100.0%</b> |
| <b>Agriculture, Forestry, Fishing, &amp; Hunting</b>      | <b>1,858</b>            | <b>7.5%</b>   | <b>1,380</b>                           | <b>2.6%</b>   |
| <b>Mining (including oil &amp; gas)</b>                   | <b>268</b>              | <b>1.1%</b>   | <b>760</b>                             | <b>1.4%</b>   |
| <b>Construction</b>                                       | <b>989</b>              | <b>4.0%</b>   | <b>1,960</b>                           | <b>3.7%</b>   |
| <b>Manufacturing</b>                                      | <b>2,750</b>            | <b>11.1%</b>  | <b>5,510</b>                           | <b>10.4%</b>  |
| <b>Wholesale trade</b>                                    | <b>551</b>              | <b>2.2%</b>   | <b>1,910</b>                           | <b>3.6%</b>   |
| <b>Retail trade</b>                                       | <b>3,243</b>            | <b>13.1%</b>  | <b>7,530</b>                           | <b>14.3%</b>  |
| <b>Utilities</b>  | <b>122</b>              | <b>0.5%</b>   | <b>1,110</b>                           | <b>2.1%</b>   |
| <b>Transportation &amp; warehousing</b>                   | <b>847</b>              | <b>3.4%</b>   | <b>2,450</b>                           | <b>4.6%</b>   |
| <b>Finance &amp; Insurance</b>                            | <b>794</b>              | <b>3.2%</b>   | <b>1,520</b>                           | <b>2.9%</b>   |
| <b>Real Estate &amp; Rental/Leasing</b>                   | <b>891</b>              | <b>3.6%</b>   | <b>450</b>                             | <b>0.9%</b>   |
| <b>Services (All)</b>                                     | <b>8,140</b>            | <b>32.8%</b>  | <b>15,710</b>                          | <b>29.8%</b>  |
| <b>Information</b>  | 181                     | 0.7%          | 640                                    | 1.2%          |
| <b>Management of companies and enterprises</b>            | 191                     | 0.8%          | 220                                    | 0.4%          |
| <b>Professional, Scientific, &amp; Technical Services</b> | N/A                     | N/A           | 810                                    | 1.5%          |
| <b>Admin. Support &amp; Waste Services</b>                | N/A                     | N/A           | 1,310                                  | 2.5%          |
| <b>Educational Services</b>                               | N/A                     | N/A           | 500                                    | 0.9%          |
| <b>Health &amp; Social Services</b>                       | N/A                     | N/A           | 5,960                                  | 11.3%         |
| <b>Arts, Entertainment, &amp; Recreation</b>              | 212                     | 0.9%          | 720                                    | 1.4%          |
| <b>Accommodation &amp; Food Services</b>                  | 1,742                   | 7.0%          | 4,440                                  | 8.4%          |
| <b>Other Services, Except Public Administration</b>       | 1,653                   | 6.7%          | 1,110                                  | 2.1%          |
| <b>Government and government enterprises</b>              | <b>4,359</b>            | <b>17.6%</b>  | <b>12,440</b>                          | <b>23.6%</b>  |

Sources: 1: U.S. Department of Commerce, Bureau of Economic Analysis, Table CA25N

2: Mississippi Department of Employment Stability Annual Labor Force Report, 2013





### SOUTHWEST MISSISSIPPI PLANNING & DEVELOPMENT DISTRICT

Southwest Mississippi Planning & Development District (PDD) is a regional non-profit organization established to provide community and economic development services to the ten counties in the Southwest Mississippi area. These ten counties include Adams, Amite, Claiborne, Franklin, Jefferson, Lawrence, Lincoln, Pike, Walthall, and Wilkinson Counties. This entity provides the following services to its member communities:

- Secures and administers grants and other funding;
- Small business assistance;
- Elderly and disability services;
- Affordable housing;
- Technical assistance; and
- Workforce Investment Act Regional Planning.

Source: <http://mdes.ms.gov/information-center/labor-market-information/data-maps/>

### LOCAL ECONOMIC DRIVERS

Local economic drivers are the geographic districts and areas, and industry sectors, within a community that have the greatest economic pull, and/or supply the greatest revenue base through the activities that they generate. As discussed in Chapter 1, *Planning Context* (page 1-11), the McComb Sports Park, Southwest Mississippi Regional Medical Center, and Edgewood Mall are all unique districts acting as local economic drivers for the City - generating tourism, health care, and retail opportunities, respectively. Examples of other local economic drivers may include:

- *Downtown McComb*: The historic business center of the city, this area retains retail, offices, commercial services, and restaurants within old, historic buildings. The McComb Train Depot located on the eastern edge of downtown serves as a stop along an Amtrak route, and offers the opportunity to bring tourists from other regions and states to the area.



- *Rail Yards (above)*: Much of the land within the rail yards, located east of downtown McComb, is owned by the Canadian National Railway (CN). The property is flanked by industrial and warehouse properties which are currently underutilized, and may serve an important role in the midstream sector of the oil and gas industry by accommodating the gathering storage, and transport of applicable resources (see Oil and Gas Energy Sectors, page 1-13).



## ECONOMIC BASE

### EMPLOYMENT BY INDUSTRY TRENDS

Data from the U.S. Census Bureau's 2013 American Community Survey (ACS) suggests that, at 22 percent, manufacturing is the largest single industry sector employing McComb residents. The educational and health care industry sector accounts for 17.8 percent of employed civilian residents while retail trade employs 16.8 percent.

Because trade areas do not end at a municipal boundary or other similar political boundary, employment by industry trend data has been compiled for the McComb  $\mu$ SA rather than just the City. **Figure 5.2: Trends in McComb  $\mu$ SA Employment by Industry**, illustrates the industry employment trends in the two-county McComb  $\mu$ SA over the past 20 years. Since 1990, there have been significant employment declines in the manufacturing, wholesale trade, and farming industries. In contrast, there have been significant employment increases in the services, finance/insurance/real estate, and construction industries. All industries saw an increase in employment from 1990 to 2000, but most industries experienced significant decreases in employment between 2000 and 2010. The only industries that had an increase during that time were the finance/insurance/real estate, services, and government industries sectors.

The Bureau of Economic Analysis (BEA) data utilized in **Figure 5.2** did not include data for employment in the mining or agricultural industries sectors within

the McComb  $\mu$ SA during the 20 year study period. The BEA indicates that the data is not shown in order to "...avoid disclosure of confidential information." Nonetheless, the 2013 ACS indicates that 334 employed residents of McComb are employed in the combined industry sector of "agriculture, forestry, fishing and hunting, and mining." A true picture of mining sector employees operating in McComb and Pike County is difficult to discern through typical federal data sources due to the temporary job relocation conditions of those employed in this industry. Many employees working in oil and gas development in southwestern Mississippi have permanent residences outside of the area but live in temporary housing while performing their work.

Accurate employment industry projections for McComb or the McComb  $\mu$ SA were difficult to locate. The Mississippi Department of Employment Security produced employment per industry sector projections for the Southcentral Mississippi Works Workforce Investment Area until 2020. When viewing industry projections for key categories however, the data was inconclusive. For instance, total oil and gas extractions were expected to decline from 540 total employees within the 17 county area in 2010 to 530 total employees in 2020 – a trend that runs contrary to TMS development activities.



**FIGURE 5.2: TRENDS IN MCCOMB  $\mu$ SA EMPLOYMENT BY INDUSTRY (1990-2010)**

|  | 1990          |               | 2000          |               | 2010          |               | % CHANGE<br>1990-2010 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|-----------------------|
| <b>Total</b>                                 | <b>20,059</b> | <b>100.0%</b> | <b>25,152</b> | <b>100.0%</b> | <b>24,675</b> | <b>100.0%</b> | <b>23.0%</b>          |
| <b>Farm employment</b>                       | 1,391         | 6.9%          | 1,415         | 5.6%          | 1,192         | 4.8%          | -14.3%                |
| <b>Forestry, Fishing, &amp; Hunting</b>      | N/A           | N/A           | N/A           | N/A           | N/A           | N/A           | N/A                   |
| <b>Mining (including oil &amp; gas)</b>      | N/A           | N/A           | N/A           | N/A           | N/A           | N/A           | N/A                   |
| <b>Construction</b>                          | 606           | 3.0%          | 1,127         | 4.5%          | 1,009         | 4.1%          | 66.5%                 |
| <b>Manufacturing</b>                         | 4,590         | 22.9%         | 5,673         | 22.6%         | 2,877         | 11.7%         | -37.3%                |
| <b>Transportation and public utilities</b>   | 867           | 4.3%          | 1,092         | 4.3%          | 1,061         | 4.3%          | 22.4%                 |
| <b>Wholesale trade</b>                       | 759           | 3.8%          | 811           | 3.2%          | 593           | 2.4%          | -21.9%                |
| <b>Retail trade</b>                          | 3,369         | 16.8%         | 4,645         | 18.5%         | 3,338         | 13.5%         | -0.9%                 |
| <b>Finance, insurance, and real estate</b>   | 857           | 4.3%          | 1,249         | 5.0%          | 1,609         | 6.5%          | 87.7%                 |
| <b>Services</b>                              | 3,447         | 17.2%         | 4,325         | 17.2%         | 9,741         | 39.5%         | 182.6%                |
| <b>Government and government enterprises</b> | 3,732         | 18.6%         | 4,292         | 17.1%         | 4,371         | 17.7%         | 17.1%                 |

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Table CA25N

## CONCLUSIONS

Similar to a local housing market, the development of commercial service and retail nodes in previously undeveloped “greenfield” sites often fuels itself – attracted by market shares based on population concentrations. Although public incentives may certainly encourage shopping centers and office parks to choose one competing community over another, McComb is currently in a prime position locally to attract additional commercial investment through the availability of public water and sewer systems that retain sufficient capacity to absorb near-term growth. This is not to suggest that McComb should take its position as a regional center for retail trade and health care services for granted. The City should anticipate the infrastructure and expansion needs of large employers such as the Medical Center or the McComb School District, and take pro-active steps to ensure that existing campus locations within the established portions of the City remain attractive. One need only compare the development potential of the Canadian National switching yard south of the City, to the largely abandoned rail yards adjacent to downtown to recognize the blight that abandoned campuses or industry nodes can have on portions of a community.

Other local economic drivers (or potential development nodes) such as downtown McComb and the properties flanking the center-city rail yard will require a greater degree of public sector involvement to retool and compete in a contemporary economy. Wealth has gradually left center-city McComb, and with it retail services have relocated to periphery portions of the City. The center-city rail yard contains contaminated property that must be remediated, and is flanked by small parcels that are not individually sufficient to attract today’s large-scale manufacturing or warehousing facilities. Public initiative is often necessary to induce private investment to portions of a community that are not otherwise spatially arranged to attract today’s auto-centric model of commercial development.

Employment by industry data indicates that healthcare, education, and other service industry sectors have grown in McComb and Pike County over the last 20 years (and the Southwest Mississippi Medical Center remains the largest single employer in the City). The significance of this industry sector growth is that it is not tied to the expected TMS-fueled oil and gas development boom (which is documented in Chapter 1, *Planning Context*, as being a temporary phenomena). As a result, these

historical growth sectors – health care in particular – are the industries which will fuel long-term economic growth in McComb. The recognition of McComb by the MDA as a Certified Retirement City is due in large part to the City’s substantial health care sector.

## LABOR FORCE

### LABOR FORCE PARTICIPATION

The number of McComb citizens participating in each category of the labor force is illustrated in **Figure 5.3: McComb Labor Force Participation**. Those shown as “Not in Labor Force” are those aged 16 years or over who are not in the workforce and are not looking for work, such as students, housewives, retirees, and the like. Despite the decrease in the total number of people aged 16 years or older since 2000, McComb has experienced an increase in the labor force. There has been an increase in the number of employed citizens, but the unemployment rate has also increased. This is likely due to an increase in the number of individuals seeking unemployment benefits or otherwise attempting to return to the labor force.

**FIGURE 5.3: McCOMB LABOR FORCE PARTICIPATION**

|   | 2000   |        | 2013  |        |
|---|--------|--------|-------|--------|
| <b>Total Population Aged 16+</b>            | 10,073 | 100.0% | 9,972 | 100.0% |
| <b>In Labor Force</b>                       | 5,273  | 52.3%  | 5,640 | 56.6%  |
| <b>Civilian Labor Force</b>                 | 5,273  | 52.3%  | 5,640 | 56.6%  |
| <b>Civilian Employed</b>                    | 4,674  | 46.4%  | 4,945 | 49.6%  |
| <b>Civilian Unemployed</b>                  | 599    | 5.9%   | 695   | 7.0%   |
| <b>% of Civilian Labor Force Unemployed</b> | --     | 11.4%  | --    | 12.3%  |
| <b>Armed Forces</b>                         | 0      | 0.0%   | 0     | 0.0%   |
| <b>Not in Labor Force</b>                   | 4,800  | 47.7%  | 4,332 | 43.4%  |

Source: U.S. Census, 2010 (SF 3) and 2013 ACS (DP03)

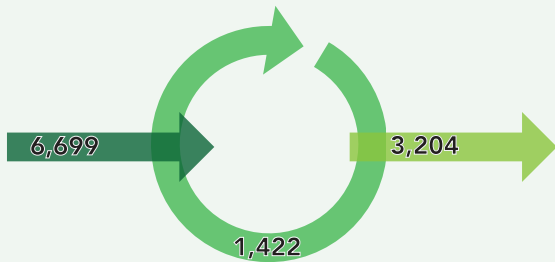
Employment by occupation differs from employment by industry in the sense that an occupation refers to the type of work a job performs in a given industry. For example, a person employed in the oil & gas industry can have an occupation in sales, management, production, etc. **Figure 5.4: McComb Labor Force by Occupation**, shows the number of McComb workers employed in each occupation category. The majority of McComb residents work



**FIGURE 5.4: McCOMB LABOR FORCE BY OCCUPATION**

|   |       |        |
|---|-------|--------|
| <b>Total Employed Civilian Labor Force</b>                            | 4,945 | 100.0% |
| <b>Sales &amp; Office Occupations</b>                                 | 1,231 | 24.9%  |
| <b>Management, Business, Science, &amp; Arts Occupations</b>          | 1,221 | 24.7%  |
| <b>Production, Transportation, &amp; Material Moving Occupations</b>  | 1,122 | 22.7%  |
| <b>Service Occupations</b>  | 929   | 18.8%  |
| <b>Natural Resources, Construction, &amp; Maintenance Occupations</b> | 442   | 8.9%   |

Source: U.S. Census, 2013 ACS (DP03)



**FIGURE 5.5: LABOR FORCE BY PLACE OF WORK**

|   |       |
|---|-------|
| <b>Employed in McComb, live outside</b> | 6,699 |
| <b>Employed and live in McComb</b>      | 1,422 |
| <b>Live in McComb, employed outside</b> | 3,204 |

Source: U.S. Census, 2011 OnTheMap

in sales and office occupations, followed by the management/business/science/art and production/transportation/material moving occupations.

**Figure 5.5: Labor Force by Place of Work**, illustrates the number of people who work and live in McComb, McComb residents who commute to work outside the city limits, and people who work in McComb but live outside of the City. The majority of individuals working in McComb live outside of the municipal limits. In simple terms, McComb imports 82 percent of its labor force.

**PERSONAL INCOME**

**Figure 5.6, Personal Income in 2013**, illustrates McComb and Pike County residents by varying income ranges. The majority of per capita incomes in McComb fall within the 35,000 dollar to 49,900 dollar range, followed by individuals earning less than 10,000 dollars. Similar conditions exist in Pike County except that there is a larger percentage of per capita incomes ranging between 50,000 dollars and 74,900 dollars.

**Figure 5.7, Personal Income by Type**, illustrates the types of income that are earned or received by residents in the City of McComb and Pike County. Roughly 67 percent of households in McComb and Pike County receive a large percentage of their income from wages/salaries and self-employment. In addition, larger percentages of households receive supplemental security, cash public assistance, and food stamp/SNAP benefits in McComb than they do in Pike County.

**CONCLUSIONS**

Although a great deal of personal wealth in the McComb µSA is spent within the established retail, services, and health care facilities within the City, these consumers are choosing – in larger percentages – to locate outside of McComb. McComb’s long-term economic health depends on capturing a greater market share of residential development in order to decrease the long-term risk that retail and service activity will eventually choose to also locate outside of the municipal limits closer to the dispersing local population.

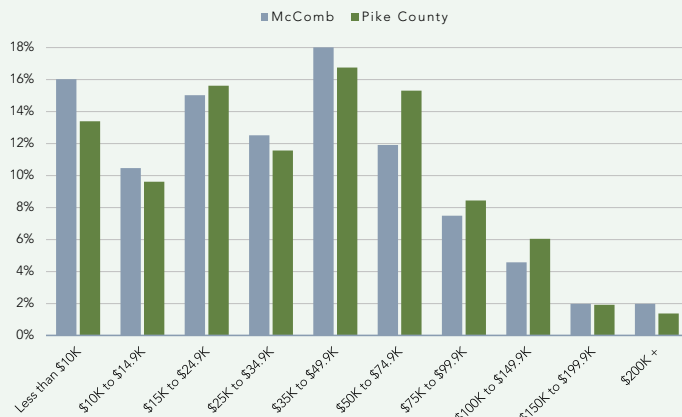
**INVESTMENT**

**RETAIL MARKET**

A “retail market” refers to a defined geographic area in which goods and services are offered. As the principal retail center of Pike County, and much of southwestern Mississippi, McComb is a destination for a large number of shoppers living outside of the City limits. The 2014 Retail MarketPlace Profile produced by ESRI Business Analyst provides an overview of McComb’s retail characteristics. According to the profile, McComb exhibits a surplus in sales for 30 out of 33 retail industry groups

**FIGURE 5.6: McCOMB PERSONAL INCOME IN 2013**

Source: U.S. Census, 2013 ACS (DP03)



measured. A surplus in sales means that people are coming from outside city limits to purchase goods and services. In fact, individuals living outside of McComb are estimated to account for roughly 80 percent of all retail sales (include food and drink) transacted in City establishments in 2014. The top five retail industry groups by sales within McComb include the following:

- **Department Stores:** those “establishments known as department stores primarily engaged in retailing a wide range of new products with no one merchandise line predominating.”
- **Florists:** those “establishments primarily engaged in retailing cut flowers, floral arrangements, and potted plants purchased from others. These establishments usually prepare the arrangements they sell.”
- **Furniture Stores:** those “establishments primarily engaged in retailing new furniture, such as household furniture and outdoor furniture; office furniture (except those sold in combination with office supplies and equipment); and/or furniture sold in combination with major appliances, home electronics, home furnishings, or floor coverings.”
- **Other General Merchandise Stores:** those “establishments primarily engaged in retailing new goods in general merchandise stores (except department stores).”
- **Other Miscellaneous Retail Stores:** those “establishments primarily engaged in retailing new miscellaneous specialty store merchandise (except motor vehicle and parts dealers; furniture and home furnishings stores; consumer-type electronics and appliance stores; building material and garden equipment and

FIGURE 5.7: McCOMB PERSONAL INCOME BY TYPE

|  | MCCOMB       |               | PIKE COUNTY   |               |
|--|--------------|---------------|---------------|---------------|
| <b>Total Households</b>                                    | <b>4,939</b> | <b>100.0%</b> | <b>14,614</b> | <b>100.0%</b> |
| <b>Average Income</b>                                      | \$44,766     |               | \$47,699      |               |
| <b>Wage/Salary or Self-employment Income Only</b>          | 3,334        | 67.5%         | 9,857         | 67.4%         |
| <b>With Social Security Income</b>                         | 1,775        | 35.9%         | 5,739         | 39.3%         |
| <b>With Retirement Income</b>                              | 569          | 11.5%         | 2,163         | 14.8%         |
| <b>With Supplemental Security Income</b>                   | 611          | 12.4%         | 1,452         | 9.9%          |
| <b>With Cash Public Assistance Income</b>                  | 249          | 5.0%          | 450           | 3.1%          |
| <b>With Food Stamp/SNAP benefits in the past 12 months</b> | 1,165        | 23.6%         | 3,022         | 20.7%         |

All \$ are in 2013 inflation-adjusted dollars.  
Source: U.S. Census, 2013 ACS (DP03)

FIGURE 5.8: McCOMB PUBLIC REVENUES

| REVENUE TYPE                       | 2010        | 2011        | 2012        | 2013        |
|------------------------------------|-------------|-------------|-------------|-------------|
| <b>Property Tax</b>                | \$3,529,020 | \$4,241,232 | \$4,059,699 | \$3,706,384 |
| <b>Licenses and Permits</b>        | \$74,970    | \$88,410    | \$87,377    | \$120,620   |
| <b>Intergovernmental Revenue</b>   | \$7,156,837 | \$6,276,631 | \$6,372,951 | \$7,338,634 |
| <b>Local Government Revenue</b>    | \$493,268   | \$433,307   | \$426,829   |             |
| <b>Franchise taxes</b>             | \$508,291   | \$532,659   | \$464,580   | \$489,028   |
| <b>Charges for Services</b>        | \$97,106    | \$105,159   | \$93,602    | \$210,012   |
| <b>Court fines and report fees</b> | \$328,481   | \$347,544   | \$328,491   | \$423,727   |
| <b>Rent Revenue</b>                | \$8,400     | \$8,400     | \$7,710     |             |
| <b>Interest Income</b>             | \$75,577    | \$99,536    | \$34,656    | \$12,552    |
| <b>Miscellaneous</b>               | \$588,516   | \$560,967   | \$627,704   | \$508,948   |

Source: City of McComb Financial Statements



Eighty percent of retail expenditures in McComb originate from outside of the City limits. Source: Kendig Keast Coll.

*supplies dealers; food and beverage stores; health and personal care stores; gasoline stations; clothing and clothing accessories stores; sporting goods, hobby, book, and music stores; general merchandise stores; florists; office supplies, stationery, and gift stores; and used merchandise stores).*"

## BUSINESS LICENSES

The collection and disbursement of business license data can serve a greater purpose than simply quantifying the annual amount of local government revenues. Business license data can track trends in local business start-ups by industry and location, as well as track success rate. Used in conjunction with building permit data, local business license data can also illustrate trends in the type of property improvements that are associated with particular industry sectors.

## CONCLUSIONS

City data regarding items such as business licenses, and public revenues, is not organized in a manner that is easy to analyze. As a result it is difficult to quantify trends in local economic activity related to business start-ups, rate of failures, or revenues by type of establishment. Such information should be readily available in database form so that it can be utilized by economic development professionals, and tied to GIS parcel information maintained by the Pike County Assessor's Office. Likewise, the City could consider working with Pike County to compile property sales information to compare with property and improvement values.

Improvements to data collection will enable the City, in conjunction with local economic development partners, to better market City resources, or identify areas where redevelopment activity is warranted. Data compilation and analysis may be accomplished with the support of the Pike County Chamber of Commerce or other local partnering organization.

## RESOURCES

### PUBLIC REVENUES

Public revenues are all the funds appropriated by the City in the form of taxes, fees, charges, and fines. Between 2010 and 2013 the majority of public revenues collected by McComb came in the form of intergovernmental revenue and property taxes. Intergovernmental revenue consists of sales tax, grant funds, and all other funds that come from the state or federal government. The City's principal (but not exclusive) public revenue sources include:

- **Ad Valorem (Property) Taxes.** According to the Mississippi Code, municipalities are allowed to assess and collect property taxes in the same way that counties do, using the county assessment rolls. This revenue source is the main source of revenue at the municipal level.
- **Sales Taxes.** Sales taxes are the main source of revenue at the state level. The state of Mississippi collects a 7% tax on all non-food items and shares up to 1% with each municipality the taxes were collected in.
- **Franchise Taxes.** A tax imposed on corporations, associations, and entities doing business, earning income, or existing in the State of Mississippi.

Other municipal revenue sources included licenses and permits, service charges, court fines and fees, interest, and miscellaneous revenues. The City is eligible for a share of severance taxes for timber, oil, and natural gas extractions within the municipal limits, but such revenue sources are not expected to account for a large share of future municipal revenue even if the TMS play is fully developed.

Other municipal tax revenue sources that may be utilized in conjunction public/private redevelopment or enhancement activities in McComb include:

- **Business Improvement Districts.** Business Improvement Districts are deteriorated business districts designated by a municipality to which improvements are deemed necessary to restore and promote business activity. An additional tax is imposed on the businesses located in the district to be used to fund improvements within the district, including construction and maintenance of parking facilities, public area decoration, public event promotion, furnishing music, promotion of retail trade, and construction and maintenance of air-conditioning facilities.
- **Tax Increment Financing (TIF).** Tax Increment Financing (TIF) is a financing method in which a municipality can issue tax increment bonds for the purpose of financing a redevelopment project within the municipality city limits. McComb currently has a city-wide TIF in place under the Tax Increment Financing Redevelopment Plan of 2007.
- **Special Assessments.** Special Assessments are additional taxes municipalities are allowed to levy on property owners in an area to be



used to fund improvements in that area.

