Comprehensive Plan

City of Kosciusko, Mississippi

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Adopted: January 17, 2017
## Table of Contents

List of Figures and Tables ................................................................. iii
List of Maps ...................................................................................... iii
Preface ............................................................................................... iv
    Purpose of a Comprehensive Plan .................................................. iv
    Components of a Comprehensive Plan ........................................... iv
    Executive Summary ................................................................. iv
Chapter 1: Introduction ................................................................. 1
    Location ....................................................................................... 1
    Natural Features ......................................................................... 1
    Transportation Network .............................................................. 1
    History ....................................................................................... 2
    Kosciusko Today ................................................................. 3
Chapter Two: City of Kosciusko Profile .......................................... 4
    Population Analysis .................................................................... 4
    Housing Characteristics ............................................................. 12
    Economic Analysis ..................................................................... 13
Chapter Three: Goals, Objectives and Policy Recommendations ... 15
    Introduction ................................................................................ 16
    Visual Perception and Image ........................................................ 16
    Land Use and Development .......................................................... 17
    Economic Development .............................................................. 19
    Transportation .............................................................................. 19
    Community Facilities and Services ............................................. 20
    Plan Implementation Goals ......................................................... 25
Chapter Four: Existing Conditions and Constraints ......................... 26
    Existing Land Use Categories and Inventory ................................ 26
    Development Constraints and Restrictions ................................... 30
Chapter Five: Future Land Use Plan ................................................. 38
    Introduction and Methodology ..................................................... 38
    Potential Land Use Needs .............................................................. 39
    Future Land Use Categories ....................................................... 40
Chapter Six: Transportation Plan ..................................................... 45
    Functional Classification ............................................................. 45
    Road, Right-of-Way & Pavement Standards .................................. 46
    Traffic Counts ........................................................................... 46
    Forms of Transportation ............................................................... 49
    General Recommendations .......................................................... 51
Chapter Seven: Community Facilities Plan ....................................... 52
    General Government Operations .................................................. 52
    City Courts ................................................................................ 52
    Cemetery Department ................................................................... 53
    Code Enforcement/Building Inspection Department ..................... 53
    Fire Department .......................................................................... 55
    Kosciusko Light and Water ............................................................ 56
    Parks and Recreation Department .................................................. 57
    Police Department ....................................................................... 60
    Public School Facilities ................................................................. 61
    Public Works & Streets Department .............................................. 62
    Solid Waste/Sanitation Department .................................................. 64
Wastewater Department ........................................................ 64
Animal Control Department ............................................. 66
Industrial Parks ................................................................. 66
Other Community Facilities ............................................. 66
Chapter Eight: Implementation and Plan Maintenance .......... 69
  Implementation tools ........................................................ 69
  Plan Maintenance ........................................................... 70
Summary of Needs/Projects by Department ....................... 71
City of Kosciusko Comprehensive Plan

List of Figures and Tables

<table>
<thead>
<tr>
<th>Table/Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table Preface.1: WHAT IS A COMPREHENSIVE PLAN?</td>
<td>IV</td>
<td></td>
</tr>
<tr>
<td>Figure 1.1: Kosciusko’s Location</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Figure 1.2: Kosciusko's Transportation Network</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Figure 1.3: Statue of Tadeusz Kosciusko Located in Redbud Springs Park</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Figure 2.1: Kosciusko's Historic Population</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Figure 2.2: Attala County Historic Population</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Figure 2.3: Attala County 2010 Population Distribution</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Figure 2.4: Natural Increase and Migration Component</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Figure 2.5: Comparative Population Growth for Kosciusko and Like-Size Mississippi Communities, 1970 - 2010</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Figure 2.6: Population Forecast Comparison</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Figure 2.7: Kosciusko Racial Composition 2010</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Figure 2.8: Kosciusko Racial Composition Between 2000 and 2010</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Figure 2.9: Kosciusko 2010 Age Distribution</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Figure 2.10: Kosciusko Age Structure Between 2000 and 2010</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Figure 2.12: Educational Attainment for Kosciusko, Attala County, and Mississippi for 2010</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Figure 2.11: Composition of Population by Sex, 2000-2010</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Figure 2.13: Kosciusko 2010 Housing Unity Types</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Figure 2.14: Kosciusko’s Annual Gross Retail Sales</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Figure 2.15: Kosciusko Sales Tax Diversion</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Figure 4.1: Land Use Analysis</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>Figure 4.2: House in Kosciusko’s Historic District</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Table 4.3: Existing Constraints in Kosciusko and the Planning Area</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Table 5.1: Future Land Use Projection</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>Figure 6.1: Average Daily Traffic Count</td>
<td>49</td>
<td></td>
</tr>
<tr>
<td>Figure 7.1: Kosciusko City Hall</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>Figure 7.2: Kosciusko Fire Station</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>Figure 7.3: Kosciusko Light and Water Building</td>
<td>57</td>
<td></td>
</tr>
<tr>
<td>Figure 7.4: Hugh P. Ellard Memorial Park</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>Figure 7.5: Jason Niles Park</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>Figure 7.6: Kosciusko Police Station and City Courts</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>Figure 7.7: Kosciusko Junior High School</td>
<td>61</td>
<td></td>
</tr>
<tr>
<td>Figure 7.8: Attala County Oprah Winfrey Boys and Girls Club</td>
<td>67</td>
<td></td>
</tr>
<tr>
<td>Figure 7.9: Strand Theater</td>
<td>67</td>
<td></td>
</tr>
</tbody>
</table>

List of Maps

<table>
<thead>
<tr>
<th>Map</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Map Preface.1: Comprehensive Planning Area</td>
<td>VII</td>
<td></td>
</tr>
<tr>
<td>Map 2.1: 2010 Population Concentration</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Map 4.1: Existing Land Use</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>Map 4.2: Existing Land Use Kosciusko Zoom</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Map 4.3: Kosciusko Historic District</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>Map 4.4: Septic Tank Suitability</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>Map 4.5: Wetlands</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>Map 4.6: Severe Slope</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Map 4.7: 100-Year Floodplain</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>Map 5.1: Future Land Use</td>
<td>43</td>
<td></td>
</tr>
<tr>
<td>Map 5.2: Future Land Use Kosciusko Zoom</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>Map 6.1: Transportation Plan</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>Map 6.2: Average Daily Traffic Count</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>Map 7.1: Fire Protection Districts, Ratings and Stations</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>Map 7.2: Water System and Improvements</td>
<td>58</td>
<td></td>
</tr>
<tr>
<td>Map 7.3: Kosciusko School District</td>
<td>63</td>
<td></td>
</tr>
<tr>
<td>Map 7.4: Sewer System and Improvements</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Map 7.5: Cultural Resources</td>
<td>68</td>
<td></td>
</tr>
</tbody>
</table>
Preface

Purpose of a Comprehensive Plan

A Comprehensive Plan is used by cities and counties to establish a vision for the community. Communities are constantly evolving; economic conditions and consumer development patterns have the means to transform, sometimes so fast the communities do not realize it is happening. This document, if adopted and put into action, can be a proactive measure that clearly defines where and how a community progresses.

Comprehensive planning is also a tool used to anticipate future growth and development and to strategize for future decisions and resources in response to this growth. This document can serve as a reference for zoning ordinances, subdivision regulations, and any maps or official amendments that accompany these ordinances. When major changes are occurring or are requested within a community, the Comprehensive Plan should assist elected officials in a direction they are prepared and excited to move towards.

Components of a Comprehensive Plan

The State of Mississippi Legislature defines minimum requirements for a Comprehensive Plan (Mississippi Code § 17-1-1). The City of Kosciusko’s Comprehensive Plan addresses each of the following and elaborates further in the chapters to come.

- **Goals and Objectives** are prepared for a long range planning period of 20 to 25 years. They should include but are not limited to matters regarding residential, commercial and industrial development; open space and recreation; street or road improvements; and community facilities.

- **Land Use Plan**, either in map or policy form, outlines the proposed distribution of land uses for residences, commerce, industry, recreation, and public/quasi-public facilities.

Further information should be included to clearly define each proposed land use.

<table>
<thead>
<tr>
<th>What it is</th>
<th>What it isn’t</th>
</tr>
</thead>
<tbody>
<tr>
<td>A statement of City policy</td>
<td>A Zoning Ordinance</td>
</tr>
<tr>
<td>A guide to decision making</td>
<td>A Land Development Code</td>
</tr>
<tr>
<td>A specific framework for more specific planning</td>
<td>A rigid or static document</td>
</tr>
<tr>
<td>A tool for education and communication</td>
<td>A Capital Improvements Plan</td>
</tr>
<tr>
<td>A view in long range perspective</td>
<td>A City Budget template</td>
</tr>
<tr>
<td>A way to improve quality of life</td>
<td>A specific project development plan</td>
</tr>
</tbody>
</table>

Source: Dothan 2030: A Sense of New Beginnings – Comprehensive Plan, City of Dothan, Alabama

- **Transportation Plan** should be represented in map form and identify the proposed functional classifications for existing and proposed roadways. This plan should cover the same land area as defined by the **Land Use Plan** and cover the same planning period as the **Goals and Objectives**. Functional classifications for roadways include arterial, collector, and local.

- **Community Facilities Plan** addresses issues such as the following: housing, schools, public safety, parks and recreation, public buildings and facilities, utilities, and drainage.
Executive Summary

1) Significant Finding–The City should be consistent and diligent in enforcing regulations.
   Recommendation:
   - Adopt a new zoning ordinance and parcel based Official Zoning Map.
   - Adopt an updated Subdivision Regulations.
   - Continue to adopt updated Construction, Building and Fire Codes, including a property maintenance code.
   - Adopt a new sign ordinance that works hand and hand with the zoning code.
   - Adopt Architectural Design Standards.
   - Adopt a Landscaping Ordinance.
   - Adopt and enforce a Minimum Rental Standards Ordinance.

2) Significant Finding–Promote economic development through improvements and development.
   Recommendation:
   - Insure that the education system is of the highest quality possible.
   - Work with Attala County and Kosciusko-Attala Development Corporation to market available industrial commercial land within the Mid-Mississippi Eco Park or elsewhere within the city.
   - Explore rebranding Mid-Mississippi Eco Park through a name change and expansion of uses to include both industrial and business park activities.
   - Work with Attala County and Kosciusko-Attala Development Corporation to expand Kosciusko-Attala County Industrial Park.
   - Explore and market incentives aimed at attracting new industry and businesses.

3) Significant Finding–The City should use ordinances to improve its curb appeal.
   Recommendation:
   - Partner with neighboring counties to establish a regional economic development council.