The improvements that are allowed include construction and/or reconstruction of streets, sidewalks, utility facilities, and economic development projects granted by a certificate of public convenience and necessity.

## CONCLUSIONS

Opportunities for municipalities to generate public revenues through local economic activity are constrained due to the state-wide prohibition on impact fees. This limitation forces local governments in Mississippi to rely almost exclusively on tax revenues authorized by the State – access to grant programs of limited scale, the ability to collect direct service fees and charges, and to authorize bonds and loans.

In a community like McComb where tax revenues are limited, it can be difficult to determine whether tax exemptions or additional tax assessments are necessary to encourage private investment to an area. In general, the levy of a special assessment on property within a redeveloping area, or the capture of taxes within a constrained TIF district, will be most effective if a private development partner and source of revenue has been identified to pay off local government infrastructure investments. Often such arrangements have been accompanied by further incentives such as the conveyance of public property.

Similarly, tax assessment tools such as business improvement district levies are more effective when applied to geographic areas that are already generating a significant amount of business activity, and the additional revenues will be sufficient to fund tangible improvements in a relatively expedient period of time. Lacking an identified large-scale investment partner to spur redevelopment in downtown McComb, or other center city or blighted areas, in the short-term the City's best public revenue incentive tool remains targeted tax exemptions or historic or central business district properties as authorized by § 17-25-1 of Mississippi Code. Although perhaps counter-intuitive when City coffers are limited, such incentives sunset after a period of time, and can be discontinued as an incentive by the City in the future should changes in the local economic climate make them unnecessary at a future date.

## PARTNERSHIPS AND PROGRAMS

### MISSISSIPPI DEVELOPMENT AUTHORITY

The Mississippi Development Authority's (MDA) Community Services Division oversees a variety of technical and financial assistance programs that promote the health and economic growth of Mississippi

communities. Given the combined redevelopment needs referenced in Chapter 4, *Housing and Neighborhoods*, and this chapter, the following programs may be the most applicable to meeting McComb's needs:

- **CDBG Program for Economic Development:** "grant program that is available to fund publicly owned infrastructure. Funding from this program can be used by municipalities and counties to assist with the location, expansion, or retention of businesses. Usage of the economic development grant funds must be directly related to the construction, renovation, or expansion of industry."
- **CDBG for Public Facilities Projects:** Up to \$600,000 is provided to municipalities with at least 51% of population of low and moderate income to fund publicly-owned facilities. Eligible projects include drainage systems, water/sewer systems, roads & bridges, and buildings.
- **Mississippi Rail Grant Program:** Grants given to public and private railroads to finance railroad projects that promote economic growth and job creation.
- **Energy Efficiency Revolving Loan Fund:** Provides loans to businesses that are increasing energy efficiency in their buildings, equipment and processes.
- **Freight Rail Service Revolving Loan Program:** Make low interest loans available to local governments for projects that support freight rail service improvements.

## LOCAL AND REGIONAL PARTNERS

The creation of economic development partnerships between the City of McComb and private investors is largely facilitated by the Pike County Economic Development District (EDD), and the Pike County Chamber of Commerce.

Both organizations market the City of McComb, and Pike County as a whole, as ideal places to do business (as does the Southwest Mississippi Partnership in conjunction with 10 other counties). The EDD and Chamber help match Pike County governments and business interests with local properties, infrastructure, tax incentives, workforce training programs, and state financing programs (including those administered by the MDA and Mississippi Business Finance Corporation).

Although valuable partners to the City of McComb, it is important to note that neither the EDD or Chamber are redevelopment agencies. Their missions are

to promote county-wide economic development opportunities which may or may not correspond with City growth management or land use goals, or economic development priorities. It is the City that must pro-actively convey to its local economic development partners the type and location of development that it wishes to see occur within McComb.

## EDUCATION AND TRAINING

There are several education and training options located in the McComb area to supply citizens with the skills necessary to enter the workforce including:

- **McComb WIN Job Center.** *The McComb WIN Job Center offers services for individuals seeking employment including: job placement assistance, skill training, career counseling, job corps information, and referral services. Services for employers include job recruitment and screening, proficiency testing, rapid response, on-the-job training, and information on tax credit programs.*
- **McComb School District's Business and Technology Complex.** *The McComb School District's Business and Technology Complex (BTC) is an extension that offers a skill training curriculum to McComb School District students. Courses include automotive service technology, business management, construction technology, culinary arts, digital media, health services, information technology, and hotel and restaurant management.*
- **Southwest Mississippi Community College.** *The Southwest Mississippi Community College in Summit, MS provides career-technical programs funded by the McComb WIN Job Center to equip need-based students with professional skills necessary to enter the workforce.*

## CONCLUSIONS

The University of Mississippi conducted a Community Economic Development Assessment in McComb in 2013. Among the concluding recommendations of the report was the following statement:

"...the city needs professional economic development representation as well as public-private partnership tools to expedite the pace of success."

(Assessment and Stakeholder Engagements Community Economic Development for the City of McComb, Mississippi, University of Mississippi, 2013)

The 2013 Assessment report included long lists of community assets, ideas, and recommendations that were intended to encourage the City to undertake focused economic development initiatives. In a similar fashion, this section of the *McComb in Motion Comprehensive Plan* lists a number of potential partnering agencies and programs which may be utilized in order to implement the economic development ideas generated in 2013. These programs exist today, and are in place for McComb to access. Ultimately however, for the City is going to implement these ideas in a coordinated and sustained fashion (and in a manner that matches its growth management and land use objectives) it needs a staff resource that understands how to access and administer economic development-related grant, loan, and tax abatement programs offered by the State and federal governments.

In spite of the presence of job training programs listed in this Chapter, local business stakeholders have expressed difficulty in accessing and retaining reliable local employees. Such a problem is often exacerbated in oil and gas boomtown communities where the industry sector's higher wages attract qualified and motivated members of the local workforce - increasing the difficulty of local retailers and service providers to retain qualified employees at competitive wages.

## STRATEGIES AND ACTIONS

### STRATEGY 5-A-1. CREATE A COMMUNITY DEVELOPMENT POSITION FOR THE PURPOSE OF ACCESSING GRANTS FOR REDEVELOPMENT.

#### *Initiatives and Actions*

1. Create a community development position responsible for accessing financing tools for targeted City redevelopment activities; and, for marketing City resources in a manner that corresponds to the growth management and land use recommendations of the *McComb in Motion Comprehensive Plan*.
2. Extend the neighborhood urban renewal district to include land intended for commercial development (see also Strategy 4-B-3, page 4-9).
3. Utilize the community development position to work with workforce education and training programs to better assist the needs of local vendors/merchants.

### **STRATEGY 5-A-2. RE-ESTABLISH A MAIN STREET PROGRAM FOR DOWNTOWN MCCOMB.**

#### ***Initiatives and Actions***

1. Work with the Mississippi Department to re-establish a Main Street Program and Board.
2. Fund an independent executive director position, or part-time manager position. Partner with an organization such as the Pike County Chamber of Commerce to house the Main Street program/position.
3. Join the Mississippi Main Street Association and utilize the organization's services to conduct strategic planning initiatives for McComb.

### **STRATEGY 5-A-3. ENHANCE THE MARKET POTENTIAL OF PROPERTY FLANKING THE CENTER-CITY RAIL YARD PROPERTY BETWEEN PEARL RIVER AVENUE/STATE STREET AND PRESLEY BOULEVARD.**

#### ***Initiatives and Actions***

1. Work with property owners whose property has been found to be contaminated following a Phase II conducted under the City's 2012 brownfield assessment grant to secure cleanup financing through an Environmental Protection Agency's (EPA) clean up grant, MDA Local Governments Capital Improvements Revolving Loan Program, or other similar financing mechanism. Apply for EPA Phase II brownfield assessment grants for eligible sites identified during 2012 Phase I assessment activities.
2. Prepare a storm-water management plan that includes recommendations for the Town Creek Basin. Prioritize and apply for Section 592 Program funds for storm water drainage improvements along Town Creek north of, and within, the rail yard district property. (see also Strategy 2-C-5, page 2-30).
3. Seek access to the State's Redevelopment Project Incentive Fund (Miss. Code Ann. § 57-91-1 et. seq.) to assist in the development of contaminated sites in the rail yard district.
4. Utilize the MDA's Development Infrastructure Grant Program, or similar program, to fund infrastructure improvements related to a business development or expansion proposal within the rail yard district
5. Initiate and maintain a list of available rail yard district property utilizing resources such as the Mississippi Site Selection Center.

### **STRATEGY 5-A-4. PARTNER WITH LOCAL INSTITUTIONS TO ENGAGE IN LONG-TERM CAMPUS PLANNING.**

#### ***Initiatives and Actions***

1. Convene campus planning working groups with the Southwest Mississippi Medical Center and McComb School District.
2. Commission campus growth plans with both entities that project future building space needs, accessory facilities, infrastructure location/relocation, and property acquisition needs.
3. Identify sites for institutional resident care facilities in close proximity to the Southwest Mississippi Medical Center.
4. Initiate zoning map amendments to adjust the boundaries of the SOM – Medical Complex District to conform with the campus master plan.
5. Utilize the campus master plans – in addition to the McComb in Motion Comprehensive Plan – in considering zoning, variance, subdivision, and other development requests.

### **STRATEGY 5-A-5. ENHANCE THE COLLECTION OF DATA RELATED TO MARKET PLACE INVESTMENTS AND TRANSACTIONS.**

#### ***Initiatives and Actions***

1. Partner with the Pike County Tax Assessor's Office and GIS to track property sales transactions by parcel. Maintain a database that tracks property sales, property value, and improvement value.
2. Compile business license data in a manner that allows easy analysis. At a minimum, prepare a database that categorizes business license type (standard, home occupation, mail only), renewal versus new business, category of business in accordance with NAICS codes or State of Mississippi industry codes. Work with Pike County to geocode business license data so that it can be tied to tax map parcel data and represented in a mapped format.
3. Work with the Pike County Chamber of Commerce to format and disburse market place investment and transaction data.





## SUMMARY OF STRATEGIES (ECONOMIC DEVELOPMENT):



Chapter 5, *Economic Development*, of the *McComb in Motion Comprehensive Plan* is a general inventory of economic conditions within and around McComb. In consideration of the historic and projected economic base of the community - as well as labor force characteristics, and available resources and partners - this chapter proposes a series of strategies, and accompanying initiatives and actions, that have been incorporated into the City's overall comprehensive plan work program (Chapter 7, *Implementation*). All of McComb's strategies, initiatives, and actions related to the development and diversification of the local economy and access to economic opportunities, are consistent with the City's guiding principles first introduced in Chapter 1, *Planning Context* (page 1-7). McComb's guiding principles related to the topic of economic development include:

### ECONOMIC DEVELOPMENT GUIDING PRINCIPLES:

**Principle A:** Engage in activities to diversify the local economic base.

**Principle B:** Provide for workforce enhancement and personal career growth opportunities.

**Principle C:** Identify and prepare property to be "shovel ready" for development.

**Principle D:** Identify and promote commercial and industrial lands in need of redevelopment.

The five economic development strategies that are highlighted throughout this chapter have been compiled into **Figure 5.9** below. The relationship between each of McComb's recommended strategies, and corresponding economic development guiding principles, is highlighted.

**FIGURE 5.9. ECONOMIC DEVELOPMENT, SUMMARY OF STRATEGIES.**

| STRATEGIES:  | GUIDING PRINCIPLES<br>(SEE ABOVE): |
|--|------------------------------------|
| <b>STRATEGY 5-A-1. CREATE A COMMUNITY DEVELOPMENT POSITION FOR THE PURPOSE OF ACCESSING GRANTS FOR REDEVELOPMENT.</b>  | A, B                               |
| <b>STRATEGY 5-A-2. RE-ESTABLISH A MAIN STREET PROGRAM FOR DOWNTOWN MCCOMB.</b>   | A                                  |
| <b>STRATEGY 5-A-3. ENHANCE THE MARKET POTENTIAL OF PROPERTY FLANKING THE CENTER-CITY RAIL YARD PROPERTY BETWEEN PEARL RIVER AVENUE/STATE STREET AND PRESLEY BOULEVARD.</b> | A,C,D                              |
| <b>STRATEGY 5-A-4. PARTNER WITH LOCAL INSTITUTIONS TO ENGAGE IN LONG-TERM CAMPUS PLANNING.</b>   | C                                  |
| <b>STRATEGY 5-A-5. ENHANCE THE COLLECTION OF DATA RELATED TO MARKET PLACE INVESTMENTS AND TRANSACTIONS.</b>  | A,C,D                              |

### IMPLEMENTATION OF ECONOMIC DEVELOPMENT STRATEGIES

Implementation of the economic development strategies that are referenced in this chapter must occur in coordination with corresponding strategies that have also been developed to address the topics of: community growth, mobility, housing and neighborhoods, and land use and character. Strategies contained in all five topic-specific chapters of the *McComb in Motion Comprehensive Plan* are important - and document community priorities - but; the order of their implementation must consider multiple variables including (at least): **A)** The timing of expected growth and development impacts; **B)** Cost versus revenues; **C)** The availability of grants, loans and other financing methods; **D)** Staffing and other public resources; and, **E)** Dependence on completion of another strategy.

In consideration of these inter-related implementation variables, the strategies summarized in **Figure 5.9** have been incorporated into McComb's overall comprehensive plan work program contained in Chapter 7, *Implementation*. Please reference Chapter 7 for a full overview on the methods and timing by which the city of McComb's community growth actions and initiatives will be implemented to ensure the long-term welfare and prosperity of McComb's citizens, business owners and property owners.

## McComb Mixed Use Development Site SOUTH SIDE OF HWY 98



What does the future of McComb look like, and how will the city exercise its role in determining the appropriateness of new development?

## Land Use and Character

6

The preceding chapters of the *McComb in Motion Comprehensive Plan* evaluate the community's immediate and long-term growth and development potential, and the basic public facility and service needs that are anticipated to meet community demands. The chapters consider the City's role in generating or supporting initiatives that will enhance the economic prosperity of McComb, or that will improve social conditions and housing security in the City. It is with these varied influences and initiatives in mind, that McComb has prepared a coordinated future land use and character policy that will guide the compatibility and appropriateness of future development and redevelopment activities within the context of community goals established throughout this Plan.

Chapter 6, *Land Use and Character*, includes McComb's *Future Development Program*. The *Future Development Program* serves as the City's land use plan – a required component of Mississippi state statute. Beyond statutory requirements however, the *Future Development Program* provides a framework or guide for the location, form, and function of land uses and development types which seeks to preserve valuable existing community characteristics while accommodating projected growth. It is through the City's adherence to the *Future Development Program*, that McComb can most effectively influence local development patterns in a way that both maximizes community benefit and mitigates negative impacts.

## McCOMB'S LAND USE AND CHARACTER GUIDING PRINCIPLES:

### McCOMB WILL:

**Principle A:** Preserve and expand unique community characteristics.

**Principle B:** Enhance corridor, district, and neighborhood aesthetics.

**Principle C:** Promote building and site design that is energy efficient.

**Principle D:** Mitigate environmental impacts related to intensive land uses and sudden growth trends.



## FUTURE DEVELOPMENT POLICY

Chapter 6, *Land Use and Character*, provides a 20-year (and beyond) policy framework for McComb's future land development patterns and community characteristics. The chapter provides an overview of the various factors that can influence built form, property function, and community aesthetics. The Chapter also establishes the City's preferred development patterns, and identifies the implementation parameters by which the City will achieve its land use, development, and character goals.

### PLANNING CONSIDERATIONS

Consistent with the City's four guiding principles (see above) upon which the future development policies, strategies, and actions contained in this chapter are based, the following considerations have influenced the development of McComb's *Future Development Program*:

- **Growth Capacity.** Infrastructure capacity, and the possible extension of public facilities and services (including water, sewer, streets), to areas within and beyond the municipal limits create obvious corridors which may support increased development intensities and/or types.
- **Priority Annexation Area.** Although the McComb in Motion Comprehensive Plan does not advocate an aggressive annexation program for the City, it recognizes that annexation may be necessary from time to time to meet strategic objectives. The Priority Annexation Area introduced in Chapter 2 **Figure 2.7** (see page 2-11), and incorporated as a component of the Future Development Map, identifies a specific quadrant within which municipal annexation should largely be concentrated if it is determined that annexation will be beneficial to the citizens of McComb.

- **Existing Land Use and Development Patterns.** An evaluation of McComb's existing development characteristics provides a snapshot of burgeoning development patterns in previously undeveloped portions of the City, while also revealing distinctions between the character of existing neighborhoods and districts. This information is used to generate themes on variable future development and redevelopment characteristics that may be suitable for distinct areas of the City.
- **Regulatory Factors Influencing Development Patterns.** Analysis of the City's development codes reveals opportunities and constraints in relation to the implementation of the McComb's future development policies. The City's regulatory capacity for promoting fiscally responsible and aesthetically pleasing development is evaluated so that future building and site development activity is an enhancement to the City.
- **Areas Requiring Special Attention.** Future land development policies are intended to provide flexibility to the City in interpretation and implementation. This is necessary because each piece of property in a community is unique. Further, there exists property that, for natural or man-made reasons, exhibits particularly unique or challenging characteristics that make certain types of development infeasible or undesirable. There exist key natural, cultural, and environmental factors that must be considered when implementing McComb's Future Development Program.

In addition to the above factors, it is important to acknowledge that the population growth which is projected for the City of McComb in Chapter 1, *Planning Context* (see **Figure 1.2: McComb Estimated**



**Population Projections (2012-2035)** page 1-21), may not come to fruition if full development of the TMS play does not occur. This Plan acknowledges that in addition to oil and gas development activities being sudden and transformative, it is also speculative and subject to delay or intermittent periods of inactivity. As recommended in Chapter 1, the City will need to utilize additional data to track population trends during the *McComb in Motion* planning period, and adjust population projections accordingly. The *Future Development Program* should be subject to corresponding amendments if the City's population growth follows an alternative trend.

## EXISTING LAND USE AND DEVELOPMENT PATTERNS

A community's future land use and character is grounded in the current use of land and prevailing development characteristics. An overview of current conditions is therefore necessary prior to forming policies for the future arrangement and use of land, and characteristics of the built environment.

### LAND USE AND CHARACTER PLANNING

McComb's existing development characteristics have been evaluated using a character-based approach to land use. A character-based approach to community planning looks beyond the basic use of land (residential, commercial, industrial, public / institutional) to consider the placement and design of buildings and the associated planning of sites, as well as of entire neighborhoods and districts. Whether new development or redevelopment, and whether private or public construction, the pattern of land use – including its intensity, appearance, and physical arrangement on the landscape – will determine the character and will contribute to the image of the entire community over the long term. McComb can be readily divided into three basic types of existing development patterns that encompasses a variety of land uses: urban, suburban, and rural. These are common terms that should bring immediate images to mind, but there exist many sub-categories on the community character spectrum.

Community character accounts for the physical traits which contribute to its "look and feel." A character-based approach focuses especially on development intensity, which encompasses the density and layout of residential development; the scale and form of non-residential development; and the amount of building and pavement coverage (impervious cover) relative to the extent of open space and natural vegetation or landscaping. How the automobile is accommodated is a key factor in distinguishing character types, including

street design, parking, and the resulting arrangement of buildings on sites.

It is this combination of basic land use and associated characteristics that more accurately determines the real compatibility and quality of development, as opposed to land use alone. Aesthetic enhancements such as the design of buildings, landscaping and screening, sign control, and site amenities also contribute to enhanced community character.

### McCOMB'S COMMUNITY CHARACTER

**Figure 6.2: McComb Community Character Classes** (page 6-5) illustrates the approximate location of the three basic character classes within the municipal boundaries and the City's Priority Annexation Area. The amount and percentage of city and annexation area land within each of the three character classes is illustrated in **Figure 6.1: McComb By Character Class**.

**FIGURE 6.1: McCOMB BY CHARACTER CLASSES**

| CHARACTER CLASS | MCCOMB       |                       | ANNEXATION AREA |                       |
|-----------------|--------------|-----------------------|-----------------|-----------------------|
|                 | Area (Acres) | Percent of Total Area | Area (Acres)    | Percent of Total Area |
| Rural           | 1225         | 16.4%                 | 0               | 0%                    |
| Suburban        | 3770         | 50.6%                 | 2,789           | 100%                  |
| Urban           | 2455         | 33.3%                 | 0               | 0%                    |

*Source: Kendig Keast Collaborative*

In assigning character classes to land, the *McComb in Motion Comprehensive Plan* considers not just the mix of existing land uses on parcels and tracts of property, but also defined parameters of built form and site characteristics. A more detailed description of these parameters in relation to urban, suburban, and rural character classes (and to **Figure 6.2**) is provided on page 6-4, while further relationships to McComb's existing land uses are provided on pages 6-6 and 6-7.

### EXCEPTIONS TO COMMUNITY CHARACTER

It is important to note that certain land uses, such as industrial property, parks, cemeteries, or extensive public utilities, can be difficult to categorize in applying character classes to existing community conditions. In applying the City's *Future Development Program*, such properties should be subject to unique site-specific development parameters.



## FIGURE 6.2: M<sup>C</sup>COMB COMMUNITY CHARACTER CLASSES (FACING PAGE)

### RURAL



**BUILT ENVIRONMENT OPEN SPACE IMPERVIOUS SURFACE**

The Rural character category consists of lands that are sparsely developed, with mainly agricultural and very low-density residential as the primary uses. Subclasses of the Rural Character class include Natural, Agriculture, and Countryside. This category provides its residents with the choice of seclusion within the countryside, and away from a more developed setting. For this reason, it is unusual to find rural character within the City limits, except in areas that have been annexed for eventual development, or to preserve rural character through the protections afforded by agricultural zoning. Floodplain areas may also retain their rural character over the long term given their unsuitability for any intensive land development.



Rural character classes include areas of sparse development and limited impervious surface areas. Retention of rural character may be achieved by a local jurisdiction through targeted application of zoning designations, by steering public infrastructure investments to other areas of the community. *Source: Kendig Keast Collaborative*

### SUBURBAN



**BUILT ENVIRONMENT OPEN SPACE IMPERVIOUS SURFACE**

Suburban Residential development involves lot sizes that are large enough to where yard space and landscaping are still more visually dominant relative to structures and paved surfaces. This often translates to deeper front yards and greater side and rear separation between dwellings than seen in smaller-lot subdivisions. Alternatively, Suburban character can be achieved through subdivisions designed with common open space or water features around which home lots are clustered, especially where natural elements on the pre-development site are preserved as development amenities and focal points. In both scenarios winding street layouts can also contribute to the Suburban atmosphere relative to subdivisions with relatively straight streets or grid layouts. Subclasses of the Suburban Character class include Estate and Suburban.