4) Significant Finding–Get results through effective administration.
   Recommendation:
   - Establish an overall City image.
   - Work with the county to ensure development around the city is connected to city utilities.
   - Require developers to construct at least one lane of projected improvements for collectors and arterials when their developments front a collector or arterial.
   - Insure the development fees offset the cost of Planning and Code Enforcement.

5) Significant Finding–Public facilities improvements are needed.
   Recommendation:
   - Establish a routine maintenance cycle (fifteen years) for all roadway improvements such as resurfacing, striping, etc.
   - Adopt a Complete Streets Policy to consider alternative modes of transportation.
Repair, maintain and expand the city’s current network of sidewalks.
Mark bicycle routes and provide bicycle infrastructure where feasible.
Improve drainage where necessary.
Work with Kosciusko Light and Water to resolve undersized waterlines and lack of fire hydrants.
Consider merging Kosciusko’s Wastewater Department into Kosciusko Light and Water.
Continually work to improve Park and Recreation offerings.
Review annually and plan to address departmental staffing, facility and technology needs.
Pursue the 4-laning of Highway 35 or Highway 12 to better connect Kosciusko to Interstate 55.

6) Significant Finding – The City should review zoning on map and in text.
   Recommendations:
   - Update Zoning Ordinance and Map.
   - Add Medical District Zone to reflect Health Care Zone Plan.
   - Add a zoning district that encourages mixed use development.
   - Possibly rezone areas to encourage redevelopment or new development.
Comprehensive Plan
City of Kosciusko
MISSISSIPPI

Map Preface.1
Comprehensive Planning Area

Legend
- Electrical Transmission Lines
- Gas Pipelines
- Natchez Trace Parkway
- Section
- Natchez Trace Parkway Land
- Kosciusko
- Planning Area

Source(s): City of Kosciusko; Mississippi Automated Resource Information System (MARISS); U.S. Census Bureau TIGER Line Files; U.S. National Parks Service.
Disclaimer: This map is accurate for planning purposes only.
Date: January 13, 2017
Chapter 1: Introduction

Location

The City of Kosciusko is the county seat of Attala County, Mississippi and is located in Central Mississippi. Kosciusko is located 71 miles northeast of Jackson, Mississippi, the State Capital; 76 miles northwest of Meridian, Mississippi; 56 miles southwest of Starkville, Mississippi; and 56 miles southeast of Greenwood, Mississippi. The city is located 210 miles from the Mississippi Gulf Coast and 154 miles from Memphis, Tennessee. Kosciusko is also located on the historic 444 mile-long Natchez Trace Parkway at the 160th mile marker.

The Mississippi Development Authority Tourism Division places Kosciusko in The Pines Region of Mississippi, a region filled with rolling hills that are covered in pine and hardwood trees and rivers and creeks teeming with native fish of many types. Like many cities in Mississippi the city has a connection to the state’s home grown musical style, the Blues. The Mississippi Blues Trail runs through the city and has a marker honoring the home-grown talent of Charlie Musselwhite, a harmonica virtuoso who took his talents to Memphis and Chicago.

Natural Features

The city has a total area of 7.55 square miles, of which 7.54 square miles is land (99.9%) and 0.01 square miles of it is water (0.1%).

Transportation Network

The City of Kosciusko's transportation corridors are made up exclusively of State Highways with the exception of the Natchez Trace Parkway. The Natchez Trace Parkway is a unique federal road, which is only intended for leisure not commercial traffic. The Trace is part of the National Park System and recreates a trade route used by
Native Americans and early settlers in Mississippi and Tennessee. Therefore the Trace is really a tourism attractant for the city not a transportation corridor.


History

The City of Kosciusko was incorporated in 1836. Tadeusz Kosciuszko is the community’s name sake. Kosciuszko was a Polish citizen who moved to North America upon hearing about the outbreak of the Revolutionary War. He served as a colonel in the Continental Army and was known for designing and building the fortification at West Point, New York.

Kosciusko has a rich history dating back to the late 1700s due to its location on the original Natchez Trace route. During this period, the area became known as Red Bud Springs due to three natural springs that existed in the area. This made the area a popular stop for those travelling from Natchez to Nashville along the Trace. The settlement became permanent once the land of Central Mississippi was ceded.

Kosciusko received its name from William Dodd, who was the first representative of the area in the State Legislator. Dodd’s grandfather served with Tadeusz Kosciuszko in the Revolutionary War. Dodd and his grandfather both held Kosciuszko in high regards leading him to choose the unique name of Kosciusko. Dodd inadvertently omitted the “z” when submitting the name to the legislator and thus the name “Kosciusko” was born.

Kosciusko also gave rise to some notable media personalities, musicians and civil rights figures. The aforementioned Charlie Musselwhite was born in the City of Kosciusko. Oprah Winfrey is also a native of Kosciusko even though she had move away by the age of six. James Meredith, the first black student to be admitted to the University of Mississippi, was also a native of Kosciusko.
Kosciusko Today

Kosciusko Culture
Kosciusko hosts many annual events throughout the year. The two most notable are the Natchez Trace Festival which is held in the last Saturday in April, and the Central Mississippi Fair held in August. The Natchez Trace Festival consists of artisans and craftsmen’s displays and demonstrations, a 5K run, food, car show, and many other family activities. The Central Mississippi Fair provides carnival and midway entertainment, exhibits, and other activities.

Media
- The Star-Herald (Newspaper)
- Boswell Media

Education

Post-Secondary Education Institution
- Attala Educational Center, a satellite of Holmes Community College
- Kosciusko-Attala Career Technical Center

Kosciusko Public Schools
- Kosciusko Lower Elementary
- Middle Elementary School
- Upper Elementary School
- Kosciusko Junior High School
- Kosciusko Senior High School

Private Schools
- Old Dominion Christian School
- Presbyterian Day School

Figure 1.3: Statue of Taudeusz Kosciuszko located in Redbud Springs Park.
Chapter Two: City of Kosciusko Profile

This chapter compiles information, such as population, race, age, housing, and economics, to establish a community profile of Kosciusko. This majority of this information is recorded by the United States Census Bureau every ten years. However, detailed data for the 2010 Census is in the process of being released and additional sources and estimates were used to include the most recent information. Establishing a current community profile is useful in order to understand how the County has evolved over time and how it might continue to evolve into the future.

Population Analysis

City of Kosciusko

Since 1900, the City of Kosciusko has experienced a general increase in population, as would be expected. Only in two decennial census periods has Kosciusko experienced a decrease in population. From 1910 to 1920 Kosciusko decrease from a population of 2,385 to 2,258 and from 1980 to 1990 the population decrease from 7,415 to 6,986. The population of 7,415 residents, in 1980, just happens to be the largest population recorded by the United States Census for Kosciusko. Since 1970 the population of Kosciusko has remained rather stagnant.

Over the last 110 years Kosciusko has experienced a growth rate of 13.9%. The largest growth periods were prior to 1960. Kosciusko experienced an average growth rate of 28.5% from 1900 to 1960; since 1960 to the present the average growth rate has been 1.6%. In both 1920 and 1990 the city experienced a negative growth rate of approximately 5.5% each year.

The following map illustrates population concentration by the 2010 Census Blocks. Each dot represents two people living in each census block. Kosciusko’s population is concentrated around the downtown, northwest and southeast portions of the corporate limits. The southwestern portion of the city is the least populated area. The population within the Planning Area is concentrated to the eastern...
half of the planning area with the western portion being less populated.

**Other Attala County Communities**

Three other incorporated cities exist in Attala County: Ethel, McCool, and Sallis. The peak population times of these communities happened in 1930 for McCool and Sallis and in 1940 for Ethel. Ethel’s population peaked at 828 in 1940 and has continued to experience a negative growth rate until the present day. McCool’s population peaked at 571 in 1930. McCool’s population has decreased by more than 400 people in the last 80 years to a current population of 135. Sallis’s population peaked at 364 in 1930 and has decreased to 134 people currently. However, unlike Ethel and McCool, Sallis grew by approximately 18% since 2000.

The unincorporated portions of Attala County have experienced a roller coaster of population growth. Over the last 110 years the unincorporated areas have experienced a population growth of approximately -5%. The 30 year period from 1950 to 1970 was especially hard on the unincorporated portions of the county and the incorporated cities, as well. About 10,700 people left Attala County; only about 2,500 people left the incorporated areas. Currently, Attala County is about 66% of its size in 1940, while Kosciusko is about 173% of its size in 1940.

**Comparative Population Growth**

Most cities of a comparable to Kosciusko experienced a gain in population between 2000 and 2010. Those cities – Hernando, Petal, D’Iberville, and Bay St. Louis – that were contained within a Metropolitan Statistical Area experienced the largest growth, at least double digit growth. Hernando experienced exceptional growth and doubled in population in ten years.
Map 2.1
2010 Population Concentration

Legend
- Natchez Trace Parkway
- Gas Pipelines
- Electrical Transmission Lines
- Section
- Natchez Trace Parkway Land
- Kosciusko
- Planning Area

2010 Population Concentration
1 Dot = 2 People

Source(s): City of Kosciusko; Mississippi Automated Resource Information System (MARIS); U.S. Census Bureau TIGER Line Files; U.S. National Parks Service.
Disclaimer: This map is accurate for planning purposes only.
Date: January 13, 2017
Louisville and Holly Springs were the only comparison cities that experienced losses of population of -5.4% and -3.2%, respectively. Kosciusko is the slowest growing city of the growing cites. Amory, Batesville, and New Albany grew about 5% while Philadelphia grew at a rate of 2.4%.

From 1970 to 2010 most of the eleven comparison cities experienced double-digit growth. Amory, Louisville, and Kosciusko were the only cities not to see double-digit growth, all grew less than 2%. None of the cities experienced negative growth since 1970. Hernando again experienced a large growth during the 40 year time frame, as did Batesville. The remaining six cities experienced growth of around 30% in 40 years.

Natural Decrease and Migration
The migration study indicates that Kosciusko is gaining population due to the in-migration of new citizens. According to the U.S. Census, between 2000 and 2010 at least 325 new residents moved into the Corporate Limits of Kosciusko. This movement of new citizens kept Kosciusko from seeing a loss in population. Naturally the population of Kosciusko is decreasing. The city saw the deaths of 1,778 residents from 2000 to 2010, while only 1,483 new residents were born during that same time. That is a net loss of 295 residents in the last decade.

Population Projections
Population projections attempt to predict the future population of Kosciusko at some point in the future. There are numerous methods for calculating these projections. This analysis briefly compares three alternative projection methods and forecasts Kosciusko’s population into 2040, twenty-five to thirty years down the road.

The first method is a proportional method which forecasts city population based on a proportion percentage of the City’s population to the County’s population. The Mississippi Institute of Higher
Learning publishes population projections for all counties in the state. The most recent report was published in 2012 and is based on the 2010 Census. This report only extends projections into the year 2025 which is too short for the planning period of this Comprehensive Plan, but the analysis, for comparison purposes, is helpful.

Kosciusko has represented approximately 37% of Attala County over the last 40 years, a lasting trend. As seen in Figure 2.6, the proportional method shows continued growth for Kosciusko in the next ten years. The proportional method does, however, show a slightly faster population growth than both the Average Growth Rate and Least Squared Methods.

Calculating the growth rate for the City of Kosciusko over the past forty years produces an average over time which can be used to project future population. Over the last 50 years the growth rate for Kosciusko has averaged 2.7%. During this same time the growth rate has ranged from -5.9% to 6.9%. The lowest growth rate of -5.9% appears to be a one-time spike in the last 50 years. The highest growth rate of 6.9% appears to be a one-time spike as well. With these two outliers removed the averaged growth rate of 2.7% every ten years (or approximately 1.5% every 5 years) was produced. This method forecasts the population to be approximately 8,000 people by 2040. That is a growth of approximately 100 new residents every five years for the next 30 years. The City of Kosciusko will not lose or gain population at constant rate for the next 30 years; some years may have higher growth rates than others. It is the goal of this plan to address issues that are driving the current population growth and ensure that Kosciusko can provide services and quality of life to an increasing population.

The least-squared method projects a future population based on a linear trend established by a historic timeframe. This trend produces a population projection that is less aggressive than the previous two methods. In 2040, the least-squared method projects the population of Kosciusko to be just over 7,600 residents. This method predicts growth of about 40 residents every 5 years. That is under half of the population that the other two methods expect the City of Kosciusko to grow.

All three projection methods expect Kosciusko to grow in the next thirty years. However, they do vary on how fast they expect the city to grow. According to the forecast the city could grow between 250 people and 600 people. Only time will tell which is correct. National,
regional and local circumstances will all impact the future growth and the rate of growth that the City of Kosciusko with experience in the next 30 years.

Racial Composition
The racial composition in the City of Kosciusko has seen some significant changes between 2000 and 2010. The city has gone from a majority white to a majority black city in 10 years. This change in racial makeup was caused by a -14.8% change in the white population and 17% change in the black population. The racial breakup in the city among the white and black populations essentially flipped from 2000 to 2010. The white population made up 53.7% of the population in 2000 and made up 45.6% in 2010, while the black population made up 44.6% in 2000 and 51.9% in 2010. The remaining races accounted for approximately 2% in both 2000 and 2010. The population of the other races increased by 55 residents in the 10 year period.

For comparison, the racial composition of Attala County did not experience the same change of the majority racial background. Like Kosciusko the county did lose some white population and gain some black population. The racial makeup in 2000 consisted of 58.3% white, 40% black and 1.7% of other races. In 2010, the racial makeup was 56.2% white, 42% black and 1.8% other races. This was virtually the same both years.

Age Characteristics
Kosciusko’s median age (34.9) is considerably lower than that of Attala County (39.6) and just slightly lower than the State of Mississippi (36). Approximately 56% of Kosciusko’s population is under the age of 40 helping contribute to the low median age in the city. Nearly one third of the population is school-aged children, while nearly 20% of the population is retirement-aged. This leaves nearly half of the population available for entry into the workforce with the exception of those attending institutes of higher learning or the disabled.
Figure 2.6 shows that from 2000 to 2010 the number of residents between the ages of 0 to 9, 20 to 29, 50 to 59, and 60 to 69 increased. The increase in residents between the ages of 0 to 9 and 20 to 29 tells us that it is likely that families with children are moving to the Kosciusko for some reason. The increase of 20 to 29 olds also adds young educated workers to the workforce, as it is becoming more common for those in the age range to attend college and even receive degrees. The 50 to 59 age range experienced growth over the ten year period. This age group is particularly important since they are nearing or are in their peak earning potential which can affect the areas potential to attract new amenities. The 60 to 69 age range experienced growth, as well. This is an area that could yield some concern as this age group is retirement age or nearing. If this increase continues over the next thirty years providing health care and amenities for an ageing population is essential for the City of Kosciusko.
Composition by Sex
Table 2.11 indicates that Kosciusko is comprised of a larger percentage of females, than Attala County and the State. Kosciusko saw a slight increase for both female and male residents. The number of female residents increased by 27 while the number of male residents only increased by 3. Typically having a greater percentage of females than males would mean there are more children born in the community. As the Natural Decrease and Migration Study above shows, births are not occurring a rate that keeps the population from naturally decreasing due to deaths.

Educational Attainment
Kosciusko’s educational attainment is a mixed bag when you compare it to the State and Attala County. When comparing those with no diploma Kosciusko’s 24.7% is more than the State’s 20.4% but less than the county’s 28.1%. This means that more residents of Kosciusko have at least a High School diploma when compared to the surrounding county. However, Kosciusko’s has a smaller percentage of high school graduates (20.9%) than both the State (30.9%) and the County (28.7%). When comparing the percentage of residents that went to college Kosciusko performs better than both the State and Attala County.

23.8% of Kosciusko’s residents have attended some college. This is 2% and 4% higher than the State and Attala County, respectively. 7.3% of Kosciusko’s residents have an associate’s degree and that falls pretty well with the percentages at the State and County level. Kosciusko has larger percentage of bachelor’s and graduate degree holders than both the State and Attala County. 15.8% of Kosciusko’s residents have bachelor’s degree while 7.6% have a graduate degree. The concentration of bachelor’s and graduate degree recipients
could be contributed by a specific industry highly prevalent in Kosciusko. This possibility will be explored further when we look at employment later in this chapter.

**Housing Characteristics**

The Census Bureau documents numerous housing characteristics that provides insight into the distribution of owner versus renter occupied units, the vacancy rate of units, the types of units, the year units were built, etc. While the residential land use analysis in Chapter 3 presents general information regarding the types of units, the Census information is more detailed.

**Households and Families**

Both families and non-families households have seen a reduction since 2000. Although, family households have only decreased -1.9% versus -3.3% for non-family households. Before we continue we will take a look at the census definitions for a family and a household; this will give a better idea of what the census data says. The United States Bureau of the Census defines a household as follows, “A household consists of all the people who occupy a housing unit.” A family is defined as follows, “A family is a group of two people or more related by birth, marriage, or adoption and residing together.” The average household size for Kosciusko in 2000 was 2.43 and 2.51 in 2010, seeing a slight increase. The family size for Kosciusko in 2010 was 3.04 and 3.15 in 2010, another slight increase. One, two and three person households decreased in Kosciusko, between 2000 and 2010. One person households decreased -3.04% between 2000 and 2010. Two person households decreased -5.5% between 2000 and 2010. Three person households decreased -7.6% over ten years. Four, five and over five person households all increased in Kosciusko, between 2000 and 2010. Four person households increased 0.8%, five person households increased 17.0% and over five person households increased 19.1% in the ten year period.

**Housing Occupancy**

Over the past ten years, there was an increase in the overall number of housing units. In 2010, the Census reported 3,169 housing units within the City of Kosciusko. 11.1% of these units were vacant, which is down from 36.2% vacant in 2000. The vacancy rate for owner occupied units has decreased very slightly since 2000, from 2.0% in 2000 to 1.9% in 2010. The vacancy rate for renter occupied units has remained the same at 7.0%.

Since 2000, the number of renter occupied units has increased by six percentage points. Kosciusko now has 39.3% renter occupied units and 60.7% owner occupied units. The percentage of renter occupied units is above both the State and Attala County percentages, 29% and 19% respectively. As discussed in more detail below, there has actually been a decrease in multi-family units. Therefore, this rise in renter occupancy may be related to the recent economic downturn and the rental of single family or manufactured homes.

**Housing Unit Type and Age**

The 2010 and the 2000 composition of residential units has experienced some changes. The census estimates 80.6% of all residential units are detached single family homes. Mobile homes, or manufactured homes, represent 2.3% of the housing stock which is a slight increase since 2000. Multi-family units account for 16.9% of all housing units down from 19.5% in 2000. Multi-family structures are where the most change has occurred since 2000. Multi-family structures with 5 or more units now account for 3.4% of residential units; this is down from 9% or about 180 units. Duplexes, triplexes
and triplexes and quadplexes increased by about 142 units; or increases of 5.8% for duplexes and 86.1% for triplexes and quadplexes.

Figure 2.13: Kosciusko 2010 Housing Unity Types

<table>
<thead>
<tr>
<th>Housing Unity Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-unit, detached</td>
<td>80.6%</td>
</tr>
<tr>
<td>Mobile Home</td>
<td>16.9%</td>
</tr>
<tr>
<td>Boat, RV, van, etc.</td>
<td>9.4%</td>
</tr>
<tr>
<td>1-unit, attached</td>
<td>3.5%</td>
</tr>
<tr>
<td>2-unit</td>
<td>3.4%</td>
</tr>
<tr>
<td>3 to 4 units</td>
<td>0.7%</td>
</tr>
<tr>
<td>5 or more units</td>
<td>0.2%</td>
</tr>
<tr>
<td>2.3%</td>
<td></td>
</tr>
</tbody>
</table>

Source: 2006-2010 American Community Survey 5-Year Estimates

Economic Analysis

Income Characteristics
According to the American Community 5-year Estimates, 24.9% of the families and 27.8% of all people in Kosciusko are living below the poverty level in 2010. This means that a family of three (Kosciusko’s average family size is 3.04) lives on less than $18,310 a year. The median income for 2010 is $26,109. Approximately, one-third of households have an income over $50,000.

The following statistics represent the percentage of income homeowners, or renters, spend on monthly housing costs. A generally accepted standard is those that spend more than 30% of their income on housing costs are cost-burdened. Since 2000 those residents that own their residences have seen their mortgage become a greater percent of their income. The number of homeowners that pay over 35% of their income toward their mortgage has increased from 20.1% in 2000 to 31% in 2010. Homeowners that pay from 30% to 34.9% of their income toward their mortgage have increased from 3.9% in 2000 to 5.3% in 2010. Homeowners that pay from 25% to 29.9% of their income toward their mortgage have decreased from 13% in 2000 to 7.3% in 2010. Homeowners that pay less than 20% of their income toward their mortgage have decreased from 55.3% in 2000 to 37.1% in 2010.