Suburban character classes - for both residential and non-residential uses promote automobile activity by incorporating substantial building separations and surface area designated for parking or yards. *Source: Kendig Keast Collaborative*

### URBAN



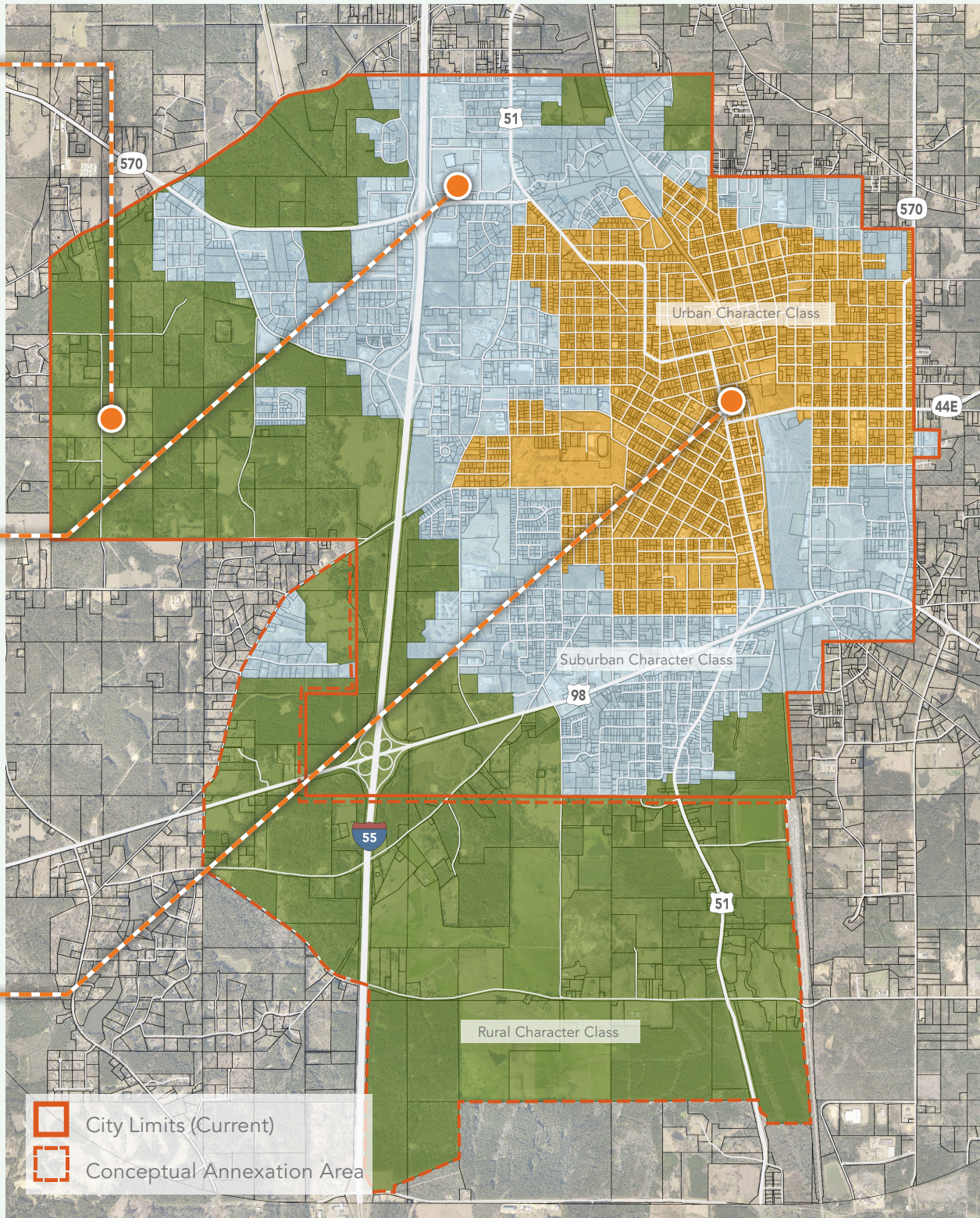
**BUILT ENVIRONMENT OPEN SPACE IMPERVIOUS SURFACE**

Urban character areas are where pedestrian orientation takes precedence over accommodation of the automobile. In traditional downtowns and urban cores that developed in this way, most buildings are located on or near their front property lines, leaving small or non-existent front yards. Side yards may also become irrelevant where buildings are attached side-by-side and create a continuous row of structures along the street edge, generally unbroken by stand-alone parking lots or front yard parking areas as seen in other character areas. All of these factors usually make it the most intensively developed part of the city, which also reinforces its pedestrian orientation by concentrating people and diverse activities in the most walkable area of the community.



Urban character classes include mixed use downtowns and activity centers, as well as residential neighborhoods of varying housing types and high densities. Although increasingly accommodating to the automobile, urban characteristics emphasize building and landscape enclosure for pedestrian comfort. *Source: Kendig Keast Collaborative*







**RURAL**



**TYPICAL LOCATIONS**

Portions of McComb, particularly west of the Little Tangipahoa River and south of Delaware Avenue, retain rural wooded and agricultural character. There is little acreage that is utilized for commercial agricultural or silvicultural activity, but the area supports large lot residential development with broad expanses of open space for pasture or natural buffers. This characteristic is reflective of the lack of public water and sewer in much of the area, and can be maintained through the appropriate application of regulatory standards and the deferral of public water and sewer to other portions of the community.

**DEVELOPMENT TYPES**

Typical development types within the rural character class include:

- Residential homesteads
- Planned development to accommodate conservation and cluster designs
- Agricultural uses
- Agriculture-focused retail
- Agricultural support uses with industrial characteristics (e.g., grain elevators, cotton processing)
- Parks and public spaces

**SUBURBAN**



**TYPICAL LOCATIONS**

Within McComb, suburban single-family residential properties assume highly variable densities. Greater concentrations of multi-family housing are being constructed on greenfield sites transitioning from rural character; but, all suburban residential properties incorporate substantial setbacks from property lines and public streets. Nonresidential properties of suburban character typify areas that developed beginning in the latter half of the 20th Century, but have also expanded to include most highway corridors that carry high volumes of traffic - effectively splitting areas that exhibit more concentrated urban characteristics.

**DEVELOPMENT TYPES**

Typical development types within the suburban character class include:

- Detached residential dwellings
- Planned developments that integrate multiple housing types with increased open space to preserve an Suburban character
- Golf course subdivisions
- Parks and public spaces
- Public/institutional uses

**URBAN**



**TYPICAL LOCATIONS**

Areas of urban character in McComb include the historic downtown, surrounding historic neighborhoods, and large portions of East McComb. Building deterioration and blight abatement activities have left gaps in the City's urban built environment, but street and lot layouts preserve the structure for rejuvenating older neighborhoods with urban characteristics over time.

**DEVELOPMENT TYPES**

Typical development types within the urban character class include:

- Mixed use (on single sites and in individual structures)
- Residential space above commercial and office uses
- Live/work units
- Attached residential
- Commercial retail/services
- Office
- Public/institutional uses
- Places of worship
- Entertainment
- Parking structures and some surface parking areas
- Parks and public spaces



### CHARACTERISTICS

Typical development characteristics within the rural character class include:

- Rural character from wide open landscapes, with minimal sense of enclosure and views to the horizon unbroken by buildings in most places.
- Scattered residential development on relatively large acreages, resulting in very high open space ratios and very low site coverage (sometimes with residential “estate” areas providing a transition from Suburban to Rural densities, with estate lots typically ranging from one to three acres).
- Typically no centralized water or sanitary sewer service available. Also much greater reliance on natural drainage systems, except where altered significantly by agricultural operations.

### RURAL CHARACTER SPACE

- Potential for conservation developments that further concentrate the overall development footprint through cluster designs, with increased open space set-aside to maintain the overall rural character and buffer adjacent properties. (May also make alternative community wastewater treatment methods feasible to eliminate the need for individual on-site septic systems.)

### CHARACTERISTICS

Typical development characteristics within the suburban character class include:

- Less noticeable accommodation of the automobile compared to more intensive auto-oriented residential areas, especially where driveways are on the side of homes rather than occupying a portion of the front yard space, and where garages are situated to the side or rear of the dwelling.
- Can establish development options that allow for smaller lot sizes in exchange for greater open space, with the additional open space devoted to maintaining the Suburban character and buffering adjacent properties and roads.



### SUBURBAN CHARACTER SPACE

- May exclude some auto-oriented uses that, by their very nature, cannot achieve an Urban character.
- Public/institutional uses designed to match Urban character.
- Alleys and rear-access garages can reinforce Urban character on blocks with attached or detached residential dwellings.

### CHARACTERISTICS

Typical development characteristics within the urban character class include:

- Streets and other public spaces are framed by buildings with zero/minimal front setbacks, creating “architectural enclosure” versus the progressively more open feel in other character areas (auto-oriented, suburban, rural).
- Mostly on-street parking and minimal surface parking (until the Urban character begins to give way to auto-oriented site design).
- The only place where structured parking may make sense and be financially viable.
- Greatest site coverage.
- Multi-story structures encouraged.



### URBAN CHARACTER SPACE

- Most conducive for pedestrian activity and interaction, with public plazas and pocket parks providing green space amid the urban environment, and a place to gather and host community events.
- Streetscape enhancements in public ways usually emphasized given limited area for private landscaping relative to other character areas.
- May exclude some auto-oriented uses that, by their very nature, cannot achieve an Urban character.
- Public/institutional uses designed to match Urban character.
- Alleys/rear-access garages can reinforce Urban character on blocks with attached or detached residential dwellings.

## REGULATORY FACTORS INFLUENCING DEVELOPMENT PATTERNS

Previous chapters of the *McComb in Motion Comprehensive Plan* have provided overviews of development topics which the City has the ability to influence – and may therefore generate preferred city development patterns. The Plan contains guidance on targeted water and sewer system investment, transportation system improvements, annexation priorities, redevelopment initiatives, and public facility locations – all representing issues that if not appropriately planned for can result in unconstrained and fiscally unsustainable growth patterns. All of these topics – and the corresponding strategies, actions, and initiatives that have been recommended in preceding chapters – should be considered when applying the policies of the *Future Development Program* to future development proposals.

### MCCOMB ZONING CLASSIFICATIONS

The McComb Land Use Regulations (McComb City Code, Appendix A) are built upon a framework of 12 principal zoning district classifications that have been applied to all properties within the municipal limits. (The S-O, Special Use Overlay District is further divided

into six sub-district categories). A quick comparison of how these districts have been assigned to property throughout McComb, with the city's existing character class boundaries illustrated in **Figure 6.2: McComb Community Character Classes** (page 6-5) suggests a general consistency between the City's zoning districts and its character class areas. Most obvious is the alignment between the City's A-1, General Agricultural District, and the boundaries of the Rural Character Class. The application of the City's other zoning districts however, and their relationship to the Suburban and Urban Character Class boundaries, provides very little predictability as to whether or not new development will promote a preferred character or arrangement. This lack of predictability reflects the community's reliance on Euclidean zoning districts which separate land uses, but that provide little direction for building and property enhancements which may promote a preferred neighborhood, district, or corridor character.

**Figure 6.3, McComb By Zoning District**, illustrates the application of the City's zoning districts throughout the municipal limits. The figure indicates that over 50 percent of the City's land area is zoned for agricultural or single-family residential development. Commercial zoning districts – including the central business district – account for roughly 16 percent of the city's land area. The distribution of residential, commercial, and

FIGURE 6.3: McCOMB BY ZONING DISTRICT

| CITY ZONING DISTRICT DESIGNATION  | TOTAL ACREAGE BY ZONING DISTRICT | ACREAGE WITHOUT IMPROVEMENTS* | PERCENT OF ACREAGE WITHOUT IMPROVEMENTS |
|---|----------------------------------|-------------------------------|---|
| <b>A-1, General Agricultural District</b>                                     | 1308.80                          | 730.64                        | 55.8%                                   |
| <b>B-PO, Business/Professional Office District</b>                            | 46.94                            | 4.47                          | 9.5%                                    |
| <b>C-1, Neighborhood Business District</b>                                    | 103.09                           | 25.65                         | 24.9%                                   |
| <b>C-2, Highway Commercial District</b>                                       | 527.13                           | 194.64                        | 36.9%                                   |
| <b>C-PL, Planned Commercial District</b>                                      | 119.87                           | 27.08                         | 22.6%                                   |
| <b>I-1, Light Industrial District</b>   | 27.69                            | 15.68                         | 56.6%                                   |
| <b>I-PL, Planned Industrial District</b>                                      | 237.79                           | 152.26                        | 64.0%                                   |
| <b>R-50, One and Two-Family Residential and Manufactured Housing District</b> | 530.89                           | 263.07                        | 49.6%                                   |
| <b>R-60, One and Two-Family Residential District</b>                          | 957.34                           | 220.72                        | 23.1%                                   |
| <b>R-80, Single-Family Residential District</b>                               | 1382.58                          | 678.81                        | 49.1%                                   |
| <b>R-PL, Planned Residential District</b>                                     | 472.09                           | 254.43                        | 53.9%                                   |
| <b>S-O, Special Use Overlay District</b>                                      | 9.17                             | 9.09                          | 99.2%                                   |
| <b>SCD, (Special Use) Central Business District</b>                           | 312.08                           | 171.43                        | 54.9%                                   |
| <b>SOE, (Special Use) Educational District</b>                                | 36.66                            | 35.84                         | 97.8%                                   |
| <b>SOM, (Special Use) Medical Complex District</b>                            | 48.95                            | 26.97                         | 55.1%                                   |
| <b>SOP, (Special Use) Public District</b>                                     | 237.31                           | 200.96                        | 84.7%                                   |

Source: Pike County Tax Assessor, Calculations by Kendig Keast Collaborative

\*Acreage of parcels whereby the tax assessor data does not assign a value for improvements.



industrial zoning districts in McComb is not unlike many other rural communities that one might find throughout the southeast. The figure however, also illustrates that parcels accounting for just over 47 percent of the City's land area are absent "improvements" – suggesting that there is no vertical construction on the property or that it is vacant. Such a high percentage of land in the current municipal boundaries, which lacks building and structure improvements, illustrates that there is a high degree of development or infill potential within the current City limits. This is particularly evident in the R-80 and R-50 residential districts.

## AREAS REQUIRING SPECIAL ATTENTION

The *McComb in Motion Future Development Program* identifies a series of "character areas" and "character corridors" within which distinct but uniform development patterns are recommended in order to promote predictable growth trends and a positive investment climate. Still, there exist in all communities natural and man-made features that may disrupt the planned development patterns for particular districts, or require unique site-specific considerations in order to best promote the City's overall land use and character objectives. The most prevalent of these considerations are referenced in this section.

### ENVIRONMENTALLY CONSTRAINED AREAS

Floodplains and wetlands are the most prevalent type of sensitive environmental lands that can be found within McComb, and that provide natural constraints to land development in the City. The stream corridors and drainage ways where these sensitive environmental lands are primarily located have been incorporated into the Greenway Corridor character corridor type (see page 6-24) and are intended to serve as the City's most significant concentration of conservation areas.

### CONTAMINATED PROPERTIES

The City of McComb commissioned a series of Phase I Brownfield Environmental Site Assessment (ESA) reports in 2013. The assessment reports confirm the presence of hazardous materials and substances at over 10 properties dispersed throughout older neighborhoods and industrial areas in the City. The degree of contamination at these sites can not be completely determined until follow-up Phase II ESAs are completed.

The presence of Brownfield sites in McComb complicates potential targeted redevelopment activities at individual sites. Further, the sheer size of the old rail yards - and

limited scope of the associated Phase I ESA - suggests that much more extensive evaluation may be necessary to better understand contamination constraints that may inhibit wholesale rail yard redevelopment.

### OIL AND GAS WELLHEADS

The western half of McComb is dotted by dozens of active and inactive oil and gas wells. The size of the wellhead sites is fairly constrained, but their distribution throughout the landscape requires flexibility in site design and building arrangement whenever a parent tract is slated for new surface development.

### AREAS OF HISTORIC SIGNIFICANCE

As previously discussed in Chapter 4, *Housing and Neighborhoods*, the City of McComb's Historic Preservation Commission administers three National Register Historic Districts, and one local historic district. The Commission's consideration of Certificates of Appropriateness for alterations or new construction is informed by the *McComb Design Guidelines (2009)* developed by the Mississippi Heritage Trust. Although the Guidelines address preferred architectural style within the districts, strict adherence to the guidelines for non-contributing structures and new construction has the potential to conflict with form-based building typology and design considerations that are advocated for parts of McComb by this Plan (There already exists design overlap with the City's architectural control ordinance). Care must be taken when considering additional design standards for portions of McComb so that duplicative review processes are not created, and that clear boundaries are established regarding differing types of design review authority.

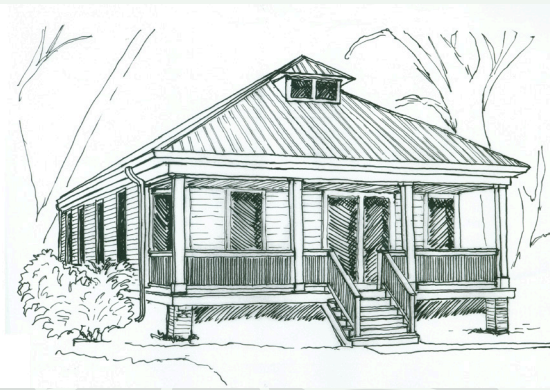
Of course, the areas requiring special attention that are referenced in this section are only the most obvious factors that will necessitate case-by-case adjustments to the method in which McComb's *Future Development Program* is implemented. Countless other factors will need to be considered as future development and redevelopment activities take place, including: oil and gas wellheads, detention areas, railroad rights-of-way, etc.



## ECONOMICS OF DESIGN

Chapter 4, Housing & Neighborhoods, recommends that the City take an active role in supporting the development of low-to-moderate income housing programs. The investment of City resources in such programs should be contingent upon minimum design criteria in order to enhance the long-term value of each property. Likewise, such programs should focus on the development of “stick-built” or modular housing units on permanent foundations which increase a property’s improvement value, and overall assessed value.

With a focus on these same housing design principles, the City of Washington, Georgia’s, low-to-moderate income housing programs have been subject to state recognition for successful redevelopment plan implementation. With a median household income of \$26,635, and poverty rates of over 44 percent (U.S. Census Bureau, 2013 ACS, DP03), Washington’s household characteristics are similar to McComb’s. Washington (population 4,069) is now matching its 10th family to a single-family housing unit built under its detailed single-family housing design standards. Qualifying households have had an average household income of between 25,000 and 35,000 dollars, while the housing units – including 2-3 bedrooms and 2 baths, and averaging 1,200 square feet - have been constructed for an average cost of \$75,000. Sales prices average 70,000 dollars, and with the City’s down-payment and mortgage assistance programs, monthly mortgages range between \$450 and 550 dollars.



Design guidelines and a form-based zoning district (top) were integral components of Washington, Georgia’s, affordable housing programs. Subsequent construction (bottom) remained affordable to households making only \$25,000 to \$35,000 per year. *Source: Kendig Keast Collaborative*

## FACILITATING SMALL LOT INFILL / REDEVELOPMENT

### KATRINA COTTAGES

One of the ways the City could facilitate increased infill construction in older neighborhoods with smaller lots is to modify the development regulations to combine incentives with removed barriers to rehabilitation or development. The intent is to promote and provide incentives for affordable infill development in a manner that creates a higher quality, complete neighborhood – one that does not compromise architectural integrity and is able to maintain or improve its property values over time. The key is combining the right incentives with the right code provisions and applying it to the right geographic areas to ensure the City’s intent is achieved.

By way of example, the City could modify the development regulations to allow small-lot, stick-built housing by establishing reduced individual lot and parcel standards. Provisions could be provided for a single-family detached dwelling units of both one and two stories. Standards would be needed for the lot containing the unit, parcel standards that address the perimeter of the parcel upon which the unit is based, and general bulk standards. Additional provisions could be added for architectural styling (e.g., requiring front porches, pitched roofs, etc.), on- or off-lot parking, etc.

Alternately (or in combination), the City could utilize the already established resources of emerging small-lot housing trends, e.g., Katrina Cottages. Katrina Cottages were originally conceived as Tiny Cottages to replace post Hurricane Katrina FEMA trailers with sturdy, permanent structures worthy of being kept for a hundred years or more. Today, they have evolved into a nationwide sensation that has been hailed for their design, durability, versatility, and affordability. In this regard, the City could consider modifying zoning regulations and pre-approving predesigned modular or stick-built plans that meet the City’s quality and durability standards.



Above is a picture of the Katrina Cottages that replaced a FEMA trailer. *Sources: Kendig Keast Collaborative; katrinacottages.com.*





## M<sup>C</sup>COMB IN MOTION FUTURE DEVELOPMENT PROGRAM

The McComb in Motion Future Development Program is incorporated into this comprehensive plan document on pages 6-11 through 6-25. The Future Development Program is the City of McComb's formal policy document for guiding growth, development and redevelopment opportunities in the City over the course of the next 20 years. It serves as McComb's required land use plan - identified and defined by §17-1-1(c.iii) of Mississippi Code Annotated.

The Future Development Program identifies and classifies different geographic areas of the City according to recommended future development "character." The Program not only identifies locations where certain land uses and zoning districts may be appropriate in McComb, but also describes the general form that building and site development should take. The Future Development Program consists of the following four components:

- *Future Land Use Program Parameters*
- *Future Development Map*
- *Character Area Attributes*
- *Character Corridor Attributes*

The Future Development Program is designed to correspond with the City's capital facilities program as defined in Chapter 2, *Community Growth*, and the *Major Thoroughfare Program* established in Chapter 3, *Mobility*. It does not presume that all areas of the City should be subject to new development. The Program merely identifies preferred locations within which developments of certain type and character may be allowed – subject to the policies of this Plan. It also promotes redevelopment options in established areas of the City, and natural resource preservation.

As with the City's *Major Thoroughfare Program* (pages 3-37 through 3-47), most of the recommended Future Land Use Program strategies, initiatives, and actions, are incorporated into Chapter 7, *Implementation*; but, their potential omission from Chapter 7 does not invalidate the remaining policy and project recommendations contained within the Program. All elements of the Future Land Use Program – including statements of intent, recommended development parameters, and zoning district recommendations – serve as formal City policy, and must be considered by City staff, and elected and appointed officials, when weighing the merits of development and redevelopment proposals.



## FUTURE DEVELOPMENT PROGRAM PARAMETERS

The McComb in Motion *Future Development Map* (Map 6.1, page 6-15) illustrates proposed areas and corridors within the City which are intended to develop or redevelop with general groupings of land uses, and according to distinct development building and site character and form. The Future Development Map, and the corresponding attributes of the character areas and corridors which it depicts, form a Future Land Use Program that is intended to enable physical change in the City that accommodates projected demand for new housing, businesses, and public facilities.

### FUTURE DEVELOPMENT MAP APPLICABILITY

Map 6.1, *Future Development Map* depicts 7 character areas and 3 character corridors that have been assigned a series of unique future development attributes. The Future Development Map incorporates all land within the municipal limits, and land that is currently within unincorporated Pike County, but also located in the City's recommended annexation program area (see Figure 2.7, Future Annexation Program, page 2-11)

### CHARACTER AREAS AND CORRIDORS

The Future Land Use Program incorporates 7 areas and 3 corridors that should accommodate building and site development and/or retain or preserve natural features over the course of the next 20 years according to unique attributes. These so-called "Character Areas" and "Character Corridors" are depicted on Map 6.15, *Future Development Map*, and are individually described in more detail on pages 6-16 through 6-25. Each of these Character Area and Character Corridor "Attribute" pages include the following components:

**FIGURE 6.4: CHARACTER AREA AND CORRIDOR ATTRIBUTES**

| ATTRIBUTE                           | QUALIFICATIONS  |
|-------------------------------------|---|
| Description                         | Briefly describes the current conditions of the character area/corridor. Includes a "statement of intent" regarding the preferred development type and intensity.   |
| Recommended Development Patterns    | Includes a bullet-point list of preferred growth and development characteristics within each character area/corridor. The listed development patterns should be viewed as initial "core" recommendations which may continually be added to, or otherwise modified.  |
| Areas Requiring Special Attention   | A list of corridors, districts, neighborhoods, or other areas of unique cultural or natural value within the boundaries of a character area/corridor. These areas should be given special consideration beyond the recommended development patterns.  |
| Representative Land Uses            | A list of general land uses that – subject to conditions - may be appropriate within a character area/corridor. The list should not be viewed as all-inclusive; nor, does it imply that each listed land use is appropriate in all parts of the character area/corridor.  |
| Representative Zoning Districts     | A general list of zoning districts that – subject to conditions - may be appropriate within a character area/corridor. The list includes zoning districts contained within the McComb Land Use Regulations existing on the date of adoption of this Plan. It should not be viewed as all-inclusive; nor, does it imply that each listed zoning district is appropriate in all parts of the character area/corridor. Other compatible zoning districts may be created by the City, following Plan adoption, that are also appropriate in the applicable character area/corridor. |
| Recommended Implementation Measures | A list of land development code provisions, or other actions or initiatives, that should be taken to more effectively implement the policy recommendations of each character area/corridor.   |

### CHARACTER CLASS APPLICABILITY

Character areas and corridors represented on the Future Development Map, and described on pages 6-16 through 6-25, are intended to promote the over-arching development patterns delineated in the Rural, Suburban, and Urban character classes established on pages 6-4 through 6-7. As a result,

most of McComb's character areas do not cross between character class boundaries. In contrast however, character corridors – by their function and linear nature – may extend across character class boundaries. The recommended development patterns of character corridors are written to acknowledge distinctions between segments of a corridor that overlap the boundaries of the Rural, Suburban, and Urban character classes.

### CHARACTER AREA BOUNDARIES

Unlike a parcel-specific future land use map, the boundaries of McComb's character areas are conceptual and are intended to represent "approximate" character area location. As a result, character area boundaries may cross parcel lines. This flexibility allows the Board of Mayor and Selectmen (and applicable appointed bodies) to make decisions based on changing conditions while reducing the need to continually update the future development map. As a result, it is possible to assume that small parcels located directly adjacent to one or more character areas may be permitted by McComb to develop according to the parameters of the adjacent area rather than the area in which it is located. Such an action should be taken sparingly and the decision should only be made if the local government can show that it is consistent with the recommendations provided in all other sections of the McComb in Motion Comprehensive Plan.