Since 2000 those residents that rent their residences have not fared much better than homeowners. Renters have seen their rent, for the most part, remain the same percentage of their income. The number of renters that pay over 35% of their income toward their rent has increased from 29.7% in 2000 to 36.4% in 2010. Renters that pay from 30% to 34.9% of their income toward their rent have decreased from 7.1% in 2000 to 6.4% in 2010. Renters that pay from 25% to 29.9% of their income toward their rent have increased from 10.3% in 2000 to 16.8% in 2010. Renters that pay from 20% to 24.9% of their income toward their rent has remained the same at about 14.4%. Renters that pay less than 20% of their income toward their rent have decreased from 38.6% in 2000 to 25.9% in 2010.

Employment Base
The city of Kosciusko’s labor force (those over 16 years of age and below retirement age) has decreased -4.9%, from 2000 to 2010. In 2000, In 2000, 46.4% of those over 16 years of age are in the labor force, while in 2010 only 61.1% are in the labor force. Kosciusko has seen its unemployment increase from 7.2%, in 2000, to 17.4%, in 2010. Attala County’s unemployment is 12.3%, in 2010, so Kosciusko has a considerably higher percentage of unemployed people.
The three top employment industries for the City of Kosciusko’s labor force are educational (27.7%), retail (17.8%), and manufacturing (17.7%). These three industries were also the top employment industries in 2000. Manufacturing employed the largest percentage of employees in 2000. These industries made up 53.7% of Kosciusko’s employment industries in 2000 and 63.2% in 2010.

The Mississippi Development Authority documents six leading employers in the City of Kosciusko: BSP Filing Solutions with 140 employees, Mitchell Metal Products with 110 employees, Chee Companies with 105 employees, Fargo Industries of Mississippi, LLC with 100 employees, and Ivey Mechanical Company, LLC with 100 employees.

**Retail Sales**

The Mississippi Department of Revenue tracks all retail sales for counties and cities. The chart below represents the gross retail sales for the City of Kosciusko and the gross retail sales outside of Kosciusko (other towns in Attala County and unincorporated Attala County). This chart illustrates the importance of the economy and business in the City of Kosciusko. Since 2003, Kosciusko accounts for 74.6% to 85.6% of the gross retail sales in Attala County. Kosciusko also makes 60.8% to 63.7% of the total retail establishments in the County. Since 2003, the city has experienced a general increase in gross retail sales. Only in 2008, 2010 and 2012 did the city see a drop in retail sales and that drop was always less than -2.2%. Over the ten years analyzed Kosciusko’s gross retail sales increase on average 1.8%

The City of Kosciusko, like all incorporated areas, receives annual diversions from sales tax purchases made in the city limits. About 1.8 million dollars every year come from these diversions. Sales tax diversions were at the lowest in 2003 ($1.7 million). In 2009, the City experienced a peak in sales tax diversions ($2.0 million). With the downturn in the economy, these sales tax diversions decreased.
between 2009 and 2010. However, since 2011 sales tax diversions increased, on average, by 0.9%.

Figure 2.15: Kosciusko Sales Tax Diversion

Source: Mississippi Department of Revenue
Chapter Three: Goals, Objectives and Policy Recommendations

Introduction

This is an important portion of the Comprehensive Plan in order to identify a variety of future goals for residential, commercial and industrial development; parks and recreation; transportation improvements; and schools and other community facilities. Information within this Chapter was gathered from one-on-one meetings with City Aldermen and City departments as well as from a public meeting including a wide range of community representatives and city residents.

The City of Kosciusko is thinking progressively in terms of their future whether its land development, population growth, resident amenities, or public safety. City leadership and residents have direct concern for quality of life and how their actions today affect the future of their home and their children’s home. Every comment, concern, or goal expressed throughout this process was based on the desire to change today’s actions in order to better the City of Kosciusko. This Chapter further documents each of these desires in detail.

Visual Perception and Image

Overall Visual Perception and Image Findings

The visual perception of a community varies depending on status of resident versus visitor. A visitor’s perception greatly influences future trips to and investments in the community. A perception begins not within the heart of the city or center of development or core of activity. It begins before one approaches any of these locations; it can begin on the highways in the county well before one reached the city. It is for that reason that this plan recommends the city conduct an annexation study of the city’s fringe areas. Many of these fringe areas have a large impact on the perception of their city and are not regulated by said city. These fringe residents also take advantage of the city’s streets and even utilities without paying city taxes.

Visual Perception and Image Goals

**Goal 1:** Create, promote and protect a community image unique to and supportive of the City of Kosciusko’s assets.

- **Objective 1a:** Welcome citizens and visitors by creating attractive gateways into town along major corridors.
- **Objective 1b:** Establish a sense of arrival along the interchanges of the major thoroughfares in the City.
- **Objective 1c:** Adopt and enforce land use controls that protect and promote Kosciusko character.
- **Objective 1d:** Conduct an annexation study of fringe areas and consider annexing them into the city for land use control measures.

**Goal 2:** Create and promote a community image unique to and supportive of Kosciusko’s assets through adoption of proper ordinances and regulations.

- **Objective 2a:** Adopt a new zoning ordinance and parcel based Official Zoning Map.
- **Objective 2b:** Adopt an updated Subdivision Regulations.
- **Objective 2c:** Continue to adopt updated Construction, Building and Fire Codes, including a property maintenance code.
- **Objective 2d:** Adopt a new sign ordinance that works hand and hand with the zoning code.
Objective 2e: Adopt Architectural Design Standards.

Objective 2g: Adopt a Landscaping Ordinance.

Land Use and Development

Overall Land Use Findings
Overall Kosciusko’s housing stock is well maintained and could continue to be well maintained into the future. The city aggressively enforces its current codes and requires repairs or demolished dilapidated structures. This policy should continue along with a strict enforcement of a zoning and other proper land use control ordinances. However, the current ordinance does have room for improvements as the Central Business offers opportunities to have mixed uses with first floor retail or office space and upper floor office or residences.

Kosciusko has the commercial entities to supply its citizens with necessities without requiring trips to other municipalities. The city could stand to have some additional commercial offerings. The Parks and Recreation offering along with the Natchez Trace Parkway draw tourist to the city. The city could attract more restaurant offering with the simple step of offering the sale of wine and liquor. It is the opinion of the consultant that Kosciusko should consider legalizing the sale of wine and liquor. Doing so will provide the city with the best opportunity to attract new hotels and restaurants and capitalize on untapped economic opportunities. In turn these new economic opportunities could attract new residents and/or new festivals and tournaments. New residents mean new employers and investment in the local community and ultimately new revenues to improve city services.

Industrial land uses in the city are lacking at the least. The Mid-Mississippi Eco Park has seen no permanent industrial development due to issues with the infrastructure to the site and perhaps the limitation unfortunately placed on it by its name. Rebranding the industrial park with a simple name change or a change in the type of jobs that the Park seeks to house is needed.

Residential Goals

Goal 1: Promote an environment that provides the citizens of Kosciusko with affordable, attractive and sustainable housing.

Objective 1a: Adopt and enforce a Minimum Rental Standards Ordinance.

Objective 1b: Identify infill parcels and tracts of land suitable for development as single family rental homes.

Objective 1c: Research and consider offering incentive packages to attract quality apartments and single family housing with amenities.

Objective 1d: Continue to adopt and enforce updated the latest building codes

Objective 1e: Adopt and enforce proper zoning ordinance.

Objective 1f: Adopt and enforce proper subdivision regulations.

Goal 2: Provide a mix of housing units that are safe, affordable, and reflective of the community’s traditional, historic character.

Objective 2a: Encourage reuse of commercial buildings on the Courthouse Square to allow for first floor retail and office uses and upper floors for office and apartment or condominium uses.

Objective 2b: Remove dilapidated uninhabited housing units.

Objective 2c: Explore the demand for the development of multi-family, zero-lot line and patio housing that addresses the needs of senior citizens.
**Objective 2d:** Investigate the feasibility of creating a recreation vehicle (RV) park for the traveling public, recreationalists, and tourists.

**Objective 2e:** Identify infill parcels and tracts of land suitable for development as single family rental homes.

**Commercial Goals**

**Goal 1:** Promote an environment that provides Kosciusko with the best possible commercial opportunities.

**Objective 1a:** Adopt and enforce architectural design standards for commercial establishments.

**Objective 1b:** Offer incentives to place businesses in the central business district.

**Objective 1c:** Setup and offer façade grant program to incentivize improvements in the central business district.

**Objective 1d:** Identify gaps in retail offerings.

**Objective 1e:** Market and, if needed, offer incentives to retailer that will fill the retail gaps that are identified.

**Objective 1f:** Promote the establishment of regular business hours within the downtown and strive to ensure that businesses remain open during key evening and weekend events.

**Objective 1g:** Study and consider adopting (if the study recommends) the sale of liquor and wine within the Corporate Limits of Kosciusko.

**Objective 1h:** Investigate the types of commercial opportunities that could be supported by tourist coming to Kosciusko and traveling the Natchez Trace Parkway.

**Objective 1i:** Conduct a market study to determine the best way to expand and enrich the business fabric of downtown and all of Kosciusko.

**Industrial Goals**

**Goal 1:** Promote an environment that provides Kosciusko with an array (different types, sizes and pay scales) of industrial uses.

**Objective 1a:** Work with Attala County and Kosciusko-Attala Development Corporation to list available industrial buildings and land on both County and City websites.

**Objective 1b:** Work with Attala County and Kosciusko-Attala Development Corporation to attract industry to Mid-Mississippi Eco Park or new industrial park near Kosciusko.

**Objective 1c:** Explore rebranding Mid-Mississippi Eco Park through a name change and expansion of uses to include both industrial and business park activities.

**Objective 1d:** Work with Attala County and Kosciusko-Attala Development Corporation to expand Kosciusko-Attala County Industrial Park.

**Objective 1e:** Explore offering incentive packages to industrial and businesses that exceed the current state minimum for incentives. (i.e. site prep, infrastructure, building, ex cetera)

**Historic Preservation**

**Goal 1:** Promote an environment that protects Kosciusko’s Historic District and Properties.

**Objective 1a:** Continue and enhance historic preservation efforts in downtown.

**Objective 1b:** Investigate the feasibility of reducing the current size of the historic district to protect the courthouse square as well as the original core of Kosciusko.
**Objective 1c:** Promote the rehabilitation and restoration of properties in the historic district.

**Economic Development**

**Overall Economic Development Findings**

In an economy that has continued to struggle since the “Great Recession” of 2007, Kosciusko has managed to continue to move in a positive direction even with its lack of a four lane transportation option and with its largest employer M & F Bank merging with Renasant Bank and leaving the city. Moving forward the city should take a more regional economic development approach. While more and more citizens may have to commute for employment they ultimately bring their incomes home to spend. Creating an economic development engine much like the Golden Triangle Development Link would benefit both Kosciusko and Attala County, as well as, counties and communities beyond.

However, economic development is not just about business and industrial park settings. Commercial businesses are also a big part of economic development. Working with a retail development specialist could give the city an idea of potential commercial residents. Studying and possibly adopting the sale of wine and liquor could also attract new restaurants and hotels to help support Kosciusko sports tournaments.

**Economic Development Goals**

**Goal 1:** Strengthen and grow the local economy, creating broad-based economic opportunity and prosperity through job creation related to Kosciusko’s abundant built and natural resources.

**Objective 1a:** Ensure that industrial sites have the needed infrastructure (roads, water, sewer, electric, natural gas, etc.) to function in an industrial or business park capacity.

**Objective 1b:** Study and consider adopting (if the study recommends) the sale of liquor and wine within the Corporate Limits of Kosciusko.

**Objective 1c:** Work with a retail specialist to target new retail selection for the city.

**Goal 2:** Identify and address the needs of tourists in Kosciusko and the visitors traveling along the Natchez Trace Parkway.

**Objective 2a:** Investigate the feasibility of creating a recreation vehicle (RV) park for the traveling public, recreationalists, and tourists.

**Objective 2b:** Investigate the types of commercial opportunities that could be supported by tourists coming to Kosciusko and traveling the Natchez Trace Parkway.

**Objective 2c:** Install attractive wayfinding signage to direct tourist to points of interest downtown and within the community.

**Objective 2d:** Install attractive signage identifying the Historic District and other points of interest.

**Goal 3:** Promote a collaborative environment with neighboring counties to attract jobs to the region.

**Objective 3a:** Work with surrounding counties to establish a regional economic development council to attract employers to all communities involved.

**Transportation**

**Overall Transportation Findings**

Despite Kosciusko’s lack of four lane access, the city has been able to make improvements in citizens’ quality of life. The transportation network is not just a way to move from place to place but also a driver in the future land use and prowess of industry in Kosciusko. Linking
the City to Interstate 55 via four lane access will affect the City’s ability to attract future industry. In today’s global economy getting goods quickly from the manufacturer to market is a must whether that market is in Jackson, Mississippi, or Yokohama, Japan.

**Transportation Goals**

**Goal 1:** Maintain City roads to the highest standard possible to adequately serve residents.

- **Objective 1a:** Work with Mississippi Department of Transportation and the State Legislature to provide Kosciusko with four lane access.
- **Objective 1b:** Work with Mississippi Department of Transportation and the State Legislature to four lane either Mississippi Highway 12 or 35.

**Community Facilities and Services**

**Overall Community Facilities and Service Findings**

Overall the City’s facilities are in good shape. Kosciusko’s City Hall is one of the best facilities in the state and should be usable well beyond the timeframe of this plan. That being said some facilities are in need of improvement over the timeframe of this plan. The Police Department is in need of increased space that can be solved by relocating E-911 services. The Streets Department and Animal Control could both use new facilities in the immediate future. The Fire Departments relatively new facility will serve them well for years to come.

**City Administration Goals**

**Goal 1:** Continue to provide for residents of Kosciusko at the highest service level possible.

- **Objective 1a:** Annually assess all City administration facilities to determine if growth or expansion is needed.

- **Objective 1b:** Annually assess all City administration equipment to determine if improvements, repairs or replacements are needed.

**City Courts Goals**

**Goal 1:** Provide and serve Kosciusko with quick and efficient court services.

- **Objective 1a:** Update phone system to include caller id and ability to transfer calls.
- **Objective 1b:** Add additional phone line to improve court’s ability to communicate with attorneys, citizens and judges.

**Cemetery Department Goals**

**Goal 1:** Provide the proper maintenance required for the perpetual care of city cemeteries.

- **Objective 1a:** Plan for the future expansion of the city cemetery by hiring a Landscape Architect to layout cemetery expansion.
- **Objective 1b:** Add two additional workers to ensure proper maintenance of the new cemetery.
- **Objective 1c:** Annually assess all City cemetery personnel and equipment to determine if improvements, repairs or replacements are needed.

**Code Enforcement/Building Inspection Department Goals**

**Goal 1:** Provide and serve Kosciusko with the highest level of public safety through effective enforcement and replacement of the proper city ordinances, codes and regulations.

- **Objective 1a:** Continually update the city’s building, construction and fire codes.
- **Objective 1b:** Strictly enforce the city’s development ordinances, codes and regulations.
Objective 1c: Update the city’s zoning ordinance and the official zoning map and ensure that the sign ordinance and zoning ordinance work together.

Objective 1d: Update the city’s sign ordinance and ensure that the sign ordinance and zoning ordinance work together.

Objective 1e: Update the city’s subdivision regulation to ensure it requires the developer to improve infrastructure to future anticipated levels.

Objective 1f: Purchase codes software and laptop for mobile and office documentation of code violations.

Fire Department Goals

Goal 1: Provide and serve Kosciusko with the highest level of public fire protection as possible.

Objective 1a: Support and encourage citizen involvement and service through the volunteer fire department.

Objective 1b: Promote and encourage training and certification for professional and volunteer fire fighters.

Objective 1c: Install a 100 foot radio tower at fire station to ensure emergency communications throughout the city.

Objective 1d: Upgrade to digital radio system to ensure emergency communications throughout the city.

Objective 1e: Conduct periodic, at least annually, assessments of vehicles and equipment within the fire departments and the need for upgrades or replacements.

Objective 1f: Purchase codes software and laptop for mobile and office documentation of code violations.


Objective 2c: Plan for replacement of E-One Custom Pumper in 2021.

Objective 2d: Plan for replacement of Pierce Custom Pumper in 2033.

Goal 3: Work with the Mississippi State Rating Bureau to lower the city’s fire rating from a Class 6 to a Class 5.

Objective 3a: Strengthen the water distribution system so that at least 3,500 gpm would be available in commercial areas at a residual pressure of twenty pounds and at least 100 gpm would be available in residential areas at a residual pressure of twenty pounds.

Objective 3b: Begin and maintain an annual inspection and operation program of all gate valves in the water distribution system.

Objective 3c: Provide fire hydrants where spacing is excessive.

Objective 3d: Provide auxiliary engines, such as gasoline, diesel, propane or natural gas powered, on enough pumps so that you would maintain a pumping capacity at least equal to the maximum daily water consumption rate.

Objective 3e: Increase the on-duty fire department personnel so that there would be a minimum of five firefighters on duty at all time. Maintain an average response of twelve to fourteen well trained volunteers to structure fires inside the city.

Objective 3d: Continue to improve and maintain a vigorous training program for all firefighters. All volunteer firefighters should complete the volunteer certification class offered by the State Fire Academy.
**Objective 3d:** Adopt and provide for the strict enforcement of a modern Building Code, Gas Code, Mechanical Code, Electrical Code, and Fire Prevention Code.

**Kosciusko Light and Water Goals**

**Goal 1:** Provide and serve Kosciusko with the highest level of safe potable water possible.

- **Objective 1a:** Ensure that the town has sufficient water capacity to allow the development of higher density housing, hotels, and restaurants.
- **Objective 1b:** Develop and maintain a water master plan that forecasts needs and details a conceptual network of infrastructure for the next twenty years to twenty-five years.
- **Objective 1c:** Purchase and implement an Automated Metering Infrastructure for reading water and electric meters.
- **Objective 1d:** Replace undersized lines in Mid-Mississippi Eco Park area.
- **Objective 1e:** Rebuild Water Well #6’s pump.
- **Objective 1f:** Rebuild Water Well #8’s pump.
- **Objective 1g:** Add a water treatment plant at the Highway 19 Water Tank.
- **Objective 1h:** Add a water tank to Southwestern Kosciusko.
- **Objective 1i:** Add a water well at the Highway 19 Water Tank.
- **Objective 1j:** Hire an architect to produce a plan and cost estimate for a remodel or expansion of Kosciusko Light and Water building.
- **Objective 1k:** Remodel or build a building that meets the needs of Kosciusko Light and Water.

**Parks, Open Space and Recreation Goals**

**Goal 1:** Encourage citywide recreational activities through the expansion of services.

- **Objective 1a:** Hire a park coordinator to work with sports leagues and attract tournament sports to the City.
- **Objective 1b:** Add adult sports to the city’s recreational offerings.
- **Objective 1c:** Add four ball fields to Hugh Ellard Park.
- **Objective 1d:** Add an additional splash pad.
- **Objective 1e:** Add a disc golf course to city recreation offerings.
- **Objective 1f:** Add recreational vehicle hookups to Hugh Ellard Park.
- **Objective 1g:** Explore creating a multi-use trail in the city.
- **Objective 1h:** Replace playground equipment as necessary.
- **Objective 1i:** Annually assess all City parks personnel and equipment to determine if improvements, repairs or replacements are needed.

**Police Department Goals**

**Goal 1:** Provide and serve Kosciusko with the highest level of public police protection as possible.

- **Objective 1a:** Conduct an annual assessment of personnel within the Police Department and the need for additional manpower. Increase officer manpower based on a proportional increase of the City’s population.
- **Objective 1b:** Provide additional floor space for police services.
- **Objective 1c:** Add two additional officers dedicated to drug enforcement operations.
- **Objective 1d:** Upgrade computer system to current operating platform.
**Objective 1e:** Perform routine maintenance to keep patrol cars in proper working order and replace, as necessary.

**Objective 1e:** Purchase new patrol cars and keeping older cars properly serviced to maintain a ratio of one patrolman per patrol car. This will allow officers to take patrol cars home, increasing police presence in Kosciusko’s neighborhoods.

**Objective 1f:** Promote and encourage regular officer training and certifications.

**Objective 1g:** Seek state, federal, and private grant mechanisms to help fund various training, equipment, or facility needs.

**Objective 1h:** Add a phone operator to the police station to handle incoming non-emergency police phone calls.

**Goal 2:** Identify and plan for upgrades or replacements of vehicles and equipment within the police department.

**Objective 2a:** Conduct periodic, at least annually, assessments of vehicles and equipment within the police departments and the need for upgrades or replacements.

**Objective 2b:** Purchase one new patrol car over the next six years with the goal of assigning each patrol officer their own patrol car.