McComb will consider the following minimum criteria when interpreting the applicability of a character area boundary to individual parcels/tracts:

- *Character area boundaries that follow defined geographic or engineered features (such as streams, floodplains, streets, alleys, railroads) should be viewed as fixed, and not subject to interpretive adjustment.*
- *Large tracts of land that contain substantial area within more than one character area should develop according to the parameters of the applicable character area within which each portion of the tract is located.*
- *Small portions of a parcel that encroach into an adjacent character area should generally develop according to the characteristics of the predominant character area, unless adherence to the characteristics of the secondary area are needed to promote the overall policies of this document.*
- *Where character area and character corridor boundaries overlap, efforts should be made to incorporate the most thorough, detailed, and site specific characteristics from among the overlapping area/corridor.*

*(Note: Adherence to the suggested criteria listed above, when evaluating the merits of a land use or development proposal, shall not invalidate corresponding decision criteria contained within the McComb Land Use Code or other applicable City ordinance.)*

The applicability of the above-listed boundary parameters is subject to the interpretation of Board of Mayor and Selectman. Regardless, tracts should typically develop according to the parameters established in the specific character area in which they are located. McComb will initiate amendments to the future development map whenever the community intends to promote a development pattern in an area that is contrary to the adopted map.

### ANNEXATION

As previously stated, the *Future Development Map* incorporates land that is currently within unincorporated Pike County, but also located in the City's recommended annexation program area (see Figure 2.7, Future Annexation Program, page 2-11). For land in this area, the Future Land Use Program has assigned recommended character area and character corridor types.

In instances where McComb chooses to annex land not located in the recommended annexation program area, one should assume that the character areas represented on the *Future Development Map* would merely be extended to the property under consideration. The same assumption should not be made for non-contiguous parcels that may be annexed via linear connections within public street rights-of-way. To ensure that an appropriate character class and/or character corridor type is assigned to areas not illustrated on the Future Development Map, McComb should amend the Map as adjacent parcels are annexed, or at least confirm a preferred character area and/or character class as part of the applicable annexation ordinance.

## M<sup>c</sup>COMB CHARACTER AREAS

The Future Development Program divides McComb into 7 character areas within which building and site development and/or retain or preserve natural features over the course of the next 20 years according to unique attributes.

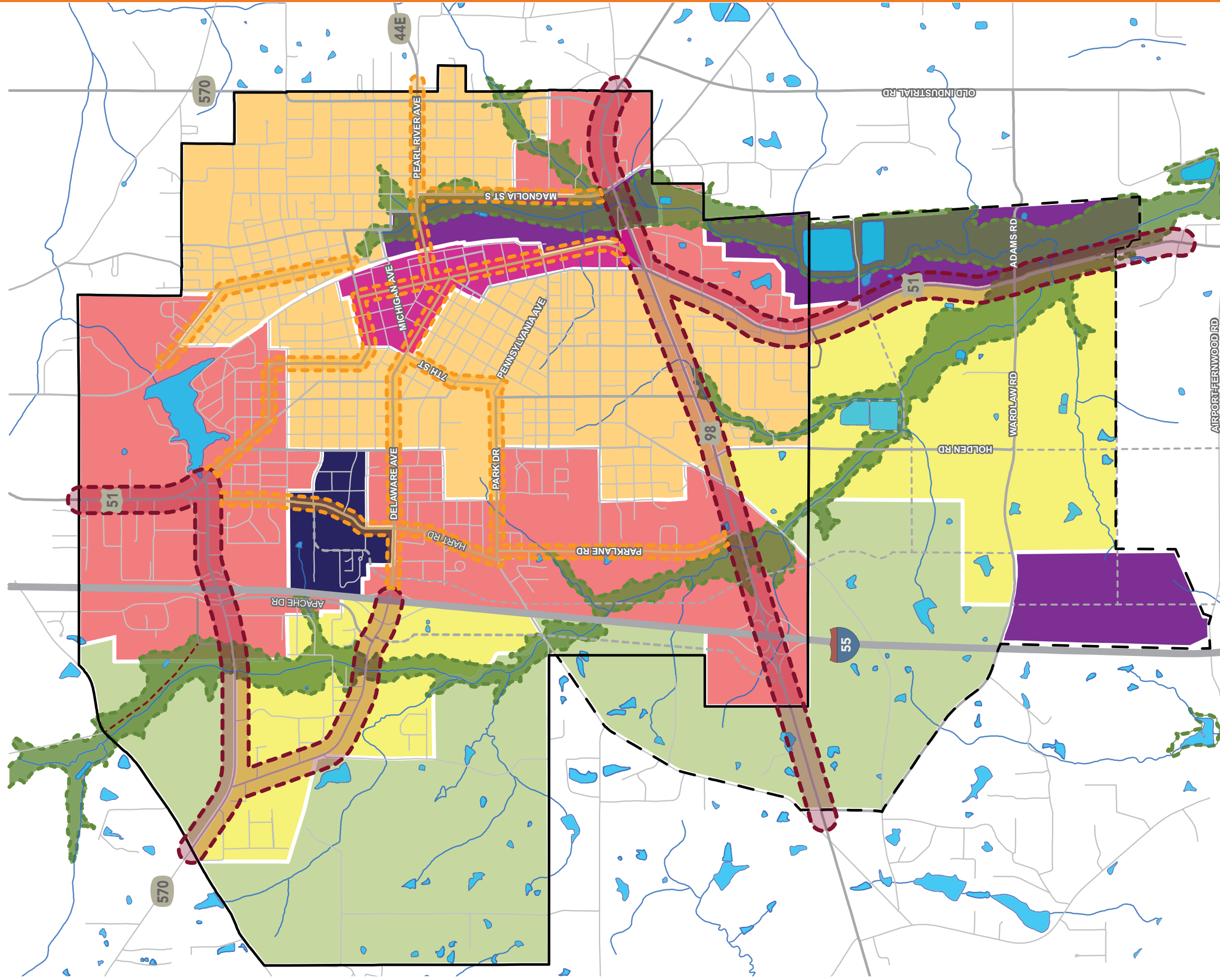
Population projections provided in Chapter 1, *Planning Context*, suggest that permanent population growth over the 20 year horizon of the *McComb in Motion Comprehensive Plan* will not be substantial. Full build-out of the City as delineated on the *Future Development Map* is therefore not expected to occur. As development activities do take place however, character areas serve to identify “preferred” locations where certain land use combinations should be promoted, and to provide distinctions between areas of differing development style, form, and intensity. A simple way to look at character areas is as development “reserves” or land set aside specifically for uses typical to that character.

## M<sup>c</sup>COMB CHARACTER CORRIDORS

The Future Development Program divides McComb into 3 character corridors within which building and site development and/or retain or preserve natural features over the course of the next 20 years according to unique attributes.

Population projections provided in Chapter 1, *Planning Context*, suggest that permanent population growth over the 20 year horizon of the *McComb in Motion Comprehensive Plan* will not be substantial. Full build-out of the City as delineated on the *Future Development Map* is therefore not expected to occur. As the build-out and rehabilitation of the built environment occurs, character corridors are a guide to how transportation routes and green belts interact with adjacent property. These corridors anticipated that value of these high trafficked areas, community focal points, and environmental sensitive zones, by designating to receive extra consideration and attention from development community for benefit of the McComb citizens.





**MAP 6.#: McCOMB FUTURE DEVELOPMENT MAP**

**LEGEND:**

- City Limits
- Proposed Annexation
- Center City
- Urban Neighborhood
- Mixed Suburban
- Residential Growth
- Medical Center
- Industrial
- Countryside
- Community Corridor
- Highway Management Corridor
- Greenway Corridor

## M<sup>c</sup>COMB CHARACTER AREA: CENTER CITY MCCOMB

### DESCRIPTION:

Center City McComb incorporates the city's historic central business district, and mixed-use areas extending to the north and south. The area is supported by a consistent interconnected street grid; and is characterized in the downtown by one to three story mixed use buildings built close to the street, and a mix of residential, commercial and warehousing structures on the north, south, and west periphery of the area. More recent activity in Center City McComb has seen the development of auto-intensive uses, and corresponding building, site, and street design that has created an inconsistent feel to the area.

### REPRESENTATIVE LAND USES:

The following land uses may be appropriate within the Center City McComb character area when consistent with recommended development patterns:

- Medium-to-high density single-family residential.
- Multi-family residential.
- Mixed use buildings.
- Office, service, and retail uses.
- Limited industrial/warehousing (outside of downtown and adjacent to Industrial character areas.)

### REPRESENTATIVE ZONING DISTRICTS:

The following zoning districts may be appropriate within Center City McComb character area:

- SCD (Central Business District): Downtown – and subject to modifications that allow for administrative approvals.
- Neighborhood business and limited office districts: On community corridors extending from downtown.
- Industrial districts: Case-by-case basis on properties outside of downtown and adjacent to Industrial character areas.
- Potential mixed use district: Modified version of the SMU (Mixed Land Use District).

### AREAS REQUIRING SPECIAL ATTENTION:

- Community Corridors: To facilitate aesthetic and functional adjustments to the corridors.
- Delaware Avenue: Subject to the provisions of the Delaware Avenue Corridor Plan (see Appendix XX)
- Local Historic District: Due to development approval process.
- Old Railyards: To improve the physical and visual linkages between downtown and East McComb.

### RECOMMENDED DEVELOPMENT PATTERNS:

Development within the Center City McComb character area should adhere to the following recommended parameters:

- Building typologies should be developed for downtown areas and adjacent mixed-use areas that control building scale and form.
- Uniform building materials and architectural design components should be promoted.
- Require the placement of utilities underground including pre-existing utility lines where feasible.
- Site development should promote building location and orientation close to, and facing, principal streets, and increased floor area ratios.
- Signage and lighting standards should create a consistent aesthetic.
- Landscaping standards on small sites should allow for fee-in-lieu options to support City right-of-way landscape treatments.
- City street sections should be retrofitted to decrease speeds and promote pedestrian activity.
- Parking and loading should be screened by buildings and landscaping, and alley improvements should promote rear access.

### RECOMMENDED IMPLEMENTATION MEASURES:

The following measures are recommended to ensure the successful implementation of the Center City McComb character area development parameters:

- Develop building typology and architectural design standards for portions of the character area. Modify the City architectural control ordinance appropriately and incorporate into a unified development ordinance.
- Amend building line and setback line requirements in favor of build-to lines for urban lots.
- Adjust access management requirements to provide options for urban lots with smaller dimensions/limited frontage.
- Amend development standards to provide for alternative urban street types (see also Major Thoroughfare Program).
- Modify the SCD (Central Business District) and SMU (Mixed Land Use District) to provide for two land development districts that focus on building and site design, and variable and complimentary intensities; and, to allow a greater frequency of administrative approvals.

## M<sup>c</sup>COMB CHARACTER AREA: COUNTRYSIDE



### DESCRIPTION:

Countryside character areas include lands on the west and southwest sides of the City. Most property remains removed from recent land development activity and public service expansions. These areas include limited pasture land and woodlands, interspersed with oil wellheads, small hobby farms and estate subdivisions. Low intensity land uses should continue to be promoted in order to retain agricultural and natural greenbelts while channeling more intensive development to other character areas.

### REPRESENTATIVE LAND USES:

The following land uses may be appropriate within Countryside character areas when consistent with recommended development patterns:

- Extremely low-density (estate) residential.
- Passive open space or conservation lands.
- Active recreation space.
- Agricultural uses.
- Silviculture.

### REPRESENTATIVE ZONING DISTRICTS:

The following zoning districts may be appropriate within Countryside character areas:

- A-1 (General Agricultural District)
- R-PL (Planned Residential District), use in cluster subdivisions
- Potential open space zoning district

### AREAS REQUIRING SPECIAL ATTENTION:

- Greenway Corridors: Due to recommended conservation objectives.
- Oil and gas wellheads: Due to environmental impacts, as well as street and storm water infrastructure.

### RECOMMENDED DEVELOPMENT PATTERNS:

Development within Countryside character areas should adhere to the following recommended parameters:

- Residential development should be clustered to maximize areas for common open space. Alternatively, extremely low density residential development may be tied to conservation easement or purchase of development rights programs.
- Open-ditch rural street segments should be allowed to serve developments of low density or intensity.
- Non-residential uses should be generally limited to agriculture and silviculture uses.

### RECOMMENDED IMPLEMENTATION MEASURES:

The following measures are recommended to ensure the successful implementation of the Countryside character area development parameters:

- Incorporate rural street standards into City subdivision regulations.
- Draft low impact development standards that can be applied to Countryside cluster subdivisions and similar developments in other character areas.
- Develop a greenway and multi-use trails master plan to provide for a City-wide multi-use trail network.
- Identify preferred community greenbelt areas and purchase parcels or development rights.



## M<sup>c</sup>COMB CHARACTER AREA: INDUSTRIAL

### DESCRIPTION:

Industrial character areas include properties that are earmarked for new industrial development, are in close proximity to rail or other existing industrial properties, and/or older industrial areas that are in need of redevelopment. Although most character areas promote a mixture of land uses, manufacturing and warehousing uses that provide direct employment opportunities should largely be confined to industrial character areas.

### REPRESENTATIVE LAND USES:

The following land uses may be appropriate within Industrial character areas when consistent with recommended development patterns:

- Light industrial uses
- Industrial services (consulting, retail, service)
- Public facilities
- Storage yards
- Warehousing

### REPRESENTATIVE ZONING DISTRICTS:

The following zoning districts may be appropriate within Industrial character areas:

- I-1 (Light Industrial District)
- I-PL (Planned Industrial District)
- Potential community facilities zoning district
- Potential open space zoning district

### AREAS REQUIRING SPECIAL ATTENTION:

- *Old Railyards:* Due to site contamination, drainage, and proximity to downtown and older residential neighborhoods.
- *Greenway Corridors:* Due to recommended conservation objectives.

### RECOMMENDED DEVELOPMENT PATTERNS:

Development within Industrial character areas should adhere to the following recommended parameters:

- Access to industrial land uses should be restricted to streets of a higher functional class. Impacts from land uses generating heavy vehicle traffic should be mitigated by the applicant/developer subject to City approval.
- Streets should be constructed to an industrial standard including modification to pavement thickness, lane width, curb radii, etc.
- Ensure landscaped buffers of sufficient width and planting material in order to separate industrial land uses from surrounding property.
- Keep light and glare from migrating to surrounding properties.
- Incentivize industrial development within identified Industrial character areas and parks by developing shared storm water detention facilities that can be utilized by multiple industrial tenants.

### RECOMMENDED IMPLEMENTATION MEASURES:

The following measures are recommended to ensure the successful implementation of the Industrial character area development parameters:

- Incorporate standards into the land development regulations that establish thresholds for the preparation of traffic impact analyses, and routing plans for land uses expected to generate heavy vehicle traffic.
- Amend the land use regulations to include standards for industrial streets.
- Modify buffer yard standards to allow for variable planting options between land uses of differing intensity.
- Establish lighting requirements that incorporate "full cut-off" lighting fixtures to direct light downward and reduce glare off-site.



## M<sup>c</sup>COMB CHARACTER AREA: MEDICAL CAMPUS



### DESCRIPTION:

The Medical Campus character area includes the Southwest Mississippi Regional Medical Center, and ancillary properties that are principally utilized for medical office and service uses. The area straddles Marion Avenue north of Delaware Avenue, and should be reserved for medical expansion and reorganization to ensure the long-term viability of a health services campus and employment center close to the core of the city.

### REPRESENTATIVE LAND USES:

The following land uses may be appropriate within the Medical Campus character area when consistent with recommended development patterns:

- Hospitals.
- Nursing homes and other institutional residential facilities.
- Medical offices and clinics.
- Health care services.

### REPRESENTATIVE ZONING DISTRICTS:

The following zoning districts may be appropriate within the Medical Campus character area:

- SOM (Medical Complex District): Subject to modifications that identify permitted and conditional land uses.

### AREAS REQUIRING SPECIAL ATTENTION:

- Marion Avenue: Due to traffic volumes bisecting the character area.

### RECOMMENDED DEVELOPMENT PATTERNS:

Development within the Medical Campus character area should adhere to the following recommended parameters:

- Ensure the development of land uses that are complimentary to the hospital property.
- Unify the character area by routing traffic around the district.
- Manage the form and scale of development adjacent to existing residential neighborhoods.

### RECOMMENDED IMPLEMENTATION MEASURES:

The following measures are recommended to ensure the successful implementation of the Medical Campus character area development parameters:

- Amend or replace the SOM (Medical Complex District) to provide development standards for specific permitted and conditional land uses. Apply the modified or new medical office district to the entire character area.
- Commission a traffic study to determine appropriate mitigation measures for traffic on Marion Avenue that bisects the Southwest Mississippi Medical Complex (including the potential identification of alternative routes around the hospital property.)
- Apply neighborhood conservation standards to properties and buildings that border residential neighborhoods to ensure complimentary form and scale of buildings.
- Develop unique wayfinding signage for Medical Campus character area for quick and distinct orientation and area marketing.

## MCOMB CHARACTER AREA: MIXED SUBURBAN

### DESCRIPTION:

Mixed Suburban character areas include portions of McComb that are in close proximity to existing City sewer services. These areas are developing with “suburban” characteristics - including design features that emphasize the importance of accommodating the automobile. Land uses are highly segregated. Non-residential areas are characterized by expanses of impervious parking and low floor to area ratios (FAR). Single-family residential areas have developed with lower-densities than adjacent urban neighborhoods; although, multi-family development activity is increasing. The proximity of undeveloped lands in Mixed Suburban character areas to existing City services should make infill development of these lands among the City’s highest priorities.

### REPRESENTATIVE LAND USES:

The following land uses may be appropriate within Mixed Suburban character areas when consistent with recommended development patterns:

- *Single-family residential.*
- *Multi-family residential.*
- *Office, service, and retail uses.*
- *Warehousing.*
- *Schools.*
- *Passive open space.*
- *Active recreation space.*

### REPRESENTATIVE ZONING DISTRICTS:

The following zoning districts may be appropriate within Mixed Suburban character areas:

- *All zoning districts except for industrial and special use districts.*

### AREAS REQUIRING SPECIAL ATTENTION:

- *Greenway Corridors: Due to recommended conservation objectives.*

### RECOMMENDED DEVELOPMENT PATTERNS:

Development within Mixed Suburban character areas should adhere to the following recommended parameters:

- *Uniform building materials and architectural design components should be promoted.*
- *Consistent signage and lighting standards should create a consistent aesthetic.*
- *Require the placement of utilities underground including pre-existing utility lines where feasible.*
- *Storm water run-off and glare should be reduced by incorporating enhanced buffer yards, screening, and tree canopy requirements.*
- *Direct pedestrian access between land uses and development sites should be accommodated.*
- *Developments should provide greenbelt buffers where natural vegetation can regenerate and provide defined community edges.*
- *Non-residential development should be confined to arterial streets and be clustered close to major intersections.*
- *Land use intensity should decrease as distance from major thoroughfares increase. Transitions from land use intensity and building scale should ensure that large buildings and auto-intensive development does not encroach into low density and single-family neighborhoods.*

### RECOMMENDED IMPLEMENTATION MEASURES:

The following measures are recommended to ensure the successful implementation of the Mixed Suburban character area development parameters:

- *Building material requirements should be incorporated into development standards.*
- *Residential building standards should include basic standards on street-facing facades - including fenestration, garages, etc.*
- *Clear landscaping standards should be developed that are not tied solely to off-street parking areas.*
- *Buffer yard, screening, and tree canopy/coverage requirements should be incorporated into City development standards.*
- *Open space requirements should be modified to make passive open spaces (greenbelts) distinct from active recreation or other park areas.*
- *Standards on pedestrian facilities should be modified to include direct walkway access between development sites.*
- *Subdivision standards should be amended to ensure future street interconnectivity.*
- *Neighborhood conservation provisions should be adopted to ensure compatible transitions between land uses of differing types and intensities.*



## M<sup>c</sup>COMB CHARACTER AREA: RESIDENTIAL GROWTH



### DESCRIPTION:

Much of the land in the Residential Growth character area continues to be utilized for agriculture, pasture land, or estate purposes - and retains significant view sheds of rolling unwooded lands interspersed by woodlands of varying size. These areas have, or are projected to have access to City infrastructure that will support higher residential development densities. Further development of Residential Growth character areas - regardless of building and site design characteristics - should not be prioritized until further infill of the Mixed Suburban and Urban Neighborhood character areas become unfeasible.

### REPRESENTATIVE LAND USES:

The following land uses may be appropriate within Residential Growth character areas when consistent with recommended development patterns:

- *Single-family residential.*
- *Multi-family residential: Only at intersections of arterial and collector thoroughfares.*
- *Office, service, and retail uses: Only at intersections of arterial and collector thoroughfares. Size of site, and scale of development should vary according to the functional classification of thoroughfare.*
- *Schools.*
- *Passive open space.*
- *Active recreation space.*

### REPRESENTATIVE ZONING DISTRICTS:

The following zoning districts may be appropriate within Residential Growth character areas:

- *A-1 (General Agricultural District)*
- *R-80 (Single-family Residential District)*
- *R-60 (One and Two-Family Residential District)*
- *R-PL (Planned Residential District)*
- *C-1 (Neighborhood Business District)*
- *Potential community facilities zoning district*
- *Potential open space zoning district*

### AREAS REQUIRING SPECIAL ATTENTION:

- *Greenway Corridors: Due to recommended conservation objectives.*

### RECOMMENDED DEVELOPMENT PATTERNS:

Development within Residential Growth character areas should adhere to the following recommended parameters:

- *Uniform building materials and architectural design components should be promoted.*
- *Consistent signage and lighting standards should create a consistent aesthetic.*
- *Require the placement of utilities underground.*
- *Storm water run-off and glare should be reduced by incorporating landscaping provisions that include buffer yards, screening, and tree canopy requirements.*
- *Direct pedestrian access between land uses and development sites should be accommodated.*
- *Developments should provide greenbelt buffers where natural vegetation can regenerate and provide defined community edges.*
- *Non-residential development should be grouped close to major intersections as opposed to linear corridor frontage.*
- *Clustered development patterns should be emphasized to preserve wider greenway buffers between developments.*

### RECOMMENDED IMPLEMENTATION MEASURES:

The following measures are recommended to ensure the successful implementation of the Residential Growth character area development parameters:

- *Building material requirements should be incorporated into development standards.*
- *Residential building standards should include basic standards on street-facing facades - including fenestration, garages, etc.*
- *Clear landscaping standards should be developed that are not tied solely to off-street parking areas.*
- *Develop parkland dedication and open space requirements that define passive open spaces (greenways) as distinct from active recreation or other park areas.*
- *Standards on pedestrian facilities should be modified to include direct walkway access between development sites.*
- *Subdivision standards should be amended to ensure future street interconnectivity.*

## MC COMB CHARACTER AREA: URBAN NEIGHBORHOOD

### DESCRIPTION:

McComb's Urban Neighborhood character areas include areas that were largely platted and developed prior to the second half of the 20th Century. The grid street system in these neighborhoods promotes provides a walkable pedestrian environment, and clear transitions between land uses of different types and intensities. Original residential construction is largely limited to single-family development, while long and narrow lot arrangements increase development densities. Urban Neighborhood character areas include districts of national and local historic designation, and has more recently been subject to encroaching development that is of an incompatible form.

### REPRESENTATIVE LAND USES:

The following land uses may be appropriate within Urban Neighborhood character areas when consistent with recommended development patterns:

- Medium-to-high density single-family residential.
- Multi-family residential. (On Community Corridors).
- Mixed use buildings. (On Community Corridors).
- Office, service, and retail uses. (On Community Corridors)
- Schools and other community facilities.

### REPRESENTATIVE ZONING DISTRICTS:

The following zoning districts may be appropriate within Urban Neighborhood character areas:

- R-60 (One and Two-Family Residential District): Or modified version limited to single-family development only.
- Neighborhood business and limited office districts: On Community Corridors.
- Potential mixed use district: Modified version of the SMU (Mixed Land Use District).

### AREAS REQUIRING SPECIAL ATTENTION:

- Burglund Corridor Mixed Use District: Cultural importance to East McComb; but, unmapped and not codified.
- Community Corridors: To facilitate aesthetic and functional adjustments to the corridors.
- Delaware Avenue: Subject to the provisions of the Delaware Avenue Corridor Plan (see page 6-?).
- States Avenue Neighborhood: Due to local historic district standards.