**Objective 2c:** Purchase new or replacement weapons and protective gear as needed to provide the officers with the best protection possible.

**Objective 2d:** Upgrade the Kosciusko Police Department station surveillance system to ensure the safety of those in the station.

**Public Education Goals**

**Goal 1:** Support the Kosciusko school system in all ways that best serves the citizens of Kosciusko.

**Objective 1a:** Encourage the school system to produce a strategic plan to address their need for additional space and technology.

**Objective 1b:** Continue to be proactive in discussing classroom practices with parents to improve students’ learning opportunities at school and home.

**Objective 1c:** Continue to provide teachers with training and information on most current teaching methods and resources.

**Objective 1d:** Explore alternative funding options to continue to provide students and teachers with the most important and relevant technology.

**Objective 1e:** Work with school board to ensure all future facilities are located in Kosciusko or within proximity of the city limits.

**Public Works Goals**

**Goal 1:** Continue to provide for residents of Kosciusko at the highest service level possible.

**Objective 1a:** Hire an architect to prepare plans for the remodeling of the public works building or the construction of a new facility.

**Objective 1b:** Annually assess all city public works facilities to determine if growth or expansion is needed.

**Objective 1c:** Annually assess all city public works equipment to determine if improvements, repairs or replacements are needed.

**Solid Waste/Sanitation Goals**

**Goal 1:** Continue to provide for residents of Kosciusko at the highest service level possible.
**Objective 1a:** Annually assess all city solid waste facilities to determine if growth or expansion is needed.

**Objective 1b:** Annually assess all city solid waste equipment to determine if improvements, repairs or replacements are needed.

**Streets Department Goals**

**Goal 1:** Maintain city roads to the highest standard possible to adequately serve residents.

**Objective 1a:** Establish a routine maintenance cycle (fifteen years) for all roadway improvements such as resurfacing, striping, etc.

**Objective 1b:** Repave, with asphalt, Gilliland Street to resolve concrete road issues.

**Objective 1c:** Improve drainage and widen Knox Road to improve access to businesses and houses.

**Objective 1d:** Hire an engineer to perform an analysis of the Madison Street flooding issue, including a solution and cost estimate.

**Objective 1e:** Repair, maintain and expand the city’s current network of sidewalks.

**Objective 1f:** Mark bicycle routes and provide bicycle infrastructure where feasible.

**Wastewater Department Goals**

**Goal 1:** Provide and serve Kosciusko with the highest level of waste water disposal possible.

**Objective 1a:** Conduct a study to determine the feasibility for the merging of the City’s Wastewater department into Kosciusko Light and Water.

**Objective 1b:** Develop and maintain a sewer master plan that forecasts needs and details a conceptual network of infrastructure for the next twenty years to twenty-five years.

**Objective 1c:** Replace the 14” collector line along Dye Ditch.

**Objective 1d:** Replace the sewer line along Knox Road.

**Objective 1e:** Replace lift station east of Natchez Trace.

**Objective 1f:** Replace Vac Truck in 2019.

**Objective 1g:** Replace Backhoe in 2017-2018.

**Objective 1h:** Provide for the normal maintenance and rebuilding of lift stations.

**Objective 1i:** Provide for the rehab of sewer lines as needed.

**Other Community Facilities and Services Goals**

**Goal 1:** Create a community facility using Strand Theater.

**Objective 1a:** Identify sub-communities of Kosciusko that would support community uses of the Strand Theater opportunities.

**Objective 1b:** Identify the community facilities that would fit the existing layout of Strand Theater (e.g. museum, playhouse, et cetera).

**Objective 1b:** Identify funding sources to make any necessary upgrades and modifications to create the community facility.
Plan Implementation Goals

Overall Plan Implementation Goals

**Goal 1:** Create a forum in which the city receives comment and feedback regarding the implications of this plan.

**Objective 1a:** Following the adoption of this plan, the city will establish a means by which the effectiveness and implementation of this plan is measured. This task may be accomplished by the planning commission or some other established committee.

**Objective 1b:** The City of Kosciusko will utilize this plan as a guide when making land use and development decisions.

**Goal 2:** Facilitate future revisions and updates to this comprehensive plan as needed and increase the comprehensiveness of this plan, as activity in Kosciusko increases.

**Objective 2a:** Kosciusko should implement a permitting system to enable the tracking and quantifying of development activity. This system should not only be for the purpose of determining compliance with regulations, but also to gather statistical information regarding development activity.

**Goal 3:** Create a five year Capital Improvements Program that identifies capital projects and equipment purchase, provides a planning schedule and identifies options for financing.

**Objective 3a:** Once implemented Kosciusko should update the Capital Improvements Program yearly moving projects based on available finances.
Chapter Four: Existing Conditions and Constraints

Taking inventory of all existing land uses and potential land constraints is an important step in the planning process and directly relates to the future development of the City of Kosciusko. Further analysis of this inventory will identify growth patterns and opportunities and constraints which will form the basis for a future land use plan for the city. This chapter addresses the City of Kosciusko as well as a planning area outside the city.

An inventory of land uses was gathered through a windshield survey conducted in March of 2015. City parcel data was not available, from the county in a Geography Information System (GIS) format. This required an additional step in the process of gathering existing land use information. This additional step required gathering paper tax maps, scanning those maps and finally digitizing those maps into a GIS database. After that the windshield survey was conducted and the survey information was entered into a GIS database. Collecting data, in Kosciusko by parcel allows further analysis opportunities to study land use patterns by acreage and comparable percentages.

A survey of land uses in the comprehensive planning area was conducted via an alternative method to the areas within the City of Kosciusko. Google Maps, Google Street View, and Imagery from the 2012 National Agricultural Imagery Program were used to map the land use and the development in the planning area. Instead of calculation the land use pattern by acreage, this method calculates it by the number of individual structures dedicated to specific land uses, which are represented on the map by dots, in the area.

In addition to existing land uses, development constraints are also associated to future development. A number of constraints are documented and discussed within this chapter in order to provide a true picture of the development potential of the vacant land.

Existing Land Use Categories and Inventory

The existing land uses determined during the windshield survey are divided into residential, commercial, industrial, public & semi-public, and vacant categories. Along with determining the land use in the City of Kosciusko and the planning area, this survey offers a detailed analysis of how the land uses are distributed in the City of Kosciusko. Unfortunately without parcel data the same analysis is not available in the planning area but the provided map does show where the land uses are located in the planning area.

Residential Land Use

The City of Kosciusko and the planning area is composed of four main types of residential uses: single family, duplex, multi-family, and manufactured/mobile homes. Single family homes are the most prevalent residential land use in Kosciusko and the planning area. 24.5% of Kosciusko’s land is single family residential and 66.6% of the structures in the planning area are single family homes. Multi-family dwelling are the second most popular land use in Kosciusko, making up 1.2% or 55.4 acres of land in the city. However, only one multi-family dwelling unit exists in the planning area. Kosciusko currently has 7.04 acres of duplexes but zero duplexes in the planning area. Manufactured/mobile homes make up 23.9 acres of land inside the corporate limits of Kosciusko. In the Planning Area manufactured/mobile homes are 17.9% of the structures, making them more prevalent outside of the corporate limits.

This land use survey also identified types of residential units in addition to the distribution of land. 97.7% of all residential units in Kosciusko are single family homes. Duplexes make up 0.8%, multi-family make up 0.6% and manufactured/mobile homes make up 0.9% of the residential units in Kosciusko. These calculations may vary from the 2010 Census information presented in Chapter 1 due to survey methods. The comprehensive planning area is 79% single family units, 0.1% multi-family and 21% manufactured/mobile homes.
Commercial Land Use
Commercial establishments are considered to be those that operate privately, for profit and provide merchandise or services. Examples include banks, restaurants, medical offices, law offices and insurance offices. 7.9% of Kosciusko is composed of commercial land uses. Most of the commercial land uses in Kosciusko are concentrated around the Square and along Mississippi Highway’s 12 and 35. Some commercial uses are scattered throughout the residential portions of the city and serve the communities that surround them. Commercial uses in the planning area are typically located on the major thoroughfares.

Industrial Land Use
Industrial land uses in Kosciusko are few and scattered throughout the city. The industrial uses include manufacturing and salvage/scrap yards. The Mid-Mississippi Eco Park is a city-owned industrial park that is currently vacant, both Chapters 2 and 7 address issues surrounding said industrial park. Kosciusko-Attala County Industrial Park is located just north of the city off of Mississippi Highway 43. Another industrial area exists just east of the city on Mississippi Highway 12. Industrial uses only account for 2% of uses in the City and 3.6% of the structures in the Planning Area.

Public/Semi-public Land Use
Public and semi-public land uses make up 8.5% of the land in the City of Kosciusko. Public and semi-public land uses include government facilities, parks and recreation, churches, cemeteries, private clubs, schools and, utilities. The City of Kosciusko and Attala County government facilities make up 0.3% of the city’s lands uses. Approximately 133 acres of Kosciusko’s land is dedicated to churches, cemetery or institutional uses. Approximately 94 acres is dedicated to parks and recreational uses.

Vacant Land Use
Vacant land indicates any property that is undeveloped or being used for agricultural purposes. Most of the vacant land in Kosciusko is on the city’s fringe within the planning area. However, some opportunity does exist for infill development in the neighborhoods of the City. 44.5% of Kosciusko’s land falls into the vacant category.