### RECOMMENDED DEVELOPMENT PATTERNS:

Development within Urban Neighborhood character areas should adhere to the following recommended parameters:

- Building typologies should be developed that control building scale and form.
- Uniform building materials and architectural design components should be promoted.
- Require the placement of utilities underground including pre-existing utility lines where feasible.
- Site development should promote building location and orientation close to, and facing, principal streets, and increased floor area ratios.
- Signage and lighting standards should create a consistent aesthetic.
- City street sections should be retrofitted to decrease speeds and promote pedestrian activity.
- Parking and loading should be screened by buildings and landscaping, and alley improvements should promote rear access.

### RECOMMENDED IMPLEMENTATION MEASURES:

The following measures are recommended to ensure the successful implementation of the Urban Neighborhood character area development parameters:

- Develop building typology and architectural design standards for portions of the character area. Modify the City architectural control ordinance appropriately and incorporate into a unified development ordinance.
- Incorporate building typology and architectural design standards into the local historic district.
- Amend building line and setback line requirements in favor of build-to lines for urban lots.
- Adjust access management requirements to provide options for urban lots with smaller dimensions/limited frontage.
- Amend development standards to provide for alternative urban street types (see also Major Thoroughfare Program).
- Modify the SMU (Mixed Land Use District) to provide for a land development district that focuses on building and site design, and variable and complimentary intensities; and, to allow a greater frequency of administrative approvals.
- Modify the R-60 (One and Two Family Residential District), or develop an alternative version, to limit residential uses in many Urban Neighborhood character areas to single-family residential development.

## McCOMB CHARACTER AREA: COMMUNITY CORRIDORS



### DESCRIPTION:

Community Corridors include arterial and collector streets, owned and maintained by McComb – as well as that portion of US Highway 51 located between Presley Blvd. & Veterans Blvd. - that are principally located within the urban character class area. These corridors are located in downtown McComb and compact older neighborhoods, but also include some thoroughfare segments in areas undergoing a transition to suburban character. These corridors should be designed or retrofitted to calm traffic speeds and promote pedestrian activity, while surrounding properties should be developed to increase a sense of enclosure.

### REPRESENTATIVE LAND USES:

Appropriate land uses within Community Corridors should be consistent with those recommended in underlying character areas.

### REPRESENTATIVE ZONING DISTRICTS:

Community Corridors are subject to the representative zoning districts recommended for underlying character areas.

### AREAS REQUIRING SPECIAL ATTENTION:

The following areas within Community Corridors warrant special attention beyond the parameters established herein:

- *Delaware Avenue: Subject to the provisions of the Delaware Avenue Corridor Plan (see Appendix XX).*
- *U.S. Highway 51 (between US Highway 98/Presley Blvd. & SR 570/Veterans Blvd.): To preserve and promote urban commercial and residential character.*

### RECOMMENDED DEVELOPMENT PATTERNS:

Development within Community Corridors should adhere to the following recommended parameters:

- *Building typologies should be developed that manage building form, scale, massing, and architectural features, should be applied to flanking properties. Building typologies may be based in part on corridor location, and lot type.*
- *Modified urban lot standards should be developed that are linked to specific building typologies, and that allow for higher floor area ratios, decreased setbacks, and shallow build-to-lines.*

- *Off-street parking should be placed in the rear of properties, and shared vehicular access off of alleys should be promoted. In areas where a prior urban built form has not been predominant, off-street parking should at least be prohibited from the front yard, placing buildings closer to the street.*
- *Site redevelopment based on density and intensity thresholds should trigger street retrofitting that incorporates on-street parking and other traffic calming features.*
- *Tree canopies should be maintained or reestablished along corridor segments.*
- *Lighting and signage should be “pedestrian scale” and of a uniform character.*

### RECOMMENDED IMPLEMENTATION MEASURES:

The following measures are recommended to ensure the successful implementation of the Community Corridor development parameters:

- *Modify the architectural control ordinance to incorporate building typology standards for application to non-residential properties in distinct character areas; and, incorporate the ordinance into a unified development code. Streamline the architectural review process accordingly, including staff-level review and approval processes.*
- *Create alternative building line and setback line requirements for zoning districts located within urban character class areas – including the provision of build-to lines for urban lots in the SCD, C-1, R-60, and other applicable zoning districts.*
- *Adjust access management requirements to provide options for urban lots with smaller dimensions/limited frontage.*
- *Amend development standards to provide for alternative urban street types (see also Major Thoroughfare Program).*
- *Amend landscape standards to increase planting units - particularly for over-story plantings - within parking areas and along street rights-of-way. Allow landscaping options for urban properties with constrained dimensions such as the relocation of street frontage plantings to the rear of a parcel, or a fee-in-lieu option to support right-of-way or park plantings.*





## MC<sup>C</sup>OMB CHARACTER CORRIDOR: GREENWAY CORRIDORS

### DESCRIPTION:

McComb's Greenway Corridors encompass floodplains, and other sensitive environmental lands flanking rivers and streams, which border and bisect the community. Greenway Corridor lands may also include proximate upland buffers of varying widths in order to concentrate active recreation areas and passive conservation areas in a contiguous band that provides a discernible edge to the City's neighborhoods.

### REPRESENTATIVE LAND USES:

The following land uses may be appropriate within Greenway Corridors when consistent with recommended development patterns:

- Extremely low-density (estate) residential.
- Clustered single-family residential.
- Passive open space or conservation lands.
- Public facilities (water, sewer, storm water treatment)
- Active recreation space.
- Agricultural uses.

### REPRESENTATIVE ZONING DISTRICTS:

Greenway Corridors are subject to the representative zoning districts recommended for underlying character areas. In addition, the following zoning districts may be appropriate within Greenway Corridors:

- Potential community facilities zoning district
- Potential open space zoning district

### AREAS REQUIRING SPECIAL ATTENTION:

No areas have been identified within Greenway Corridors that warrant special attention beyond the parameters established herein.

### RECOMMENDED DEVELOPMENT PATTERNS:

Development within Greenway Corridors should adhere to the following recommended parameters:

- *Impervious surfaces should be minimized and located away from floodplains and sensitive environmental lands.*
- *Residential development should be clustered to maximize areas for common open space. Alternatively, extremely low density residential development should be tied to conservation easement or purchase of development rights programs.*
- *Non-residential uses should be limited to agricultural uses, and regional storm water detention or other treatment facilities.*
- *Streamside buffers should be established.*
- *Woodland stands should be preserved, and additional lands should be reserved as passive open space.*

### RECOMMENDED IMPLEMENTATION MEASURES:

The following measures are recommended to ensure the successful implementation of the Greenway Corridor development parameters:

- *Amend development regulations to include cluster development standards.*
- *Draft low-impact-development standards that can be applied to cluster subdivisions and similar developments in other character areas.*
- *Develop a greenway and multi-use trails master plan to provide for a City-wide multi-use trail network.*
- *Incorporate multi-use trail network standards into City development standards.*
- *Develop parkland and open space dedication requirements that prioritize preservation of Greenway Corridor lands.*

## McCOMB CHARACTER CORRIDOR: HIGHWAY MANAGEMENT CORRIDORS



### DESCRIPTION:

Highway Management Corridors include most federal, state, and county arterial highways and roads (excluding limited access highways) that bisect McComb. They are the City's "front door," and for many roadway users provide the only experience by which to develop their impressions of the city. The corridors may serve a variety of residential and non-residential land uses that rely on direct highway access and exposure to high volumes of motorists. Enhanced building and site design, and functional improvements of vehicular access to and from adjacent property should be emphasized to improve community pride and promote private investment.

### REPRESENTATIVE LAND USES:

Appropriate land uses within Highway Management Corridors should be consistent with those recommended in underlying character areas.

### REPRESENTATIVE ZONING DISTRICTS:

Highway Management Corridors are subject to the representative zoning districts recommended for underlying character areas.

### AREAS REQUIRING SPECIAL ATTENTION:

The following areas within Highway Management Corridors warrant special attention beyond the parameters established herein:

- Delaware Avenue Ext. (between SR 570/Veterans Blvd. & I-55): To preserve the rural characteristic of surrounding property.

### RECOMMENDED DEVELOPMENT PATTERNS:

Development within Highway Management Corridors should adhere to the following recommended parameters:

- *Thoroughfare edges should be softened with increased landscaping along street rights-of-way.*
- *Utilities should be placed underground, including pre-existing overhead utility lines where feasible.*
- *Separated pedestrian facilities - including shared use paths - should be incorporated along highway corridors. Pedestrian facility standards should include on-site provisions linking buildings to street rights-of-way.*
- *A consistent design pattern for signage, lighting, traffic control fixtures, and other appurtenances should be developed.*
- *Soften impervious surface areas with substantial increases in tree canopy requirements throughout building sites.*
- *Motor vehicle access to and from parcels should be managed through the use of cross-access easements, shared driveways, and other features.*
- *Site layout and building placement should allow for the extension of streets consistent with the recommendations of the Major Thoroughfare Program.*

### RECOMMENDED IMPLEMENTATION MEASURES:

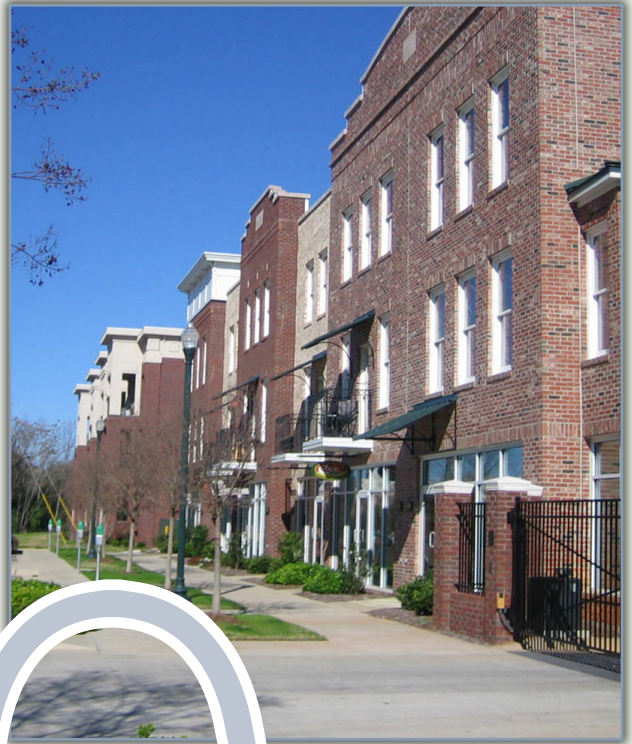
The following measures are recommended to ensure the successful implementation of the Highway Management Corridor development parameters:

- *Amend landscape standards to increase planting units - particularly for over-story plantings - within parking areas and along street rights-of-way.*
- *Develop benchmarks related to development size whereby existing overhead utilities must be relocated underground.*
- *Modify pedestrian facility standards to include side trail provisions, and on-site walkway standards.*
- *Prepare illustrated design standards that identify suitable treatments for signage, lighting fixtures, and other appurtenances.*
- *Add access management provisions to City development regulations.*

## KEYS TO UNLOCKING COMMUNITY CHARACTER

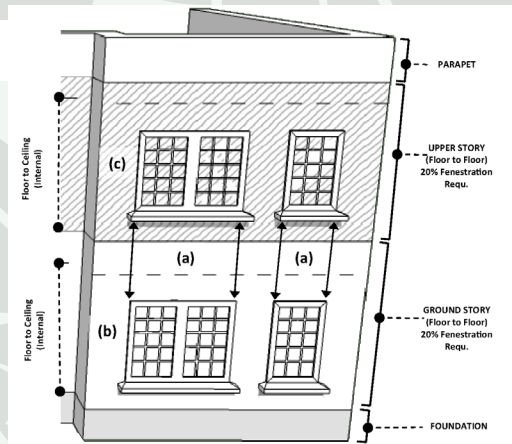
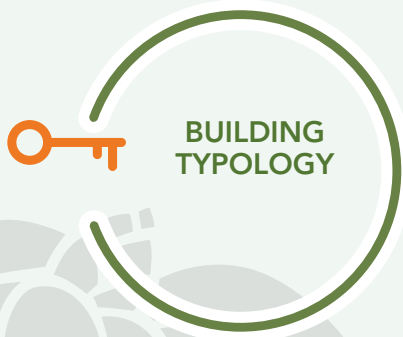
The character area and corridor policies defined in the *Future Development Program* list methods to implement preferred community development character and patterns. These recommended implementation measures are often individually limited in scope – focusing on singular topics such as: building type, sidewalks, signage, landscaping, lighting, etc. The vast majority of these recommendations involve adjustments to the City's dispersed development ordinances and policy documents. While most of the implementation measures recommended in the *Future Development Program* focus on community form and character, many of these measures also influence overall community growth patterns.

Currently, McComb does not possess the fundamental tools to fully implement its *Future Development Program*. However, what steps should the City take to implement the maximum number of recommended topic-specific land use and character measures? Many of the implementation measures recommended in the *Future Development Program* may be consolidated into four programmatic keys necessary to access McComb's long-term community development and character goals:



McComb does not currently possess the regulatory tools to make high quality development the norm rather than the rule; nor, to promote different types of preferred development character in different areas of the City. Source: Kendig Keast Collaborative

### THE WEST



AN ADEQUATE PUBL



DEVELOPMENT FEES



## UNIFIED DEVELOPMENT CODE

McComb has adopted multiple ordinances over many years in its efforts to manage growth and direct the character of new development. Inevitably, topic-specific code provisions have been spread throughout the City's Code of Ordinances. Long-term, this dispersal leads to contradictions among ordinances, and conflicts in administrative procedures. More than any predictable community standard of design and construction, the communities that are most often referred to as "unfriendly to development" are those whose codes are difficult to understand, navigate, and implement.

Successful implementation of the goals, strategies, and actions of *McComb in Motion* is highly dependent on having thorough and well-written ordinances in place. Application of these ordinances can be immeasurably more efficient if consolidated into a central repository in the form of a unified development code (UDC).

The benefits to be gained by McComb through the consolidation of its land development regulations and policies into a single UDC include:

- *Unification of all development-related ordinances into one document. This helps to ensure consistency among the different components and promotes a more holistic consideration of subdivision, zoning, and site plan requirements and standards by both applicants and the city.*
- *Greater ease in navigating and comprehending regulatory specifics (i.e., more "user friendly") for the development, real estate, and consultant communities versus dispersed and uncoordinated ordinances within an overall municipal code.*
- *Consolidation of all administrative procedures and considerations into one section, helps to streamline and make clearer the roles and responsibilities of each official and decision-making body.*
- *Standardization of definitions into a single list, which helps to prevent inconsistencies and questions of interpretation between regulations.*
- *Improvement in tracking the development process because various components are organized and coordinated in a logical, sequential order.*
- *Itemization of all development-related fees in one place so applicants are well informed of process costs.*
- *Streamlining the process for future regulatory amendments and enhancements.*



### UNIFYING McCOMB'S CODES

Multiple chapters and articles of McComb City Code are utilized to administer land development within the City's jurisdiction. The existence of independent development ordinances and policies, adopted over time, can complicate a community's development process by: **1)** Creating duplicate and contradictory development standards; **2)** Dispersing administrative authority among multiple parties; and, **3)** Generating uncoordinated or complicated review processes.

Existing McComb codes and standards that may be combined into a unified development code (UDC) (partially, or in full) include:

- Chapter 6, Article III – Business Signs and Outdoor Advertising Signs.
- Chapter 22, Article III - Joint Airport Zoning Board.
- Chapter 62, Article II - Floodplain Management.
- Chapter 70 - Historic Preservation.
- Chapter 82 - Manufactured Homes and Trailers.
- Chapter 102 - Planning.
- Chapter 114 - Streets, Sidewalks, and Other Public Places.
- Chapter 122 - Telecommunications.
- Architectural Control Ordinance (Not Codified).
- Landscape Ordinance (Not Codified).
- Land Use Regulation Text Amendments (At least 15 - Not Codified).

## IMPLEMENTATION STRATEGIES

The *McComb in Motion Future Development Program* serves as McComb's guide for linking land development, land use, and community character to the City's development regulations and related tools. In addition to adherence to the *Future Development Map*, the utility of the *Future Development Program* is greatly enhanced by the implementation of the following strategies, initiatives, and actions:

### STRATEGY 6-A-1. CREATE PREDICTABLE DESIGN STANDARDS AND PROCESSES FOR APPLICATION IN VARIOUS DISTRICTS AND NEIGHBORHOODS.

#### *Initiatives and Actions.*

1. Incorporate site plan standards into the code: landscaping, buffer yards, screening, fencing, tree preservation, signage, lighting, outdoor storage, drive through facilities, pedestrian access, etc.
2. Develop building typology standers for Center City, Urban Neighborhoods, and Medical Campus character areas that provide general parameters for building for, orientation, materials, scale, preferred elements, etc.
3. Incorporate architectural standards into city development codes including but not limited to: building materials, fenestration, roof, articulation, and orientation.

### STRATEGY 6-A-2. CONSOLIDATE LAND DEVELOPMENT ORDINANCES INTO A UNIFIED DEVELOPMENT CODE (UDC).

#### *Initiatives and Actions.*

1. Conduct assessment of McComb's development codes and policies to identify ordinances that can be unified. This assessment should also highlight the gaps and contradictions in currently regulations. Use recommendations from the *Future Development Program* and other corresponding sections of *McComb in Motion* as benchmarks in the assessment of the current development codes and policies.
2. Assemble development ordinance into one single development code. This cod should incorporate the applicable from the *Future Development Program* and other corresponding section of *McComb in Motion*.

3. Create a complimentary construction design manual that include construction details / supplemental graphics for required public infrastructure.
4. Develop applications and forms to be used as part of the UDC administration.
5. Create a development manual for users of the new UDC.

### STRATEGY 6-A-3. UPDATE INTERNAL DEVELOPMENT PROCESSES, FORMS, CHECKLISTS, AND APPLICATIONS TO STREAMLINE THE DEVELOPMENT PROCESS.

#### *Initiatives and Actions.*

1. Improve user accessibility, develop a web page based platform that identifies parcel level: zoning districts, the *Future Development Map*, the *Major Thoroughfare Map*, zoning overlays, and historic district. This web page should provide links to the corresponding and applicable development regulations.

### STRATEGY 6-A-4. DEVELOP A PROGRAM FOR PROTECTING AND PROMOTING OPEN SPACE AND GREEN BELTS, SPECIFICALLY TARGETING ENVIRONMENTALLY SENSITIVE LANDS

1. Prepare a multi-use trail and open space plan that priorities Greenway Corridors for long-term open space preservation efforts. Use conservation practices in Country Side character area in conjunction with best practices of agricultural enterprises to protect open space and green belts.
2. Develop parkland and open space dedication requirements that target both passive land conservation and active park acreage.
3. Develop low impact development standards that can be applied to Countryside and Greenway Corridor character areas for cluster subdivisions and rural street standards.
4. Designate a City fund for acquisition of conservation land/easements that prioritize Greenway Corridors and seek other funding sources.
5. Partner with conservation land trust and local property owners to manage and maintain segments of trail network and passive recreation areas.



## SUMMARY OF STRATEGIES (LAND USE AND CHARACTER):

Chapter 6, *Land Use and Character*, of the *McComb in Motion Comprehensive Plan* is a directional tool that focuses on the best practices to manage growth, facilitate land development, and promote a rich community character throughout the city. Through the use of the Future Development program, informed from the citizens of McComb, the development community, and many other stakeholder groups - this chapter proposes a series of strategies, and accompanying initiatives and actions, that have been incorporated into the City's overall comprehensive plan work program (Chapter 7, *Implementation*). All of McComb's strategies, initiatives, and actions related to land use and character, are consistent with the City's guiding principles first introduced in Chapter 1, *Planning Context* (page 1-7). McComb's guiding principles related to the topic of economic development include:

### LAND USE AND CHARACTER GUIDING PRINCIPLES:

**Principle A:** Preserve and expand unique community characteristics.

**Principle B:** Enhance corridor, district, and neighborhood aesthetics.

**Principle C:** Promote building and site design that is energy efficient.

**Principle D:** Mitigate environmental impacts related to intensive land uses and sudden growth trends.

The 4 Land Use and Character strategies that are highlighted throughout this chapter have been compiled into **Figure 6.5** below. The relationship between each of McComb's recommended strategies, and corresponding economic development guiding principles, is highlighted.

**FIGURE 6.5. LAND USE AND CHARACTER, SUMMARY OF STRATEGIES.**

| STRATEGIES:   | PAGE: | GUIDING PRINCIPLES (SEE ABOVE): |
|---|-------|---------------------------------|
| STRATEGY 6-A-1. CREATE PREDICTABLE DESIGN STANDARDS AND PROCESSES FOR APPLICATION IN VARIOUS DISTRICTS AND NEIGHBORHOODS.                         | 6-28  | A,B,C                           |
| STRATEGY 6-A-2. CONSOLIDATE LAND DEVELOPMENT ORDINANCES INTO A UNIFIED DEVELOPMENT CODE (UDC).  | 6-28  | A,B                             |
| STRATEGY 6-A-3. UPDATE INTERNAL DEVELOPMENT PROCESSES, FORMS, CHECKLISTS, AND APPLICATIONS TO STREAMLINE THE DEVELOPMENT PROCESS.                 | 6-28  |                                 |
| STRATEGY 6-A-4. DEVELOP A PROGRAM FOR PROTECTING AND PROMOTING OPEN SPACE AND GREEN BELTS, SPECIFICALLY TARGETING ENVIRONMENTALLY SENSITIVE LANDS | 6-28  | D                               |

### IMPLEMENTATION OF LAND USE AND CHARACTER STRATEGIES

Implementation of the economic development strategies that are referenced in this chapter must occur in coordination with corresponding strategies that have also been developed to address the topics of: community growth, mobility, housing and neighborhoods, and land use and character. Strategies contained in all five topic-specific chapters of the *McComb in Motion Comprehensive Plan* are important - and document community priorities - but; the order of their implementation must consider multiple variables including (at least): **A)** The timing of expected growth and development impacts; **B)** Cost versus revenues; **C)** The availability of grants, loans and other financing methods; **D)** Staffing and other public resources; and, **E)** Dependence on completion of another strategy.

In consideration of these inter-related implementation variables, the strategies summarized in **Figure 6.5** have been incorporated into McComb's overall comprehensive plan work program contained in Chapter 7, *Implementation*. Please reference Chapter 7 for a full overview on the methods and timing by which the city of McComb's community growth actions and initiatives will be implemented to ensure the long-term welfare and prosperity of McComb's citizens, business owners and property owners.







# Implementation



Planning processes are never intended to serve merely as an educational exercise - with hypothetical application. The *McComb in Motion Comprehensive Plan* is a collaborative work involving many contributors and including ideas with application to many aspects of city development - both on private property, and within the public realm. A great deal of time and effort was expended in chronicling 'the next step' for the physical and fiscal maturation of the City of McComb to ensure successful implementation of this comprehensive plan.

At the same time, experience reveals that plans often become unused and reduced to shelf clutter. The very structure of Chapter 7, *Implementation*, is intended to avoid that near term fate. The Plan chapter is structured around a *Work Program* which identifies measurable implementation actions derived from the preceding chapters of the Plan. Utilizing *McComb in Motion* on a frequent basis for policy, planning, regulatory, and decisions relating to compital expenditures will lead to its common-place acceptance and reference. This is the goal of this chapter and moreover, of *McComb in Motion* as a whole.

A community's comprehensive plan should be a "living document," - one that is frequently referred to for guidance in community decision-making. Its assumptions, goals, policies, and strategies must also be revisited periodically to ensure that it is providing clear and reliable direction on a range of matters, including land development issues and public investments in infrastructure and services. Implementation is not just about a list of action items. It is a challenging process that will require the commitment of the City's elected and appointed officials, staff, residents, business owners, major institutions, other levels of government, and other organizations and individuals who will serve as champions of the plan and its particular direction and strategies. Equally important are formalized procedures for the ongoing monitoring and reporting of successes achieved, difficulties encountered, new opportunities, and challenges that have emerged. This is in addition to any other change in circumstances. Such as the reawakening of the Tuscaloosa Marine Shale play which may require the repackaging of plan priorities.

## McCOMB'S IMPLEMENTATION GUIDING PRINCIPLES:



### McCOMB WILL:

**Principle A:** Assume accountability for implementation of comprehensive plan strategies.

**Principle B:** Monitor implementation results and measure citizen satisfaction.

**Principle C:** Promote citizen participation in the land use and development process.

## PLAN IMPLEMENTATION METHODS

Successful implementation of *McComb in Motion* requires that the Plan do more than simply prioritize and list the various strategies, actions, and initiatives referenced in prior chapters. A framework is required that identifies implementing parties, their roles and responsibilities, methods of action, and parameters for plan monitoring and amendment in order to increase the likelihood that recommended action items will be carried out, and the community's vision and goals ultimately achieved. The policies and action priorities in this plan should be consulted frequently and should be widely used by decision-makers as a basis for judgments regarding:

- The timing and availability of infrastructure improvements;
- Proposed development and redevelopment applications;
- City-initiated and landowner-requested annexations;
- Expansion of public facilities, services and programs;
- Annual capital budgeting;
- Potential redrafting and amendments to the City's land use regulations and related code elements;
- Intergovernmental coordination and agreements; and
- Operations, capital improvements, and programming related to individual City departments.

There are seven general methods for plan implementation:

- Policy-based decisions;
- Land development regulations and engineering standards;

- Capital improvements programming;
- Coordination and partnerships;
- Special projects, programs, and initiatives;
- Specific plans and studies; and
- Formation of new policies.

Each of these methods will be elaborated up on in greater detail in the subsequent sections of this chapter.

## POLICY-BASED DECISIONS

Land use and development decisions should be based on the policies that are set out in this Plan. In some measure, the adoption of new or amended land use and development regulations (e.g., subdivision, landscaping, sign controls, architectural controls, etc.) will establish a specific framework for evaluating private development proposals against the City's articulated policies. However, decisions regarding annexation, infrastructure investment, *Major Thoroughfare Map* and *Future Development Map* amendments, and right-of-way acquisitions are generally left to the discretion of the Board of Selectmen. This plan provides the common policy threads that should connect those decisions.



### McCOMB IN MOTION POLICY STATEMENTS

Successful implementation of *McComb in Motion* requires the City and partnering agencies to adhere to the policy statements contained within the Plan. As a general rule, the following three components of this Plan represent McComb's consolidated long-range growth and development policies:

- *McComb in Motion* Guiding Principles (Chapter 1, Planning Context)
- *McComb in Motion Major Thoroughfare Program* (Chapter 3, Mobility)
- *McComb in Motion Future Development Program* (Chapter 6, Land Use and Character)



## LAND DEVELOPMENT REGULATIONS AND ENGINEERING STANDARDS

Land development regulations and engineering standards are the foundation of *McComb in Motion* implementation. It is apparent - but often under appreciated - that private investment decisions account for the vast majority of any City's physical form. Consequently, land and subdivision regulations (and associated development criteria and technical engineering standards) are the basic keys to ensuring that the form, character, and quality of development reflect the City's planning objectives.

These ordinances should reflect the community's desire for quality development outcomes while recognizing economic factors. They should not delay or interfere unnecessarily with appropriate new development or redevelopment that is consistent with plan goals and policies.

## CAPITAL IMPROVEMENTS PROGRAMMING

A capital improvements program, or "CIP," is a multi-year plan (typically five years) that identifies budgeted capital projects, including street infrastructure; water, wastewater and drainage facilities; open space, trails and recreation facility construction and upgrades; construction of public buildings; and purchase of major equipment.

McComb does not currently have a CIP. Nonetheless, identifying and budgeting for major capital improvements will be essential to implementing *McComb in Motion*. Decisions regarding the prioritization of proposed capital improvements should take into account the policy and management directives of this Plan.

## COORDINATION AND PARTNERSHIPS

Some community initiatives identified in *McComb in Motion* cannot be accomplished by City government on its own. They may require direct coordination, intergovernmental agreements, or funding support from other public entities or levels of government. Additionally, the unique role of potential private and non-profit partners to advance the community's action agenda should not be underestimated. This may occur through cooperative efforts, volunteer activities and in-kind services (which can count toward the local match requirements for various grant opportunities), and public/private financing of community improvements. Indeed, the role of committees, commissions, and organizations in the successful and sustainable implementation of *McComb in Motion* cannot be understated.

## SPECIAL PROJECTS, PROGRAMS AND INITIATIVES

Special projects or initiatives may include initiating or adjusting City programs; entering into inter-local agreements; expanding citizen participation programs; providing training; and other types of special projects.

## SPECIFIC PLANS AND STUDIES

There are a number of areas where additional planning work is recommended, at a "finer grain" level of detail than is appropriate in a comprehensive plan. As such, some parts of this plan may be effectively implemented only after some additional planning or special study.

## FORMATION OF NEW POLICIES

As new development or redevelopment plans are proposed, staff and the City's advisory boards, together with the Board of Selectmen, must take the policies and recommendations of this Plan into consideration. The *Work Program* (and associated activities) included in this chapter, coupled with the recommendations of City's *Major Thoroughfare Program* (Chapter 3, *Mobility*), and *Future Development Program* (Chapter 6, *Land Use and Character*), should weigh heavily in future decisions by City officials, residents and other stakeholders in achieving the shared community vision.

## PLAN ADMINISTRATION

At the beginning of the *McComb in Motion* plan development process, representatives of government, business, neighborhoods, civic groups, and others came together to inform the planning process. The City must educate these critical stakeholders on the Plan's recommended strategies, actions, initiatives, and implementation program in order to ensure buy-in and manage community expectations. These community leaders, and new ones to emerge over the horizon of this plan, must be encouraged to embrace and maintain their commitment to the ongoing implementation of the Plan's policies - and to the periodic updating of the Plan to adapt to changing conditions or unforeseen events.

## EDUCATION

Although comprehensive plans are relatively general in nature, remaining at the "30,000 foot" level to a large extent, they are still complex policy documents that account for interrelationships among various policy choices. As such, educating municipal decision-makers and administrators about plan implementation is a critical first step after plan adoption. As the principal

groups that will implement the plan, the Board of Selectmen, Planning Commission, and City department heads should all be “on the same page” with regard to priorities, responsibilities and interpretations.

**Strategy 7-A-1. Conduct an education initiative to be undertaken immediately after plan adoption - to include the following:**

**Initiatives and Actions.**

1. A discussion of the individual roles and responsibilities of the Board of Selectmen, Planning Commission (and other advisory bodies), and individual staff members;
2. Conduct a thorough overview of the entire McComb in Motion Comprehensive Plan, with emphasis on the parts of the plan that relate to each individual group;
3. Implement tasking and priority setting measures, which should lead to each group establishing a one-year and three-year implementation agenda, including where applicable, amending department level strategic plans;
4. Facilitate a mock meeting in which the use of the plan and its policies and recommendations is illustrated;
5. Create an in-depth question and answer session, with support from planning personnel, the City Manager, and other key staff.

**ROLE DEFINITION**

**BOARD OF SELECTMEN**

As the community’s elected officials, the Board of Selectmen will assume the lead role in implementation of *McComb in Motion*. The key responsibilities of the Board of Selectmen are to decide and establish priorities, set time-frames by which each action will be initiated and completed, and determine the budget to be made available for implementation efforts. In conjunction with the city administrator, the Board of Selectmen must also ensure effective coordination among the various groups that are responsible for carrying out the Plan’s recommendations.

The Board of Selectmen will take the lead in the following general areas:

- Acting as a “champion” of the Plan;
- Adopting and amending the Plan by City Ordinance, after recommendation by the Planning Commission;
- Adopting new or amended land development

regulations to implement the Plan;

- Approving inter-local agreements that assist in implementing the Plan;
- Establishing the overall action priorities and time-frames by which each action item of the Plan will be initiated and completed;
- Considering and approving the funding commitments that will be required;
- Offering final approval of projects and activities and the associated costs during the budget process, keeping in mind the need for consistency with the Plan and its policies; and
- Providing policy direction to the Planning Commission, other appointed City boards and commissions, and City staff.

**PLANNING COMMISSION**

The Planning Commission makes recommendations to the Board of Selectmen based on plan principles. Periodically, the Commission should propose a docket of initiatives for Board consideration.

**Strategy 7-A -2. Have Planning Commission host the education initiative previously described in the “Education” section of this chapter.**

**Initiatives and Actions.**

1. Periodically obtain public input to keep the Plan up to date, using a variety of community outreach and citizen and stakeholder involvement methods;
2. Ensure that recommendations forwarded to the Board of Selectmen are reflective of plan principles, policies, and action recommendations. This relates particularly to decisions involving development review and approval, and ordinance amendments;
3. After holding one or more public hearings annually to discuss new or evolving community issues and needs, and having discussed with City staff any and all legal underpinnings, make recommendations to the Board of Selectmen regarding priority initiatives contained in the Plan, as well as potential Plan updates and amendments.

**CITY STAFF**

City staff manages day to-day implementation of the *McComb in Motion Comprehensive Plan*. In particular, the Zoning, Inspections, and Permits Department is responsible for supporting the Commission and Board and generally shepherding Plan implementation. Specific staff responsibilities include:

- Supporting and carrying out capital

improvements planning efforts;

- Overseeing the drafting of new or amended land development regulations, working with the appropriate boards and commissions;
- Conducting studies and developing additional plans (including management of consultant efforts, as necessary);
- Reviewing development applications for consistency with the Plan;
- Soliciting public input into the land use and development process by utilizing multiple methods to disburse agendas and case information well in advance of applicable public meetings and hearings;
- In coordination with the Board of Selectmen and City administration, negotiating the specifics of inter-local agreements;
- Administering collaborative programs and ensuring open channels of communication with various private, public, and non-profit implementation partners;
- Providing briefings on Plan implementation progress and activities to the Planning Commission and Board of Selectmen no less than annually; and
- Maintaining an inventory of potential Plan amendments, as suggested by City staff and others, for consideration during annual and periodic plan review and update processes.

## PLAN AMENDMENT PROCESS

The *McComb in Motion Comprehensive Plan* is meant to be a flexible document that may be modified over time to address changing conditions. Shifts in political, economic, physical, technological, and social conditions, as well as other unforeseen circumstances, may influence and change the priorities and fiscal outlook of the community. As the City grows and evolves, new issues will emerge while others will no longer be as relevant. Some Plan recommendations will be found impractical or outdated while other plausible solutions will arise. To ensure that *McComb in Motion* continues to reflect the overall goals of the community and remains relevant and resourceful over time, the Plan must be revisited on a regular basis to confirm that plan elements remain relevant and the associated strategies, actions, and initiatives remain applicable.

Revisions to *McComb in Motion* are two-fold, with minor plan amendments occurring as needed and

more significant modifications and updates occurring every five to 10 years. Minor amendments could include revisions to certain elements of the plan as a result of the adoption of another specialized plan or interim changes to the *Future Development Program* or *Major Thoroughfare Program*. Major updates will involve reviewing the base conditions and anticipated growth trends; re-evaluating the goals, policies and recommendations in the plan—and formulating new ones as necessary; and adding, revising or removing

### COMPREHENSIVE PLAN AMENDMENTS

#### Minor Amendments:

This type of amendment may be proposed at any time, usually once per year, such as specific adjustments to the *Future Development Map* related to particular land development applications or public improvement projects. Minor amendments can be addressed by the City in short order or, if not pressing, be documented and compiled for a more holistic evaluation through an annual plan review process. This is also how and when the results of another specialized plan or study should be incorporated into relevant sections of the plan.

#### Major Updates:

More significant plan modifications and updates should occur no more than every five years. Major updates involve reviewing the base conditions and anticipated growth trends; re-evaluating the guiding principles and recommendations in the plan—and formulating new ones as necessary; and adding, revising, or removing action statements in the plan based on implementation progress.

action statements in the plan based on implementation progress.

## ANNUAL PROGRESS REPORT

The Planning Commission, with the assistance of City staff, should prepare an annual progress report for presentation to the Mayor and Board of Selectmen. This ensures that *McComb in Motion* is consistently reviewed and that any needed modifications or clarifications are identified for consideration during scheduled bi-annual plan amendment activities (see page 4-5). Ongoing monitoring of consistency between the Plan and the City's implementing ordinances and regulations should be an essential part of this effort.

The Annual Progress Report should highlight:

- Significant actions and accomplishments



during the past year, including the status of implementation for each programmed task in *McComb in Motion*;

- *Obstacles or problems in the implementation of the Plan, including those encountered in administering the land and thoroughfare development, as well as any other policies of the Plan;*
- *Proposed amendments that may be necessary as determined in response to events that have occurred during the course of the year, which may include revisions to the text of the Plan or to individual Plan maps; and*
- *Recommendations for needed actions, programs, and procedures to be developed and implemented in the coming year, including recommendation of projects to be included in the City's Capital Improvement Program (CIP), other programs/projects to be funded, and priority coordination needs with public and private implementation partners.*

### BI-ANNUAL AMENDMENT PROCESS

Based on the annual progress report, the opinions of City staff, Planning Commission members and others, a determination will be made as to whether there is a need for an amendment of *McComb in Motion*. When considering a Plan amendment, the City should ensure the proposed amendment is consistent with the goals and policies set forth in the Plan regarding character protection, development compatibility, infrastructure availability, conservation of environmentally sensitive areas, and other community priorities. Careful consideration should also be given to guarding against site-specific development plan alterations that could negatively impact adjacent areas and uses or detract from the overall character of the area. Factors that should be considered in deciding on a proposed Plan amendment include:

- *Consistency with the goals and policies set forth in the Plan;*
- *Adherence with the Future Development Program and/or Major Thoroughfare Program;*
- *Compatibility with the surrounding area;*
- *Impacts on infrastructure provision including water, wastewater, drainage, and the transportation network;*
- *Impact on the City's ability to provide, fund, and maintain services;*
- *Impact on environmentally sensitive areas;*
- *Whether the proposed amendment contributes*

*to the overall direction and character of the community as captured in the plan vision and goals (and ongoing public input).*

### FIVE-YEAR UPDATE / EVALUATION AND APPRAISAL REPORT

An evaluation and appraisal report of the Comprehensive Plan should be prepared every five years. This report should be prepared by City staff, having received input from various City departments, the Planning Commission, other boards and commissions, and third-party consultation. The report process involves evaluating the existing Plan and assessing how successful it has been in achieving the community's goals. The purpose of the report is to identify the successes and shortcomings of the plan, look at what has changed over the last five years, and to make recommendations on how the plan should be modified in light of those changes.

The report should review baseline conditions and assumptions about trends and growth indicators. It should also evaluate implementation potential and/or obstacles related to any unmet goals, policies and recommendations. The evaluation report and process should result in an amended *McComb in Motion Comprehensive Plan*, including identification of new or revised information that may lead to updated goals, policies and/or action recommendations. More specifically, the report should identify and evaluate the following:

- *Summary of major actions and interim Plan amendments undertaken over the last five years.*
- *Major issues in the community and how these issues have changed over time.*
- *Changes in the assumptions, trends and base studies data, including the following:*
  - *The rate at which growth and development is occurring relative to Plan projections;*
  - *Shifts in demographics and other growth trends;*
  - *The area of land that is designated and zoned for urban development and its capacity to meet projected demands and needs;*
  - *City-wide attitudes and whether apparent shifts, if significant, necessitate amendments to the stated goals or strategies of the Plan; and*
  - *Other changes in political, social, economic, technological, or environmental conditions that indicate a need for Plan amendments.*
- *Ability of the Plan to support progress toward achieving the community's goals. The following should be evaluated and revised as needed:*

- *Individual statements or sections of the Plan must be reviewed and rewritten, as necessary, to ensure that the Plan provides sufficient information and direction to achieve the intended outcome;*
- *Conflicts between goals and policies that have been discovered in the implementation and administration of the Plan must be identified and resolved;*
- *Changes in laws, procedures and missions may impact the ability of the community to achieve its goals. Plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.*
- *Indicators of City efforts to ensure neighborhood integrity as emphasized in this Plan (e.g., code enforcement activity, number of historic designations made for homes/neighborhoods, etc.).*
- *Miles of new bike routes and sidewalks added to the City's transportation system to provide alternative mobility options as recommended in Chapter 3, Mobility, of the Plan.*
- *Indicators of the benefits of redeveloped sites and structures (appraised value, increased property and/or sales tax revenue, new residential units, and retail and office spaces in urban mixed-use settings, etc.) as envisioned through this Plan.*
- *The numbers of residents and other stakeholders engaged through City-sponsored education and outreach events related to McComb in Motion implementation and periodic review and updating, as outlined in this chapter.*

The action agenda must be reviewed and major accomplishments highlighted. Those not completed by the specified time-frame should be re-evaluated to ensure their continued relevance and/or to revise them appropriately. As conditions change, the time-frames for implementing the individual actions of the Plan should be re-evaluated where necessary. Some actions may emerge as a higher priority given new or changed circumstances while others may become less important to achieving the goals and development objectives of the community;

## ONGOING COMMUNITY OUTREACH AND ENGAGEMENT

All review and updating processes related to *McComb in Motion* should emphasize and incorporate ongoing public input. The annual and continual plan evaluation and reporting process should also incorporate specific performance measures and quantitative indicators that can be compiled and communicated both internally to elected officials, and to citizens in a "report card" fashion. Examples might include:

- *Acres of new development (plus number of residential units and square footage of commercial and industrial space) approved and constructed in conformance with this Plan and related City codes.*
- *Various measures of service capacity (gallons, kilowatts, acre-feet, etc.) added to the City's major utility systems as indicated in this plan and associated utility master plans - and the millions of dollars allocated to fund the necessary capital projects.*
- *Acres of new open space and miles of trail developed or improved in accordance with greenway or open space plans.*



## McCOMB IN MOTION (WORK PROGRAM):

Figure 7.1, *McComb in Motion, Work Program*, includes a prioritized list of action recommendations derived from the various chapters of this comprehensive plan. The synthesized table does not include every action recommendation found throughout the Plan, and many actions are derivatives of one or more of the recommended actions or initiatives included in Chapters 2 through 6 of the Plan. As configured, the Work Program details the “to do” list of the City’s highest implementation priorities, and shows the general time frame for initial implementation, as well as identifying those parties that are responsible for initiating and participating in the implementation process.

FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.
















| STRATEGY  |      |      |     | STRATEGY;<br>PAGE:  |                            |
|---|------|------|-----|---|----------------------------|
| INITIATIVE/ACTION:<br>Policy or Regulation:  Capital Improvement:  Partnership:  | YEAR |      |     | INVOLVED ENTITIES   |                            |
|   | 1-2  | 3-10 | 10+ |   |                            |
| <b>GROWTH CAPACITY</b>  |      |      |     |   |                            |
| <b>ESTABLISH A UNIFIED PLANNING AREA AROUND THE PERIPHERY OF MCCOMB WITHIN WHICH THE CITY AND PIKE COUNTY COULD COOPERATIVELY MANAGE LAND DEVELOPMENT.</b>  |      |      |     |   | <b>2-A-1;<br/>pg. 2-14</b> |
|  1. Delineate a unified planning area with Pike County for joint land use management and joint land use ordinance. Establish inter-local agreements with Pike County to manage the unified planning area.  |      | ■    |     | Pike County<br>City Administration Dept.  |                            |
|  2. Establish context areas where development of varying character/intensity will be permitted.  |      |      | ■   | Zoning, Inspections, & Permits  |                            |
|  3. Establish inter-local agreements with the McComb School District for school siting.  |      | ■    |     | McComb School District<br>City Administration Dept.                               |                            |
| <b>IDENTIFY AN URBAN SERVICE AREA WITHIN WHICH FUTURE ANNEXATIONS AND CITY UTILITY EXTENSIONS WOULD BE FOCUSED.</b>   |      |      |     |   | <b>2-A-2;<br/>pg. 2-14</b> |
|  1. Establish context areas where development of varying character/intensity will be permitted.  |      |      | ■   | Zoning, Inspections, & Permits  |                            |
|  2. Adopt an annexation plan and tie City CIP to the annexation plan.  |      | ■    |     | Zoning, Inspections, & Permits  |                            |
|  3. Delineate an urban service area within which the City will expand infrastructure. Adopt an adequate public facilities ordinance.   |      | ■    |     | Public Works Dept.<br>Zoning, Inspections, & Permits                              |                            |
|  4. Develop a fiscal impact model by which the cost of infrastructure provision will be weighted against expected development revenues.  |      |      | ■   | Public Works Dept.<br>City Administration Dept.                                   |                            |
| <b>DEVELOP POLICIES AND INCENTIVES THAT ENCOURAGE AND PROMOTE INFILL DEVELOPMENT.</b>   |      |      |     |   | <b>2-B-1;<br/>pg. 2-16</b> |
|  1. Develop infill incentives such as density bonuses and adopt infill design standards. Adjust site development requirements for infill sites.  |      |      | ■   | Zoning, Inspections, & Permits  |                            |
|  2. Meet with property owners and developers to understand barriers to infill development.   |      |      | ■   | Zoning, Inspections, & Permits  |                            |
| <b>ESTABLISH A STANDARD POLICY FOR CITY PARTICIPATION IN TAX INCREMENT FINANCING (TIF) DISTRICTS AND OTHER DEVELOPMENT AGREEMENTS.</b>  |      |      |     |   | <b>2-B-2;<br/>pg. 2-17</b> |
|  1. Identify infrastructure improvements that the City is willing to consider for development agreements. Require market analysis prior to entering into development agreements.   |      |      | ■   | Public Works Dept.<br>City Administration Dept.<br>Zoning, Inspections, & Permits |                            |
|  2. Map areas within which the City will participate in certain types of development agreements.   |      |      | ■   | Zoning, Inspections, & Permits  |                            |
|  3. Tie TIF agreements to slum clearance and redevelopment objectives.   |      |      | ■   | Zoning, Inspections, & Permits  |                            |



FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.























| STRATEGY  |      |      |     | STRATEGY;<br>PAGE:                              |
|---|------|------|-----|---|
| INITIATIVE/ACTION:<br>Policy or Regulation:  Capital Improvement:  Partnership:  | YEAR |      |     | INVOLVED ENTITIES                               |
|   | 1-2  | 3-10 | 10+ |   |
| <b>DIRECT AVAILABLE PUBLIC FUNDING TO THE MAINTENANCE OF THE CITY'S EXISTING WATER SYSTEM, WHILE UTILIZING OTHER CREATIVE PUBLIC PRIVATE PARTNERSHIPS TO FUND SYSTEM EXPANSION.</b>   |      |      |     | <b>2-C-1;<br/>pg. 2-22</b>                      |
|  1. Continue the rehabilitation of elevated storage tanks.   |      |      | ■   | Public Works Dept.                              |
|  2. Accelerate the high priority water mains replacement program and adopt dead-end water main restriction policy.   |      |      | ■   | Public Works Dept.                              |
|  3. Upgrade the water distribution system.   |      |      | ■   | Public Works Dept.                              |
|  4. Program system expansion to correspond with the City's urban services area.  |      |      | ■   | Public Works Dept.                              |
|  5. Develop a fiscal impact model by which the cost of infrastructure provision will be weighted against expected development revenues.  |      |      | ■   | Public Works Dept.<br>City Administration Dept. |
|  6. Adopt an adequate public facilities ordinance.   |      |      | ■   | Public Works Dept.                              |
| <b>IMPLEMENT AND ENFORCE AN AQUIFER PROTECTION PLAN INCORPORATING ISSUES SUCH AS CONSERVATION, WATER QUALITY, MONITORING, AVAILABILITY, DEMAND AND THREATS</b>  |      |      |     | <b>2-C-2;<br/>pg. 2-22</b>                      |
|  1. Work with MDEQ to identify an aquifer protection area.   |      |      | ■   | Public Works Dept.                              |
|  2. Develop a contingency plan in case the aquifer becomes contaminated.  |      |      | ■   | Public Works Dept.                              |
|  3. Construct a reclaimed water storage and pumping station facility consider the use of treated waste water for landscaping, irrigation, and other uses.  |      |      | ■   | Public Works Dept.                              |
| <b>ENSURE ADEQUATE TREATMENT AND TRANSMISSION OF THE CITY'S WASTE WATER BY INCREMENTALLY REDUCING INFLOW AND INFILTRATION PROBLEMS.</b>   |      |      |     | <b>2-C-3;<br/>pg.2-26</b>                       |
|  1. Initiate an annual waste water maintenance program.  |      | ■    |     | Public Works Dept.                              |
|  2. Perform a system-wide I & I study. Modify the yearly waste water maintenance program based on the results of the I & I study.  |      |      | ■   | Public Works Dept.                              |
| <b>CREATE STANDARDS FOR WHEN DEVELOPMENTS INSIDE OR OUTSIDE OF THE MUNICIPAL LIMITS WILL BE REQUIRED OR BE PERMITTED TO CONNECT TO CITY WASTE WATER FACILITIES.</b>   |      |      |     | <b>2-C-4;<br/>pg. 2-26</b>                      |
|  1. Use the I & I study to develop benchmarks for when new waste water flows will be accepted.   |      |      | ■   | Public Works Dept.                              |
|  2. Require connections to the City sewer system in the urban services area.   |      |      | ■   | Public Works Dept.                              |
| <b>PRIORITIZE AND FUND STORM WATER SYSTEM IMPROVEMENTS CONSISTENT WITH A CITY-WIDE COORDINATED STORM WATER MANAGEMENT PLAN.</b>   |      |      |     | <b>2-C-5;<br/>pg. 2-30</b>                      |
|  1. Complete a city-wide storm water management plan and adopt a drainage management policy. Apply or Section 592 funding for drainage improvements.   |      |      | ■   | Public Works Dept.                              |
|  2. Evaluate existing system to prioritize paved streets.  | ■    |      |     | Public Works Dept.                              |
|  3. Support public education programs regarding storm water contamination.   |      |      | ■   | Public Works Dept.<br>City Administration       |
| <b>ADOPT LOW-IMPACT DEVELOPMENT (LID) STRATEGIES, TOOLS AND TECHNIQUES TO REDUCE THROUGHPUT AND CONSUMPTION OF FRESHWATER RESOURCES.</b>  |      |      |     | <b>2-C-6;<br/>pg. 2-32</b>                      |
|  1. Encourage development patterns that respect natural systems.   |      |      | ■   | Zoning, Inspections, & Permits                  |
|  2. Incorporate bio-swales into street rights-of-way and incentivize pervious paving options. Incorporate xeriscaping into subdivision regulations and xeriscaping material into municipal landscaping ordinance.                                |      |      | ■   | Zoning, Inspections, & Permits                  |
|  3. Add to City Code the requirement that auto-related land uses with significant oil and grease runoff install oil/water separators.  |      |      | ■   | Public Works Dept.                              |

FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.

























| STRATEGY  |      |      |     | STRATEGY;<br>PAGE:             |
|---|------|------|-----|--------------------------------|
| INITIATIVE/ACTION:<br>Policy or Regulation:  Capital Improvement:  Partnership:  | YEAR |      |     | INVOLVED ENTITIES              |
|   | 1-2  | 3-10 | 10+ |                                |
|  4. Utilize green building practices.  |      |      | ■   | Zoning, Inspections, & Permits |
|  6. Remove regulatory barriers to grey water re-usage.   |      |      | ■   | City Administration Dept.      |
|  7. Require a water footprint audit of heavy water users.  |      |      | ■   | Public Works Dept.             |
| <b>PROVIDE FOR THE ONGOING NEEDS OF THE FIRE DEPARTMENT TO ENSURE ADEQUATE PROTECTION OF THE POPULATION.</b>  |      |      |     | <b>2-D-1;<br/>pg. 2-38</b>     |
|  1. Continue efforts to improve MSRB ratings.  |      |      | ■   | Fire Dept.                     |
|  2. Fund training facility construction and hire training officer.   |      | ■    |     | Fire Dept.                     |
|  5. Direct rebate funds to new equipment purchases.  |      |      | ■   | Fire Dept.                     |
|  6. Prioritize HAZMAT equipment purchases.   |      |      | ■   | Fire Dept.                     |
|  7. Continue Fire Department participation in building and development plan review.  |      |      | ■   | Fire Dept.                     |
| <b>PLAN FOR THE REALIGNMENT OF EXISTING FIRE SERVICE COVERAGE AREAS AS THE CITY GROWS.</b>  |      |      |     | <b>2-D-2;<br/>pg. 2-38</b>     |
|  1. Develop a fire station facility replacement program.   |      |      | ■   | Fire Dept.                     |
|  2. Divert minor portion of rebate funds for fire Station #2 land purchase and relocation.  |      |      | ■   | Fire Dept.                     |
|  3. Coordinate with Pike County to jointly purchase equipment for use in the urban service area.   |      | ■    |     | Fire Dept.                     |
|  4. Procure land in targeted annexation areas for future Fire Station #5 construction  |      | ■    |     | Fire Dept.                     |
| <b>PROVIDE FOR A STRATEGY TO INCREASE POLICE DEPARTMENT PERSONNEL APPROPRIATELY TO ENSURE ADEQUATE PROTECTION OF THE POPULATION.</b>  |      |      |     | <b>2-D-3;<br/>pg. 2-41</b>     |
|  1. Increase uniformed patrol based on shift and population.   |      | ■    |     | Police Dept.                   |
|  2. Add five dispatchers, one Municipal Court staff member, and one switchboard operator.  |      |      | ■   | Police Dept.                   |
| <b>PROVIDE FOR A STRATEGY TO FUND ONGOING FACILITY IMPROVEMENTS.</b>  |      |      |     | <b>2-D-4;<br/>pg.2-42</b>      |
|  1. Increase shelter size and staffing.  |      |      | ■   | Police Dept.                   |
|  2. Plan and design renovation of the Law Enforcement Center.  |      |      | ■   | Police Dept.                   |
| <b>INCREASE POLICE DEPARTMENT TRAINING BUDGET.</b>  |      |      |     | <b>2-D-5;<br/>pg.2-43</b>      |
|  1. Increase budget to allow for specialized training.   |      |      | ■   | Police Dept.                   |
| <b>RESEARCH THE VIABILITY OF A PUBLIC SAFETY REIMBURSEMENT PROGRAM TIED TMS-RELATED FACILITIES AND OTHER LAND USES THAT GENERATE HIGH VOLUMES OF POLICE CALLS FOR SERVICE.</b>  |      |      |     | <b>2-D-6;<br/>pg. 2-41</b>     |
|  1. Survey oil and gas play communities to better understand and quantify public safety impacts.   |      | ■    |     | Fire Dept.                     |
|  2. Estimate costs for police service related to transient land uses and other boomtown activities.  |      | ■    |     | Police Dept.                   |
|  3. Develop a public safety bond and security agreement program.   |      |      | ■   | City Administration Dept.      |
|  4. Establish benchmarks by which financial surety for security may be drawn by the City.  |      |      | ■   | City Administration Dept.      |

FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.




















| STRATEGY  |      |      |     | STRATEGY;<br>PAGE:                                       |
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| INITIATIVE/ACTION:<br>Policy or Regulation:  Capital Improvement:  Partnership:    | YEAR |      |     | INVOLVED ENTITIES  |
|   | 1-2  | 3-10 | 10+ |  |
| <b>COLLABORATE WITH THE BUSINESS COMMUNITY, EDUCATIONAL INSTITUTIONS AND PUBLIC SECTOR TO WORK TOGETHER TO DEVELOP ACTIONS TO DISCOURAGE OUTMIGRATION.</b>  |      |      |     | <b>2-E-1;<br/>pg. 2-46</b>                               |
|  1. Support the McComb School District strategic plan initiatives.   |      |      | ■   | City Administration Dept.                                |
|  2. Support the Career Technical Education Advisory Committee.   |      |      | ■   | City Administration Dept.                                |
| <b>INCORPORATE EDUCATIONAL FACILITIES SITING CONSIDERATIONS INTO ALL NEW DEVELOPMENT / REDEVELOPMENT PROGRAMS AND PROJECTS.</b>   |      |      |     | <b>2-E-2;<br/>pg. 2-46</b>                               |
|  1. Encourage infill development around neighborhood schools.  |      |      | ■   | Zoning, Inspections, & Permits                           |
|  2. Reserve land for future school sites and coordinate future school siting with Future Land Use Plan   |      |      | ■   | McComb School District<br>Zoning, Inspections, & Permits |
|  3. Design subdivisions with features that encourage walking and biking to school.   |      |      | ■   | Zoning, Inspections, & Permits                           |
|  4. Incentivize the renovation and expansion of buildings on existing sites.   |      |      | ■   | McComb School District                                   |
| <b>EVALUATE MCCOMB PARK FACILITY PERFORMANCE IN MEETING COMMUNITY NEEDS.</b>  |      |      |     | <b>2-F-1;<br/>pg. 2-52</b>                               |
|  1. Conduct an NRPA PRORAGIS evaluation.   |      |      | ■   | Recreation Dept.   |
|  2. Commission a citizens' satisfaction survey.   |      |      | ■   | Recreation Dept.   |
| <b>RESERVE GREENWAY CORRIDORS FOR NATURAL RESOURCE PRESERVATION AND LINEAR PARK DEVELOPMENT.</b>  |      |      |     | <b>2-F-2;<br/>pg. 2-52</b>                               |
|  1. Develop a greenway master plan.  |      | ■    |     | Recreation Dept.<br>Zoning, Inspections, & Permits       |
|  2. Incentivize open space preservation in floodplains.  |      |      | ■   | Zoning, Inspections, & Permits                           |
| <b>IMPROVE ACCESSIBILITY TO CITY PARK PROPERTIES.</b>   |      |      |     | <b>2-F-3;<br/>pg. 2-53</b>                               |
|  1. Construct trail along select arterial streets and seek funding for linear park trail construction in greenway corridors.   |      |      | ■   | Recreation Dept.<br>Public Works Dept.                   |
|  2. Construct sidewalks on collector and local streets providing access to schools and parks.  |      |      | ■   | Public Works Dept.                                       |
| <b>INCORPORATE RECREATIONAL FACILITY REQUIREMENTS INTO THE DEVELOPMENT PROCESS.</b>   |      |      |     | <b>2-F-4;<br/>pg. 2-53</b>                               |
|  1. Private recreation space in new group development and single-family development.   |      | ■    |     | Recreation Dept.   |
|  2. Multi-use trail easement dedication in new development.  |      |      | ■   | Recreation Dept.<br>Zoning, Inspections, & Permits       |
| <b>MOBILITY</b>   |      |      |     |  |
| <b>ADJUST THE CITY STREET RESURFACING PROGRAM TO DEDICATE FUNDING TO "PREVENTATIVE" STREET REPAIR.</b>  |      |      |     | <b>3-A-1;<br/>pg. 3-18</b>                               |
|  1. Continue to utilize the City's existing criteria for ranking potential street resurfacing projects.  |      |      | ■   | Public Works Dept.                                       |
|  2. Divide ranked resurfacing projects into two groups to in order to separate complete re-surfacing projects (milling and overlay) from candidate street requiring only re-sealing treatments. Reduce street surface width where feasible as part of major street resurfacing projects. |      |      | ■   | Public Works Dept.                                       |



FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.















| STRATEGY  |      |      |     | STRATEGY;<br>PAGE:                                   |  |
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| INITIATIVE/ACTION:<br>Policy or Regulation:  Capital Improvement:  Partnership:    | YEAR |      |     | INVOLVED ENTITIES                                    |  |
|   | 1-2  | 3-10 | 10+ |  |  |
|  3. Require a minimum percentage of annual street resurfacing funds be allocated to the City's "preventative repair" program based on recommendations from Public Works.   | ■    |      |     | Public Works Dept.                                   |  |
|  4. Subject to increases in local tax revenues above 2014 levels, guarantee a minimum annual percentage of the increased revenues to be diverted to the resurfacing program.   | ■    |      |     | Public Works Dept.                                   |  |
| <b>PRESERVE TRAFFIC CAPACITY ON EXISTING THOROUGHFARES BY IMPLEMENTING ACCESS MANAGEMENT AND OTHER TRANSPORTATION SYSTEM MANAGEMENT PROVISIONS.</b>   |      |      |     | <b>3-A-2;<br/>pg. 3-18</b>                           |  |
|  1. Request MDOT to quantify current levels of service on high volume thoroughfares in the City to serve as a baseline for system function. Consider at least Delaware Avenue and all state highway segments within the municipal limits.  |      |      | ■   | MDOT<br>Public Works Dept.                           |  |
|  2. Develop a neighborhood collector street type that can be utilized within residential development in suburban character class areas to meet collector street spacing and interconnectivity requirements, but allow direct vehicular access to residential lots.   |      |      | ■   | Public Works Dept.<br>Zoning, Inspections, & Permits |  |
|  3. While not banning cul-de-sacs, develop an interconnectivity index that requires a minimum degree of local street connections within residential subdivisions, and to adjacent properties.  |      |      | ■   | Public Works Dept.                                   |  |
|  4. Require large-scale non-residential development to comply with the spacing requirements of the Major Thoroughfare Plan even if not otherwise proposing to subdivide the parent tract.  |      |      | ■   | Public Works Dept.<br>Zoning, Inspections, & Permits |  |
|  5. Revise the McComb Land Use Regulations to include provisions to maximize thoroughfare connectivity for all new subdivisions and road construction projects.  |      |      | ■   | Zoning, Inspections, & Permits                       |  |
| <b>REQUIRE TRAFFIC IMPACT ANALYSES, AND CORRESPONDING STREET CAPACITY IMPROVEMENTS, AS PART OF THE APPROVAL OF LARGE DEVELOPMENTS.</b>  |      |      |     | <b>3-A-3;<br/>pg. 3-19</b>                           |  |
|  1. Amend the McComb Land Use Regulations to require that residential and non-residential developments which generate at least 50 new peak hour trips; or that is requesting, or required to provide, more than one access location first prepare a traffic impact analysis prior to City approval.        |      |      | ■   | Public Works Dept.<br>Zoning, Inspections, & Permits |  |
|  2. Where applicable, tie application approval to City-selected traffic mitigation measures including but not limited to: access control, cross-access, shared-access, median islands, intersection signalization, turn lane, pavement widening, pedestrian infrastructure, road construction, etc.        |      |      | ■   | Public Works Dept.<br>Zoning, Inspections, & Permits |  |
|  3. Require the approved applicant to implement and pay for its appropriate share of the identified necessary traffic improvements within the project site and on all roads, streets and intersections along the boundary of the project site, prior to or concurrent with the impacts of the development. |      | ■    |     | Public Works Dept.<br>Zoning, Inspections, & Permits |  |
| <b>PREPARE A DELAWARE AVENUE CORRIDOR PLAN THAT UTILIZES DESIGN ELEMENTS TO IMPROVE CORRIDOR APPEARANCE AND ENHANCE THOROUGHFARE FUNCTION.</b>  |      |      |     | <b>3-A-4;<br/>pg. 3-19</b>                           |  |
|  1. Evaluate the historic growth, and existing and future market conditions, of property along the Delaware Avenue corridor to determine traffic capacity at maximum build-out.  |      | ■    |     | City Administration Dept.                            |  |

FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.

















| STRATEGY  |      |      |     | STRATEGY;<br>PAGE:                                   |
|---|------|------|-----|--|
| INITIATIVE/ACTION:<br>Policy or Regulation:  Capital Improvement:  Partnership:    | YEAR |      |     | INVOLVED ENTITIES                                    |
|   | 1-2  | 3-10 | 10+ |  |
|  2. Consider unique environmental conditions such as important natural features, viewsheds, brownfields, as well as property ownership (title) issues that may need to be worked through are addressed. Identify unique architecture, or local building traditions, that need to be protected/reflected in new development.                  |      |      | ■   | City Administration Dept.                            |
|  3. Consider key linkages to the corridor and land use transitions along its length to determine where design enhancements and transitions should occur.   |      |      | ■   | City Administration Dept.                            |
|  4. Recommend urban design considerations and guidelines, and highlighting specific actions the City must take to make changes to the corridor's image and aesthetics in the near term.  |      |      | ■   | City Administration Dept.                            |
|  5. Identify the appropriate use of redevelopment tools, and the possible development of a special management district or authority to oversee corridor investment.  |      |      | ■   | City Administration Dept.                            |
|  6. Conduct a level of service analysis of the Delaware Avenue corridor in its current state, and following the development of preferred corridor improvements.  |      |      | ■   | City Administration Dept.                            |
|  7. Amend the McComb in Motion Comprehensive Plan by incorporating the recommendations of the Delaware Corridor Plan.  |      |      | ■   | City Administration Dept.                            |
| <b>STRATEGY 3-A-5. DEVELOP A "PLOTS-OF-PRIDE" PROGRAM FOR TARGETED STREETScape ENHANCEMENTS TO DELAWARE AVENUE AND PEARL RIVER AVENUE.</b>  |      |      |     | <b>3-A-5;<br/>pg. 3-20</b>                           |
|  1. Select an existing median on Pearl River Avenue to target for streetscape enhancements.  |      |      | ■   | City Administration Dept.                            |
|  2. Prepare a corresponding landscape design for the targeted Pearl River Avenue and Delaware Avenue median/island improvements (i.e. Plots-of-Pride), including decorative lighting and signage. Develop preliminary cost estimates for the renovation/construction of the median/island enhancements. Estimate annual maintenance costs. |      | ■    |     | City Administration Dept.                            |
|  3. Secure the sponsorship of one or more local non-profit corporations or business interests to fund the maintenance of installed landscaping for a set period of time.   |      | ■    |     | City Administration Dept.                            |
|  4. Seek Transportation Alternatives funding to assist in the renovation/construction of the City's Pearl River Avenue and Delaware Avenue Plots of Pride.   |      |      | ■   | Public Works Dept.<br>Zoning, Inspections, & Permits |
| <b>IMPLEMENT A NEIGHBORHOOD STREETS IMPROVEMENT PROGRAM THAT COMBINES ELEMENTS OF TRAFFIC CALMING, STREETScape ENHANCEMENTS, AND PEDESTRIAN INTERCONNECTIVITY.</b>  |      |      |     | <b>3-A-6;<br/>pg. 3-21</b>                           |
|  1. Identify neighborhood (principally residential) streets that may be candidates for a targeted city-wide improvement program.   |      |      | ■   | Public Works Dept.<br>Zoning, Inspections, & Permits |
|  2. Commission a preliminary engineering report to determine costs of essential streetscape improvement elements such as: sidewalks, crosswalks, trees, curb and gutter, curb extensions, lane striping, etc.  |      |      | ■   | Public Works Dept.                                   |
|  3. Utilize City selection process, and preliminary engineering report, to apply for Transportation Alternatives funding from MDOT for two or more grouped street segment improvements.  |      |      | ■   | Public Works Dept.                                   |

FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.


























| STRATEGY  |      |   |   | STRATEGY;<br>PAGE:   |
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| INITIATIVE/ACTION:<br>Policy or Regulation:  Capital Improvement:  Partnership:                                    | YEAR |   |   | INVOLVED ENTITIES  |
|   | 1-2  | 3-10  | 10+   |  |
| <b>FORMALIZE THE CITY'S ACTIVE TRANSPORTATION NETWORK PREFERENCES THROUGH TOPIC-SPECIFIC PLANNING EFFORTS.</b>  |      |   |   | <b>3-B-1;<br/>pg. 3-29</b>   |
|  1. In conjunction with Strategy 2-F-2 in Chapter 2, Community Growth, develop an active transportation master plan that identifies the preferred bicycle, pedestrian, and multi-use trail routes and locations and amend the Major Thoroughfare Program to reflect these additions. |      |   |    | Public Works Dept.<br>Zoning, Inspections, & Permits                     |
|  2. Amend City street design standards to provide alternative design options for street segments that incorporate bicycle and multi-use facilities such as bicycle lanes and side trails. Intiate development of the on-street bicycle network.                                      |      |   |    | Public Works Dept.<br>Zoning, Inspections, & Permits                     |
| <b>AMEND LAND DEVELOPMENT REGULATIONS TO INCORPORATE ACTIVE TRANSPORTATION PROVISIONS.</b>  |      |   |   | <b>3-B-2;<br/>pg. 3-30</b>   |
|  1. Require sidewalks for new development or redevelopment projects, as well as every new road construction or reconstruction project. Sidewalks standards should be written to apply to new streets and abutting segments of existing streets.                                      |      |  |   | Public Works Dept.<br>Zoning, Inspections, & Permits                     |
|  2. Require easements necessary to accommodate sidewalks located outside of the street right-of-way.  |      |   |   | Public Works Dept.   |
|  3. Draft standards requiring walkway connections within and between development sites to improve pedestrian and bicycle interconnectivity. Adopt by resolution a street design guide incorporating street schematics and construction standards.                                  |      |   |  | Public Works<br>Zoning, Inspections, & Permits                           |
|  4. Require the reservation of multi-use trail easements as part of new development where the site intersects greenways and multi-use trail corridors identified within a city greenways master plan and/or active transportation master Plan.                                     |      |   |  | Recreation Dept.<br>Public Works Dept.<br>Zoning, Inspections, & Permits |
|  5. Incorporate bicycle parking provisions into development regulations.   |      |   |  | Zoning, Inspections, & Permits   |
| <b>APPLY FOR ALL APPLICABLE GRANT FUNDS TO BEGIN IMPLEMENTING PEDESTRIAN AND BICYCLE IMPROVEMENTS.</b>  |      |   |   | <b>3-B-3;<br/>pg. 3-30</b>   |
|  1. Seek Third Party grants provided through PeopleForBikes and Advocacy Advance to fund the initial bicycle network facilities recommended in Strategy 3-B-1.   |      |   |  | Recreation Dept.   |
|  2. Initiate City-led efforts to improve the pedestrian system network by incorporating sidewalk improvements as an element of the Neighborhood Street Improvement program proposed in Strategy 3-A-6 (page 3-21.)   |      |   |  | Public Works Dept.<br>Zoning, Inspections, & Permits                     |
|  3. Utilize the Recreational Trails Program to initiate multi-use trail network development as recommended in Chapter 2, Community Growth.   |      |   |  | Recreation Dept.   |
| <b>VERIFY THE DEMAND FOR INCREASED RURAL PUBLIC TRANSIT OPTIONS IN MCCOMB.</b>  |      |   |   | <b>3-C-1;<br/>pg. 3-31</b>   |
|  1. Coordinate with MDOT and SMART to develop a local or county-wide public transit needs assessment to determine the need for this mode of transportation.  |      |   |  | Public Works Dept.<br>Pike County  |



FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.













| STRATEGY   |      |      |     | STRATEGY;<br>PAGE:   |
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| INITIATIVE/ACTION:<br>Policy or Regulation:  Capital Improvement:  Partnership:   | YEAR |      |     | INVOLVED ENTITIES  |
|  | 1-2  | 3-10 | 10+ |  |
| <b>PREPARE FOR AND MITIGATE THE ANTICIPATED IMPACTS OF INCREASED TRUCK TRAFFIC IN MCCOMB.</b>  |      |      |     | <b>3-D-1;<br/>pg. 3-34</b>                                     |
|  1. Initiate conversations with MDOT regarding options for re-routing truck traffic through state-owned routes that bisect downtown and adjacent center-city neighborhoods.   |      |      | ■   | Pike County<br>Public Works Dept.<br>City Administration Dept. |
|  2. Prioritize funding with MDOT for the conversion or construction of preferred routes to truck-suitable thoroughfares. Development of such "by-pass" routes may be required prior to prohibitions of truck traffic on existing state/federal routes.  |      |      | ■   | Pike County<br>Public Works Dept.<br>City Administration Dept. |
|  3. Petition MDOT, in some cases with Pike County assistance, to approve functional classification adjustments recommended by the City's Major Thoroughfare Program.  |      |      | ■   | Pike County<br>Public Works Dept.<br>City Administration Dept. |
|  4. Adopt industrial street standards.  |      |      | ■   | Public Works<br>Zoning, Inspections, & Permits                 |
| <b>ASSIST IN RAIL YARD DEVELOPMENT AS PRIVATE SECTOR INTEREST INCREASES.</b>   |      |      |     | <b>3-D-2;<br/>pg. 3-35</b>                                     |
|  1. Prioritize industrial street conversions/construction on routes leading to developing rail yard property, as well as associated storm water drainage improvements.  |      |      | ■   | Public Works Dept.   |
|  2. Consider the creation of a TIF district to support rail yard infrastructure development in accordance with the recommendations of Strategy 2-B-2 (page 2-17) and where the purpose of redevelopment and blight reduction can be clearly met.  |      |      | ■   | City Administration Dept.                                      |
|  3. Condition City assistance to rail infrastructure development and brownfield mitigation on annexation where desired by the City and applicable.  |      |      | ■   | City Administration Dept.                                      |
| <b>ESTABLISH AN AIRPORT OVERLAY ZONING DISTRICT.</b>   |      |      |     | <b>3-D-3;<br/>pg. 3-35</b>                                     |
|  1. Recent annexation activity, as well as the recommended growth patterns contained within this Plan, will make the need for an airport overlay zoning district important in the near future. The airport overlay district should emphasize provisions on compatible land uses, heights, lighting, glare, and other similar topics. Incorporate the airport overlay zoning district into the McComb Land Use Regulations, and include provisions that require its automatic application to portions of property within the airport's identified approach cone. |      |      | ■   | Zoning, Inspections, & Permits                                 |
| <b>AMEND CITY LAND DEVELOPMENT REGULATIONS TO INCORPORATE STREET STANDARDS CONSISTENT WITH THE RECOMMENDATIONS OF THE MAJOR THOROUGHFARE PLAN.</b>   |      |      |     | <b>3-E-1;<br/>pg. 3-47</b>                                     |
|  1. Incorporate the McComb Major Thoroughfare Plan street types into the McComb Land Use Regulations. Amend the McComb Land Use Regulations which address street network locations, expansion and alignment and adopt by resolution a street design policy manual which establishes City construction standards for each of the thoroughfare types identified in the McComb Major Thoroughfare Program.   |      |      | ■   | Zoning, Inspections, & Permits                                 |

FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.