<table>
<thead>
<tr>
<th>Land Use Category - City of Kosciusko</th>
<th>Acres</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>1,261.82</td>
<td>26.3%</td>
</tr>
<tr>
<td>Single Family</td>
<td>1,175.42</td>
<td>24.5%</td>
</tr>
<tr>
<td>Manufactured Home</td>
<td>23.92</td>
<td>0.5%</td>
</tr>
<tr>
<td>Duplex</td>
<td>7.04</td>
<td>0.1%</td>
</tr>
<tr>
<td>Multi-family</td>
<td>55.44</td>
<td>1.2%</td>
</tr>
<tr>
<td>Commercial</td>
<td>380.82</td>
<td>7.9%</td>
</tr>
<tr>
<td>Industrial</td>
<td>95.51</td>
<td>2.0%</td>
</tr>
<tr>
<td>Public/Semi-public</td>
<td>408.05</td>
<td>8.5%</td>
</tr>
<tr>
<td>Church/Cemetery/Institutional</td>
<td>133.58</td>
<td>2.8%</td>
</tr>
<tr>
<td>Governmental</td>
<td>15.46</td>
<td>0.3%</td>
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<tr>
<td>Public/Semi-public</td>
<td>165.43</td>
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<tr>
<td>Recreational</td>
<td>93.58</td>
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<tr>
<td>Vacant</td>
<td>2,132.47</td>
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<tr>
<td>Accessory Land or Parking</td>
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<tr>
<td>Total City Acreage</td>
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<td>Total City ROW Acreage</td>
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<tr>
<td>Total City Acreage</td>
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<table>
<thead>
<tr>
<th>Land Use Category - Planning Area</th>
<th>Count</th>
<th>Percent of Total</th>
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</thead>
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<tr>
<td>Single Family</td>
<td>731</td>
<td>66.6%</td>
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<tr>
<td>Manufactured Home</td>
<td>196</td>
<td>17.9%</td>
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<tr>
<td>Duplex</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td>Multi-family</td>
<td>1</td>
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<tr>
<td>Commercial</td>
<td>75</td>
<td>6.8%</td>
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<tr>
<td>Industrial</td>
<td>39</td>
<td>3.6%</td>
</tr>
<tr>
<td>Public/Semi-public</td>
<td>55</td>
<td>5.0%</td>
</tr>
<tr>
<td>Church/Cemetery/Institutional</td>
<td>39</td>
<td>3.6%</td>
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<tr>
<td>Governmental</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td>Public/Semi-public</td>
<td>14</td>
<td>1.3%</td>
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<tr>
<td>Recreational</td>
<td>2</td>
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<tr>
<td>Vacant</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Accessory Land or Parking</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total Planning Area Land Use</td>
<td>1097</td>
<td></td>
</tr>
</tbody>
</table>

Source: Slaughter & Associates Field Survey and Calculations
Development Constraints and Restrictions

There are numerous constraints that may be of concern when discussing the development potential of vacant land. Not all constraints have the ability to be documented on a map or discussed within this plan. Some constraints may be purely based on the effects of human preferences or decision making. For the purpose of this analysis, constraints to development are divided into locational constraints and environmental constraints. It is important to note that not all constraints are negative; they may be restrictive but have a positive or beneficial outcome. The constraints discussed on the following pages affect growth within and outside of the City of Kosciusko; they also set parameters for identifying a comprehensive planning area.

Location Constraints

Location constraints consist of incorporated or unincorporated areas that may have certain rules or regulations impacting future development such as Indian Reservations or Historic Districts.

Historic District

The Kosciusko Historic District was originally established in May 2004 and has been expanded on three occasions. The Kosciusko Historic District is also on the National Register of Historic Places that is maintained by the Department of the Interior. Federal designation has little to do with how the district is administered but it can yield some financial incentives. Historic Districts are administered locally by the Historic Preservation Commission.

Historic Districts present a constraint to the development of property within them due to higher scrutiny placed on the included parcels. A Certificate of Appropriateness (COA) needs to be obtained, along with the required building permits, to construct, demolish or alter any property within the historic district. The Historic Preservation Commission hears all applications for COAs and makes a decision based on each request and then the appropriate building permits can be obtained, if necessary. The purpose of the COA is to ensure future construction and alterations maintain the architectural feel and integrity of the district.

At the heart of the district is the Attala County Courthouse, built in 1897, and the historic Kosciusko Square. The historic district is composed of commercial, residential, semi-public and governmental buildings. Most of the structures were built prior to 1960 but some modern infill development has occurred in the area. Map 4.2 delineates the boundary of the Kosciusko Historic District making it possible to identify the parcels included in the district’s boundary. 917 parcels are included in the historic district, which accounts for 23.4% of all the parcels in the City. The historic district contains a wide array of architectural styles: Greek Revival, Queen Anne, Romanesque Revival, Tudor Revival, Colonial Revival, Neoclassical, American Foursquare, Craftsman, Minimal Traditional

Figure 4. 2: House in Kosciusko’s Historic District
This map is accurate for planning purposes only.

Source(s): City of Kosciusko; Mississippi Automated Resource Information System (MARIS); U.S. Census Bureau TIGER Line Files; U.S. National Parks Service.

Disclaimer: This map is accurate for planning purposes only.

Date: January 13, 2017
and Ranch. This variation in architecture is the reason the district was accepted to the National Register of Historic Places.

**Environmental Constraints**
Environmental constraints represent specific land qualities that affect future building such as flood zones, steep slopes, wetlands, and soil suitability for sewage disposal. These constraints will be discussed in detail on the following pages along with maps displaying each constraint.

**Septic Tank Suitability**
Kosciusko and the Planning Area as a whole primarily consists of soil types where the use of septic tank absorption fields is unfavorable or should be limited (Map 4.3). The soil survey produced NRCS (Natural Resources Conservation Service) rates each soil type based on certain characteristics that are needed for adequate performance of alternative sewage disposal systems. Some limitations may be overcome but can be costly. County Health Departments are typically the entities that inspect and regulate the construction of absorption fields. However, the best way to regulate sewage disposal is through a centralized sewer system and the best way to overcome any future constraints is to require a connection to municipal sewer service.

**Wetlands**
The United States Fish and Wildlife Service has developed a National Wetlands Inventory mapping system. The City of Kosciusko and the planning area are not significantly impacted by wetlands. Less than nine percent of the land in Kosciusko and the planning area are wetlands. 7.61% of that land is Freshwater Forested/Shrub Wetlands and is concentrated along Yockanookany River. The remainder is emergent wetlands, ponds and lakes. This area of wetlands runs parallel just south of the Natchez Trace Parkway. See Map 4.4.

**Severe Slopes**
Defining severe slopes can vary depending on the community and location. For Kosciusko and the Planning Area, severe slopes have been defined as slopes above 15%. This is based on the soil category break down by NRCS. The map does not represent the exact slopes of land but representative soils with qualities that produce specific slope ranges. See Map 4.5. Approximately 13.7% of the existing city and 32.3% of the planning area has a slope greater than 15%.

**100 Year Floodplain**
The Federal Emergency Management Agency (FEMA) recently released digital flood zones (DFIRM) for the State of Mississippi. Map 4.6 portrays the most current mapping of flood potential areas in the City of Kosciusko and the planning area. The City of Kosciusko and the planning area is hardly affected by the floodway zone which consists of the stream channel and adjacent areas that actively carry flood downstream. Less than one percent of the city and planning area falls into the floodway category.

The 100 year floodplain is the most common flood zone used for analysis purposes as opposed to the 500 year floodplain. The floodplain is defined as any land area susceptible to being inundated by flood waters. The 100 year floodplain area has a 1% chance of flooding in any given year; the 500 year floodplain area has a 0.2% chance of occurring in any given year.

Approximately 8% of the City of Kosciusko and 18% of the planning area (16% total) is within the 100 year floodplain or the floodway. The 100 year floodplain in Kosciusko is concentrated in two areas along Dye Ditch and along an unnamed creek in the eastern portion of the city near the junction of Mississippi Highway 12 and 35. Areas along Dye Ditch are also in the 500 year floodplain. In the planning area the overwhelming majority of the 100 year floodplain is
This map is accurate for planning purposes only.

Source(s): City of Kosciusko; USDA Natural Resources Conservation Service; Mississippi Automated Resource Information System (MARIS); U.S. Census Bureau TIGER Line Files; U.S. National Parks Service.

Disclaimer: This map is accurate for planning purposes only.

Date: January 13, 2017
100-Year Floodplain

Legend
- Electrical Transmission Lines
- Gas Pipelines
- Natchez Trace Parkway
- Section
- Natchez Trace Parkway Land
- Kosciusko
- Planning Area

Flood Hazard Areas
- 500 Year Floodplain
- 100 Year Floodplain
- Floodway

Source(s):
- City of Kosciusko
- Federal Emergency Management Agency (FEMA)
- Mississippi Automated Resource Information System (MARIS)
- U.S. Census Bureau TIGER Line Files
- U.S. National Park Service

Disclaimer: This map is accurate for planning purposes only.

Date: January 13, 2017
located along Yockanookany River. Some of the 100 year floodplain is located along Apookta Creek, Munson Creek and Hurricane Creek.

Table 4.3: Existing Constraints in Kosciusko and the Planning Area

<table>
<thead>
<tr>
<th></th>
<th>Kosciusko</th>
<th>Planning Area</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Acres</td>
<td>Percentage</td>
<td>Acres</td>
</tr>
<tr>
<td>Total Acreage</td>
<td>4,832.41</td>
<td></td>
<td>22,343.82</td>
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<tr>
<td>Floodway</td>
<td>91.12</td>
<td>1.89%</td>
<td>0.47</td>
</tr>
<tr>
<td>100 Year Floodplain</td>
<td>372.11</td>
<td>7.70%</td>
<td>3,988.24</td>
</tr>
<tr>
<td>500 Year Floodplain</td>
<td>54.30</td>
<td>1.12%</td>
<td>0.11</td>
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<tr>
<td>Wetlands</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freshwater Emergent Wetland</td>
<td>0.36</td>
<td>0.01%</td>
<td>35.06</td>
</tr>
<tr>
<td>Freshwater Forested/Shrub Wetland</td>
<td>29.74</td>
<td>0.62%</td>
<td>2,039.36</td>
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<tr>
<td>Freshwater Pond</td>
<td>10.34</td>
<td>0.21%</td>
<td>253.92</td>
</tr>
<tr>
<td>Lake</td>
<td>0.00</td>
<td>0.00%</td>
<td>63.67</td>
</tr>
<tr>
<td>Riverine</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00</td>
</tr>
<tr>
<td>Sever Slope</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5%-15% slope</td>
<td>2,316.69</td>
<td>47.94%</td>
<td>6,704.15</td>
</tr>
<tr>
<td>Above 15% slope</td>
<td>662.26</td>
<td>13.70%</td>
<td>7,255.02</td>
</tr>
</tbody>
</table>

Source: Federal Emergency Management Agency DFIRM, Mississippi Automated Resource Information System (MARIS), USDA Natural Resources Conservation Service Soil Survey
Chapter Five: Future Land Use Plan

Introduction and Methodology

In order to comply with Mississippi enabling legislation, the future land use plan must designate in map or policy form the proposed general distribution and extent of the proposed land uses. The future land use plan serves two purposes. First, it provides for the general physical location of expected future development. The second purpose is to create order among the existing land uses.

In preparing a Future Land Use Plan, a necessary and responsible step is that of considering environmentally sensitive areas. Some may see these areas as worthy of some degree of preservation, while other may see them as a constraint to development. Through the use of good design techniques, some of these environmentally constrained areas may be developed while preserving the sensitive areas at the same time. The existing land use chapter talks in detail about specific constraints which assisted in the preparation of this future land use plan.