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|  2. Provide standards within the McComb Land Use Regulations that establish the criteria by which the McComb may require the reservation of thoroughfare rights-of-way as part of the development approval process.   |      |      | ■   | Zoning, Inspections, & Permits                                 |
|  3. Incorporate major thoroughfare rights-of-way reservation criteria into the City's development agreement policy (see Strategy 2-B-2, page 2-17)  |      |      | ■   | Public Works Dept.<br>Zoning, Inspections, & Permits           |
| <b>COORDINATE WITH ADJACENT LOCAL GOVERNMENT JURISDICTIONS AND STATE AGENCIES TO AMEND ROUTE DESIGNATIONS TO BE CONSISTENT WITH THE RECOMMENDATIONS OF THE MAJOR THOROUGHFARE PLAN.</b>  |      |      |     | <b>3-E-2;<br/>pg. 3-47</b>                                     |
|  1. Work with the Pike County Board of Supervisors to adjust state aid route designation to conform with the McComb Major Thoroughfare Plan where necessary in order to inform and promote County state aid project expenditures that could meet joint development needs.   |      |      | ■   | Pike County<br>Public Works Dept.<br>City Administration Dept. |
|  2. Petition MDOT to amend the McComb Small Urban Area Functional Classification Map to adjust existing and future route designations in a manner that conforms to the McComb Major Thoroughfare Plan. Work with Pike County, Magnolia, and Summit to ensure that the petition is coordinated among local governments.  |      |      | ■   | Pike County<br>Public Works Dept.<br>City Administration Dept. |
| <b>HOUSING AND NEIGHBORHOODS</b>   |      |      |     |  |
| <b>PROVIDE FINANCIAL INCENTIVES TO PROMOTE INVESTMENT IN CONTRIBUTING STRUCTURES LOCATED WITHIN THE CITY'S NATIONAL REGISTER HISTORIC DISTRICTS</b>  |      |      |     | <b>4-A-1;<br/>pg. 4-4</b>                                      |
|  1. Relax the application of the McComb Design Guidelines on "non-contributing" structures within the McComb Historic District where the structure is not of an architectural style of significance, and where renovations will not affect the scale of the structure, or its disposition on the property.  |      |      | ■   | Zoning, Inspections, & Permits                                 |
|  2. Modify Chapter 70, Historic Preservation, of McComb City Code, and the City's architectural control ordinance to eliminate duplicative (and potentially contradictory) review procedures.   |      |      | ■   | Zoning, Inspections, & Permits                                 |
|  3. Expand the municipal ad valorem tax exemption area to include properties within the entire McComb (Local) Historic District. Apply to contributing property meeting certain characteristics such as: use, design, degree of reconstruction or new construction investment, etc. Offer the exemption in accordance with the parameters provided to the City under § 17-21-5 of Mississippi Code. |      |      | ■   | City Administration Dept.<br>Zoning, Inspections, & Permits    |
| <b>DEVELOP A PATTERN BOOK FOR THE MCCOMB HISTORIC DISTRICT OR OTHER AREAS OF HISTORIC SIGNIFICANCE.</b>  |      |      |     | <b>4-A-2;<br/>pg. 4-4</b>                                      |
|  1. Apply for a Mississippi Department of Archives and History Certified Local Government Program grant to assist in the development of an updated historic resources inventory in the Edgewood and Burglund neighborhoods. Subject to eligibility, nominate the area to the National Register of Historic Places.  |      |      | ■   | Zoning, Inspections, & Permits                                 |
|  2. Proclaim sites in the Burglund area as historically significant in accordance with the 2009 recommendations of the Hist. Pres. Commission.  |      |      | ■   | Zoning, Inspections, & Permits                                 |
|  3. Augment the McComb Design Guidelines or Arch. Control Ord. with a pattern book providing design options for infill development in historic areas.   |      |      | ■   | Zoning, Inspections, & Permits                                 |

FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.














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| <b>MODIFY SUBDIVISION STANDARDS TO ENSURE LINKAGES BETWEEN NEIGHBORHOODS AND COMMUNITY AMENITIES.</b>  |      |      |     | <b>4-A-3;<br/>pg. 4-4</b>                                |
|  1. Modify Appendix A, Land Use Regulations, to ensure sufficient street interconnectivity to tie future subdivisions into larger linked neighborhoods. (See also Strategy 3-A-2; page 3-18.)   |      |      | ■   | Zoning, Inspections, & Permits                           |
|  2. Incorporate educational facilities siting considerations into all new development/redevelopment programs and projects. (See also Strategy 2-E-2; page 2-46)   |      |      | ■   | McComb School District<br>Zoning, Inspections, & Permits |
|  3. Develop standards requiring a prescribed amount of public park space to be developed or reserved within a minimum radial walking distance. Ensure safe linkages. (See also Strategy 2-F-2 and Strategy 2-F-3; pages 2-52 and 2-53.)   |      |      | ■   | Recreation Dept.<br>Zoning, Inspections, & Permits       |
|  4. Require that new subdivisions develop a minimum amount of publicly accessible park and open space, or alternatively reserve acreage for City park development. (See also Strategy 2-F-4; page 2-53.)  |      |      | ■   | Recreation Dept.<br>Zoning, Inspections, & Permits       |
| <b>DEVELOP MULTI-FAMILY AND ATTACHED HOUSING DESIGN STANDARDS THAT ENSURE COMPLIMENTARY MULTI-FAMILY DEVELOPMENT IN CENTER-CITY NEIGHBORHOODS.</b>   |      |      |     | <b>4-A-4;<br/>pg. 4-4</b>                                |
|  1. Amend multi-family design standards within the Appendix A, Land Use Regulations, of the City Code for property located within the City's urban character class areas to manage lot size and building scale.   |      |      | ■   | Zoning, Inspections, & Permits                           |
|  2. Provide form-based standards that distinguish between different building typologies (multi-family, townhouse, duplexes) and regulate build-to-lines, finished floor to ceiling height, compatibility with adjacent structures, etc. Incorporate substantial illustrations to support staff and boards in code administration. |      |      | ■   | Zoning, Inspections, & Permits                           |
|  3. Ensure compatibility of multi-family code provisions with Chapter 70, Historic Preservation, of McComb City Code, and the City's Architectural Control Ordinance.   |      |      | ■   | Zoning, Inspections, & Permits                           |
| <b>PREPARE A HOUSING NEEDS ASSESSMENT TO DOCUMENT THE CONDITION OF DWELLING UNITS.</b>   |      |      |     | <b>4-B-1;<br/>pg. 4-9</b>                                |
|  1. Prepare a standard inventory form and conduct a visual survey of housing units within the McComb municipal limits.  |      | ■    |     | Zoning, Inspections, & Permits                           |
|  2. Partner with Pike County to import housing needs assessment results into GIS parcel data in order to enhance the manner in which housing condition can be mapped and analyzed.  |      |      | ■   | Pike County Dept.<br>Zoning, Inspections, & Permits      |
|  3. Utilize the results of the housing needs assessment to support funding requests from the Mississippi Home Corporation to establish an owner-occupied housing rehabilitation program; and/or, to guide City demolition efforts of vacant and dilapidated housing units.  |      |      | ■   | Zoning, Inspections, & Permits                           |



FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.













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|  | 1-2  | 3-10 | 10+ |   |
| <b>CONSIDER ADJUSTMENTS TO NUISANCE ORDINANCES IN ORDER TO ENHANCE EFFORTS TO IMPROVE MINIMUM PROPERTY MAINTENANCE.</b>  |      |      |     | 4-B-2;<br>pg. 4-9   |
|  1. Review and adjust Chapter 26, Article VII, Unsafe Building Abatement Code, of City Code regarding the method of abating dangerous and abandoned buildings. Develop supplementary provisions that require the employment of specific methods to board abandoned buildings that both secure the structure, and consider aesthetics. Require annual inspections and a fee that increases in amount until the structure is rehabilitated or demolished. |      | ■    |     | Zoning, Inspections, & Permits                                  |
|  2. Investigate the feasibility of, and consider the adoption of a blight tax for properties that are derelict, uninhabitable, or otherwise in a perpetual state of physical blight.  |      |      | ■   | Zoning, Inspections, & Permits                                  |
| <b>CONCENTRATE NEIGHBORHOOD REDEVELOPMENT EFFORTS THROUGH THE PREPARATION AND IMPLEMENTATION OF AN URBAN RENEWAL PLAN FOR A TARGETED AREA OF THE CITY.</b>   |      |      |     | 4-B-2;<br>pg. 4-9   |
|  1. Define the boundaries of a residential area where a high percentage of City-held properties exist, or where future dangerous building abatement may take place, and prepare an urban renewal plan. Ensure minimum percentage of low-to-moderate income residents for CDBG public facilities eligibility.   |      |      | ■   | Zoning, Inspections, & Permits                                  |
|  2. Prepare neighborhood design standards that must be utilized by any private party seeking to acquire City-held properties. Condition the sale of City owned properties to a successful bidder on their ability to adhere to the design standards.  |      | ■    |     | Zoning, Inspections, & Permits                                  |
|  3. Condition the sale of City owned properties to a successful bidder on their ability to demonstrate that a minimum percentage of their properties will be designated to low-to-moderate income households via assistance from the Mississippi Housing Corporation, or other similar agency.  |      |      | ■   | City Administration Dept.<br>Zoning, Inspections, & Permits     |
|  4. Focus CDBG public facilities grants for a minimum five-year period in the defined urban renewal area.   |      |      | ■   | Zoning, Inspections, & Permits                                  |
| <b>ASSIST IN THE CREATION AND SUPPORT OF HOME-BUYER AND RENTAL REHABILITATION ASSISTANCE PROGRAMS FOR QUALIFYING LOW-TO-MODERATE INCOME HOUSEHOLDS.</b>  |      |      |     | 4-C-1;<br>pg. 4-12  |
|  1. Establish a community development staff position in the City of McComb. The initial role of the position would be to recruit and link eligible applicants to home-ownership and home-rehabilitation programs administered by the Mississippi Development Corporation, Mississippi Housing Corporation and USDA.   | ■    |      |     | City Administration Dept.<br>Zoning, Inspections, & Permits     |
|  2. Partner with the McComb PHA or Mississippi RHA VII to create new single-family residential housing units to be owner-occupied through MDA-administered programs such as the HB530 Construction Loan Fund or Mississippi Affordable Housing Development Fund.  |      |      | ■   | McComb PHA<br>Mississippi RHA Zoning,<br>Inspections, & Permits |
|  3. Seek to develop a strategic partnership with a proximate Mississippi-based Community Housing Development Organization (CHDO) in lieu of, or in addition to, the development of a City-staffed community development specialist position.  |      |      | ■   | City Administration Dept.<br>Zoning, Inspections, & Permits     |

FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.






















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| <b>AMEND APPENDIX A, LAND USE REGULATIONS, TO PROVIDE DISTINCTIONS BETWEEN DIFFERING TYPES OF GROUP HOUSING AND TRANSITIONAL HOUSING ARRANGEMENTS.</b>  |  |   |   | <b>4-C-2;<br/>pg. 4-12</b>  |
|  1. Identify and define different types of institutional resident care and living facilities that serve as temporary or permanent grouped housing options for special needs groups such as the elderly, or mentally or physically impaired.  |  |   |    | Zoning, Inspections, & Permits  |
|  2. Identify and define distinctions between transitional housing types such as personal care homes, halfway houses, and other similar transitional housing types that are protected by federal law but defined and administered by different state departments.   |  |   |   | Zoning, Inspections, & Permits  |
| <b>ECONOMIC DEVELOPMENT</b>   |  |   |   |   |
| <b>CREATE A COMMUNITY DEVELOPMENT POSITION FOR THE PURPOSE OF ACCESSING GRANTS FOR REDEVELOPMENT.</b>   |  |   |   | <b>5-A-1;<br/>pg. 5-10</b>  |
|  1. Create a community development position responsible for accessing financing tools for targeted City redevelopment activities; and, for marketing City resources in a manner that corresponds to the growth management and land use recommendations of the McComb in Motion Comprehensive Plan.   |  |   |   | City Administration Dept.   |
|  2. Extend the neighborhood urban renewal district to include land intended for commercial development (see also Strategy 4-B-3, page 4-9).  |  |   |  | Zoning, Inspections, & Permits  |
|  3. Utilize the community development position to work with workforce education and training programs to better assist the needs of local vendors/merchants.   |  |  |   | City Administration Dept.   |
| <b>RE-ESTABLISH A MAIN STREET PROGRAM FOR DOWNTOWN MCCOMB.</b>  |  |   |   | <b>5-A-2;<br/>pg. 5-11</b>  |
|  1. Work with the Mississippi Department to re-establish a Main Street Program and Board. Join and utilize the Mississippi Main Street Association services to conduct strategic planning initiatives.   |  |  |   | Mississippi Main Street Association<br>Zoning, Inspections, & Permits |
|  2. Fund an independent executive director position, or part-time manager position. Partner with an organization such as the Pike County Chamber of Commerce to house the Main Street program/position.  |  |   |  | City Administration Dept.   |
| <b>ENHANCE THE MARKET POTENTIAL OF PROPERTY FLANKING THE CENTER-CITY RAIL YARD PROPERTY BETWEEN PEARL RIVER AVENUE/STATE STREET AND PRESLEY BOULEVARD.</b>  |  |   |   | <b>5-A-3;<br/>pg. 5-11</b>  |
|  1. Work with property owners whose property has been found to be contaminated following a Phase II conducted under the City's 2012 brownfield assessment grant to secure cleanup financing through an Environmental Protection Agency's (EPA) clean up grant, MDA Local Governments Capital Improvements Revolving Loan Program, or other similar financing mechanism. Apply for EPA Phase II brownfield assessment grants for eligible sites identified during 2012 Phase I assessment activities. |  |   |  | City Administration Dept.<br>Public Works Dept.                       |
|  2. Prepare a storm-water management plan that includes recommendations for the Town Creek Basin. Prioritize and apply for Section 592 Program funds for storm water drainage improvements along Town Creek north of, and within, the rail yard district property. (see also Strategy 2-C-5, page 2-30).   |  |   |  | Public Works Dept.  |

FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.




















































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|  | 1-2  | 3-10  | 10+   |   |                            |
|  3. Seek access to the State's Redevelopment Project Incentive Fund (Miss. Code Ann. § 57-91-1 et. seq.) to assist in the development of contaminated sites in the rail yard district.  |      |   |    | City Administration Dept.<br>Zoning, Inspections, & Permits                               |                            |
|  4. Utilize the MDA's Development Infrastructure Grant Program, or similar program, to fund infrastructure improvements related to a business development or expansion proposal within the rail yard district   |      |   |    | Public Works Dept.  |                            |
|  5. Initiate and maintain a list of available rail yard district property utilizing resources such as the Mississippi Site Selection Center.  |      |   |    | Zoning, Inspections, & Permits  |                            |
| <b>PARTNER WITH LOCAL INSTITUTIONS TO ENGAGE IN LONG-TERM CAMPUS PLANNING.</b>   |      |   |   |   | <b>5-A-4;<br/>pg. 5-11</b> |
|  1. Convene campus planning working groups with the Southwest Mississippi Medical Center and McComb School District. Commission campus growth plans that project future facility needs and property acquisitions. Consult these plan while considering development applications and land use decisions. |      |   |    | McComb School District<br>SW Mississippi Medical Center<br>Zoning, Inspections, & Permits |                            |
|  2. Identify sites for institutional resident care facilities in close proximity to the Southwest Mississippi Medical Center.   |      |   |    | SW Mississippi Medical Center<br>Zoning, Inspections, & Permits                           |                            |
|  3. Initiate zoning map amendments to adjust the boundaries of the SOM – Medical Complex District to conform with the campus master plan.   |      |   |  | Zoning, Inspections, & Permits  |                            |
| <b>ENHANCE THE COLLECTION OF DATA RELATED TO MARKET PLACE INVESTMENTS AND TRANSACTIONS.</b>  |      |   |   |   | <b>5-A-5;<br/>pg. 5-11</b> |
|  1. Partner with the Pike County Tax Assessor's Office and GIS to track property sales transactions by parcel. Maintain a database that tracks property sales, property value, and improvement value.   |      |   |  | Pike County<br>Zoning, Inspections, & Permits   |                            |
|  2. Compile business license data in a manner that allows easy analysis.  |      |   |  | City Administration Dept.   |                            |
|  3. Work with the Pike County Chamber of Commerce to format and disburse market place investment and transaction data.  |      |   |  | Pike County Chamber of<br>Commerce<br>City Administration Dept.                           |                            |
| <b>LAND USE AND CHARACTER</b>  |      |   |   |   |                            |
| <b>CREATE PREDICTABLE DESIGN STANDARDS AND PROCESSES FOR APPLICATION IN VARIOUS DISTRICTS AND NEIGHBORHOODS.</b>   |      |   |   |   | <b>6-A-1;<br/>pg. 6-28</b> |
|  1. Incorporate site plan standards into the code: landscaping, buffer yards, screening, fencing, tree preservation, signage, lighting, outdoor storage, drive through facilities, pedestrian access, etc.  |      |  |   | Zoning, Inspections, & Permits  |                            |
|  2. Develop building typologystanders for Center City, Urban Neighborhoods, and Medical Campus character areas that provide general parameters for building for, orientation, materials, scale, preferred elements, etc.  |      |   |  | Zoning, Inspections, & Permits  |                            |
|  3. Incorporate architectural standards into city development codes including but not limited to: building materials, fenestration, roof, articulation, and orientation.  |      |   |  | Zoning, Inspections, & Permits  |                            |



FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.

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| <b>CONSOLIDATE LAND DEVELOPMENT ORDINANCES INTO A UNIFIED DEVELOPMENT CODE (UDC).</b>  |      |      |     | <b>6-A-2;<br/>pg. 6-28</b>                           |
|  1. Conduct assessment of McComb's development codes and policies to identify ordinances that can be unified. This assessment should also highlight the gaps and contradictions in currently regulations. Use recommendations from the Future Development Program and other corresponding sections of McComb in Motion as benchmarks in the assessment of the current development codes and policies. |      | ■    |     | Zoning, Inspections, & Permits                       |
|  2. Assemble development ordinance into one single development code. This code should incorporate the applicable from the Future Development Program and other corresponding section of McComb in Motion.   |      | ■    |     | Zoning, Inspections, & Permits                       |
|  3. Create a complimentary construction design manual that include construction details / supplemental graphics for required public infrastructure.   |      |      | ■   | Zoning, Inspections, & Permits                       |
|  4. Develop applications and forms to be used as part of the UDC administration.  |      |      | ■   | Zoning, Inspections, & Permits                       |
| 5. Create a development manual for users of the new UDC.   |      |      | ■   | Zoning, Inspections, & Permits                       |
| <b>UPDATE INTERNAL DEVELOPMENT PROCESSES, FORMS, CHECKLISTS, AND APPLICATIONS TO STREAMLINE THE DEVELOPMENT PROCESS</b>  |      |      |     | <b>6-A-3;<br/>pg. 6-28</b>                           |
|  1. Improve user accessibility, develop a web page based platform that identifies parcel level: zoning districts, the Future Development Map, the Major Thoroughfare Map, zoning overlays, and historic district. This web page should provide links to the corresponding and applicable development regulations.   | ■    |      |     | Zoning, Inspections, & Permits                       |
| <b>DEVELOP A PROGRAM FOR PROTECTING AND PROMOTING OPEN SPACE AND GREEN BELTS, SPECIFICALLY TARGETING ENVIRONMENTALLY SENSITIVE LANDS</b>   |      |      |     | <b>6-A-3;<br/>pg. 6-28</b>                           |
|  1. Prepare a multi-use trail and open space plan that prioritizes Greenway Corridors for long-term open space preservation efforts. Use conservation practices in Country Side character area in conjunction with best practices of agricultural enterprises to protect open space and green belts.  |      |      | ■   | Zoning, Inspections, & Permits                       |
|  2. Develop parkland and open space dedication requirements that target both passive land conservation and active park acreage.   |      | ■    |     | Zoning, Inspections, & Permits                       |
|  3. Develop low impact development standards that can be applied to Countryside and Greenway Corridor character areas for cluster subdivisions and rural street standards.  |      |      | ■   | Public Works Dept.<br>Zoning, Inspections, & Permits |
|  4. Designate a City fund for acquisition of conservation land/easements that prioritize Greenway Corridors and seek other funding sources.   |      |      | ■   | Zoning, Inspections, & Permits                       |
|  5. Partner with conservation land trust and local property owners to manage and maintain segments of trail network and passive recreation areas.   |      |      | ■   | Recreation Dept.                                     |

**FIGURE 7.1. McCOMB IN MOTION, WORK PROGRAM.**

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|   | 1-2  | 3-10 | 10+ |   |
| <b>IMPLEMENTATION</b>   |      |      |     |   |
| <b>CONDUCT AN EDUCATION INITIATIVE TO BE UNDERTAKEN IMMEDIATELY AFTER PLAN ADOPTION - TO INCLUDE THE FOLLOWING:</b>   |      |      |     | 7-A-1;<br>pg. 7-4   |
|  1. A discussion of the individual roles and responsibilities of the Board of Selectmen, Planning Commission (and other advisory bodies), and individual staff members.  |      |      | ■   | Board of Selectman<br>Planning Commission<br>Zoning, Inspections, & Permits |
|  2. Conduct a thorough overview of the entire McComb in Motion Comprehensive Plan, with emphasis on the parts of the plan that relate to each individual group.  | ■    |      |     | Zoning, Inspections, & Permits  |
|  3. Implement tasking and priority setting measures, which should lead to each group establishing a one-year and three-year implementation agenda, including where applicable, amending department level strategic plans.  |      |      | ■   | Zoning, Inspections, & Permits  |
|  4. Facilitate a mock meeting in which the use of the plan and its policies and recommendations is illustrated.  |      | ■    |     | Zoning, Inspections, & Permits  |
|  5. Create an in-depth question and answer session, with support from planning personnel, the City Manager, and other key staff.   |      |      | ■   | Zoning, Inspections, & Permits  |
| <b>HAVE PLANNING COMMISSION HOST THE EDUCATION INITIATIVE PREVIOUSLY DESCRIBED IN THE "EDUCATION" SECTION OF THIS CHAPTER.</b>  |      |      |     | 7-A-2;<br>pg. 7-4   |
|  1. Periodically obtain public input to keep the Plan up to date, using a variety of community outreach and citizen and stakeholder involvement methods.   |      |      | ■   | Zoning, Inspections, & Permits  |
|  2. Ensure that recommendations forwarded to the Board of Selectmen are reflective of plan principles, policies, and action recommendations. This relates particularly to decisions involving development review and approval, and ordinance amendments.   |      |      | ■   | Zoning, Inspections, & Permits  |
|  3. After holding one or more public hearings annually to discuss new or evolving community issues and needs, and having discussed with City staff any and all legal underpinnings, make recommendations to the Board of Selectmen regarding priority initiatives contained in the Plan, as well as potential Plan updates and amendments. |      | ■    |     | Zoning, Inspections, & Permits  |

**WORK PROGRAM MONITORING**

As previously mentioned, **Figure 7.1 McComb in Motion, Work Program**, provides a starting point for determining Work Program task priorities. This is an important first step toward Plan implementation and should occur in conjunction with the City's annual budget process, during Capital Improvements Program (CIP) preparation (if initiated by the City), and in support of departmental work planning. The City staff member designated as the comprehensive plan administrator should initiate a first-year work program in conjunction with City administration, other departments, and other public and private implementation partners.

The action priorities listed in **Figure 7.1 McComb in Motion, Work Program**, should be revisited by City officials and staff annually to recognize accomplishments, highlight areas where further attention and effort are needed, and determine whether some items should be re-prioritized given changing circumstances and emerging needs. It should be kept in mind that early implementation of certain items, while perhaps not the most substantial priorities, may

be expedited by the availability of related grant opportunities, by a state or federal mandate, or by the eagerness of one or more partners to pursue an initiative with the City. On the other hand, some high-priority items may prove difficult to implement in the short-term due to budget constraints, the lack of an obvious lead entity or individual to carry the initiative forward, or by the community's readiness to take on a potentially controversial new program. Progress on the fiscal year 2016 and 2017 activities listed in **Figure 7.1 McComb in Motion, Work Program**, should be the focus of the first annual review and report a year after *McComb in Motion* adoption, as described earlier in this chapter. Then, the entire action agenda list in **Figure 7.1 McComb in Motion, Work Program**, - and all other action items dispersed throughout the plan chapter - should be revisited annually to decide if any additional items are ready to be added into the corresponding time-frame, and what the priority should be.