This section establishes policies that will shape how and where future development occurs. These policies cannot prevent all negative things or incompatible uses from happening, but hopefully, they will introduce some control and guide future decisions. This section, along with the entire Comprehensive Plan, can promote these ideals even further. This Chapter focuses on the ideal location for certain land uses, the ideal mixture of land uses, and the ideal intensity of land uses by translating portions of the previous chapter into map form.

There are some general guiding statements that should be presented regarding some types of future land use no matter where it is located in Kosciusko

- Intense development of any type needs central sewer and an adequate transportation system;
- All parcels should have at least 50’ of frontage on a public road.

Even though Kosciusko is a rural city with lots of agriculture and open space within its city limits and surrounding, there is a number of potentially undesirable or “obnoxious neighbor” land uses that need to be addressed by specific policies that define and control these uses. Some of these uses overburden the city resources such as heavy-haul trucking, and other uses inconvenience adjacent neighbors or cause potentially hazardous conditions, such as junkyards, gravel pits, or concrete plants. When activities on one property “spillover” and cause a burden and danger to adjacent property owners, then the government is authorized and required to regulate it. This is not “taking away” property rights, it is requiring accountability for land use activities. For example, defining a Junkyard as a place with 10 or more cars that are inoperable and requiring such places to build a fence and keep the property mowed if there are residences within 500 feet of the junkyard property, or junk cars, is protecting the safety and welfare of the citizens. Kosciusko must identify and regulate potentially hazardous land uses.
Potential Land Use Needs

The population is used to create a base projection for the amount of land area that will be needed in each land use category to accommodate the expected growth within the next twenty to twenty-five years. Since population projections are the major controller in calculating land use needs, land use was calculated for each of the three population projections discussed in Chapter Two. This provides us with a range acreage needed in each of the land use categories. Table 5.1 shows future land use projections based on population projections.

Table 5.1: Future Land Use Projection

<table>
<thead>
<tr>
<th>Source or Projection Method</th>
<th>U.S. Census Bureau</th>
<th>IHL Proportional</th>
<th>Average Growth</th>
<th>Least Squared</th>
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<tbody>
<tr>
<td>Year</td>
<td>2010</td>
<td>2025</td>
<td>2035</td>
<td>2035</td>
</tr>
<tr>
<td>Population or Projected Population</td>
<td>7,402</td>
<td>7,759</td>
<td>7,908</td>
<td>7,621</td>
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<tr>
<td>Land Use Category - City of Kosciusko</td>
<td>Acres</td>
<td>Percent of Total</td>
<td>Acres per person</td>
<td>Projected Acres</td>
</tr>
<tr>
<td>Residential</td>
<td>1,261.82</td>
<td>26.3%</td>
<td>0.17</td>
<td>1322.68</td>
</tr>
<tr>
<td>Single Family</td>
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<td>24.5%</td>
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<td>Manufactured Home</td>
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<td>0.00</td>
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<tr>
<td>Duplex</td>
<td>7.04</td>
<td>0.1%</td>
<td>0.00</td>
<td>7.38</td>
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<tr>
<td>Multi-family</td>
<td>55.44</td>
<td>1.2%</td>
<td>0.01</td>
<td>58.11</td>
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<tr>
<td>Commercial</td>
<td>380.82</td>
<td>7.9%</td>
<td>0.05</td>
<td>399.18</td>
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<td>Industrial</td>
<td>95.51</td>
<td>2.0%</td>
<td>0.01</td>
<td>100.11</td>
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<td>Public/Semi-public</td>
<td>408.05</td>
<td>8.5%</td>
<td>0.06</td>
<td>427.73</td>
</tr>
<tr>
<td>Church/Cemetery/Institutional</td>
<td>133.58</td>
<td>2.8%</td>
<td>0.02</td>
<td>140.03</td>
</tr>
<tr>
<td>Governmental</td>
<td>15.46</td>
<td>0.3%</td>
<td>0.00</td>
<td>16.20</td>
</tr>
<tr>
<td>Public/Semi-public</td>
<td>165.43</td>
<td>3.5%</td>
<td>0.02</td>
<td>173.41</td>
</tr>
<tr>
<td>Recreational</td>
<td>93.58</td>
<td>2.0%</td>
<td>0.01</td>
<td>98.09</td>
</tr>
<tr>
<td>Vacant</td>
<td>2,132.47</td>
<td>44.5%</td>
<td>0.29</td>
<td>2004.11</td>
</tr>
<tr>
<td>Accessory Land or Parking</td>
<td>6.90</td>
<td>0.1%</td>
<td>0.00</td>
<td>7.23</td>
</tr>
<tr>
<td>Total City parcel Acreage</td>
<td>4,285.56</td>
<td>89.4%</td>
<td></td>
<td>4,261.04</td>
</tr>
<tr>
<td>Total City ROW Acreage</td>
<td>508.38</td>
<td>10.6%</td>
<td>0.07</td>
<td>532.90</td>
</tr>
<tr>
<td>Total City Acreage</td>
<td>4,793.94</td>
<td></td>
<td></td>
<td>4793.94</td>
</tr>
</tbody>
</table>

Based upon population projections it is likely that there would be
- between 37.3 to 86.3 acres more of residentially developed land than is currently being utilized within the city.
  - between 34.8 to 86.3 acres for single family residential.
  - between 0.7 to 1.6 acres for manufactured or mobile home.
  - between 0.2 to 0.4 acres for duplex residential.
  - between 1.6 to 3.8 acres for multi-family residential.

Source: Slaughter & Associates Land Use Survey and Calculations
between 11.3 to 26.0 acres more of commercially developed land than is currently being utilized within the city.
- between 2.8 to 6.5 acres more of industrially developed land than is currently being utilized within the city.
- between 12.0 to 27.9 acres more of public or semi-public developed land than is currently being utilized within the city.
  - between 4.0 to 9.1 acres more of church/cemetery/institutional developed land than is currently being utilized within the city.
  - between 0.5 to 1.0 acres more of governmental developed land than is currently being utilized within the city.
  - between 4.9 to 11.3 acres more of public/semi-public developed land than is currently being utilized within the city.
  - between 2.8 to 6.4 acres more of recreational developed land than is currently being utilized within the city.
- between 0.2 to 0.5 acres more of accessory developed land than is currently being utilized within the city.

These approximations are guides that planners utilized to determine if the proposed land uses could accommodate projected growth. These approximations should not be utilized as standards to restrict land uses. The approximations of future land use needs are subject to uncertainty. The assumptions that form the basis of these projections are historical trends, which may or may not be replicated within the future. From time to time these land use approximations should be reviewed and revised to reflect the changing circumstances within the community.

Future Land Use Categories

The Future Land Use Map illustrates different land use categories. These categories are color-coded according to the key the map and as represented by the descriptions below.

The Kosciusko’s Land Use Plan categorizes future land uses in the following manner:

1. Agricultural Residential
2. Low Density Residential
3. Medium Density Residential
4. High Density Residential
5. Central Business District
6. Highway Commercial
7. Neighborhood Commercial
8. Medical District
9. Industrial
10. Public/Semi Public
   a. Cemeteries & Churches
   b. Government
   c. Institutional
   d. Parks and Recreation

The following is an explanation of the specific meaning of land use colors codes depicted on Maps 5.1 contained in this chapter:

Agricultural-Residential

This land use classification is intended to accommodate a rural residential pattern of development, one that allows for a slightly higher density than agricultural land uses but still promotes the rural character. These areas are primarily located in the planning area or near the agricultural areas in order to provide a transition of density. Allowed density would be 0.5 units per acre permitting one (1) dwelling per two (2) acres.
Low Density Residential
Low density residential serves a transitional use between higher density residential and commercial uses and agricultural uses. This category covers some existing neighborhoods but also applies to vacant land where future low density subdivisions should concentrate. This category also allows for additional residential development at densities of approximately one (1) to three (3) units per acre. Lot size could range from one-third of an acre to one acre.

Medium Density Residential
Medium density residential includes smaller single family lots with detached units and possibly single family attached units or duplexes. This classification is primarily located around the core of downtown where existing development illustrates this pattern of density. It also allows for future developments in areas south of Highway 16 near the school and commercial areas. Medium density ranges from three (3) to six (6) dwellings per acre which could allow lot sizes as small as 8,000 square feet.

High Density Residential
High density residential is intended for multi-family units which could range from duplexes, triplexes, and quadruplexes to apartments. This classification is primarily used as a buffer between commercial uses and lower density residential uses. Allowable density range from six (6) to twelve (12) dwellings per acre.

Central Business District
This land use classification accommodates a variety of commercial and professional land uses in the downtown area of Kosciusko. It includes uses that cater to the needs of the nearby residents. It is important that the City preserve the mixture of retail and office uses with the public uses. While the square serves as a center for public services (city and county), commercial retail and professional office services are essential to create foot traffic during the day and/or after business hours.

Highway Commercial
The highway commercial land use category is designed to accommodate a wide variety of commercial uses. As the name suggests, this land use category is located in areas where businesses require high visibility or are dependent upon traffic volume as a portion of its market base which is along Mississippi Highway 35 and Mississippi Highway 12.

Neighborhood Commercial
The neighborhood commercial land use category is primarily to serve the needs of those individuals living in close proximity and would accommodate such uses to provide convenience retail goods to the residents. Examples might include branch banks, a deli, or a personal service such as a beauty shop or tanning salon. This classification is located at primary intersections within residential districts. Uses and developments within this category would have a more neighborhood character than other commercial uses.

Medical District
The medical district is intended to provide for a clustering of medical related uses, including offices, the hospital, drug stores and other related medical uses. Additionally, this district is appropriate for the location of limited residential living establishments such as nursing homes and long term care facilities. This area is centered around the existing hospital just north of Mississippi Highway 12.
**Industrial**

The industrial land use classification is designed to provide for areas suitable for industrial activities. Such activity typically includes manufacturing, storage or assembly of goods or products but may also include the production, alteration, or reduction of goods.

**Public/Semi-Public (PSP)**

This classification is divided to account for a variety of public and semi-public uses. The areas identified by these uses following the existing land use patterns. Throughout the future, any proposed public or semi-public uses would be supported and encouraged in any of the other districts even though they are not specifically planned for.

**Cemeteries and Churches**

Cemeteries and Churches tend to be more permanent and well established in communities and are likely to stay in one location for the long term. The churches affiliated with adjacent cemeteries (or not affiliated with cemeteries at all) are not included as a separate classification so as not to limit their location in the future.

**Governmental**

Governmental uses are also more permanent in nature and well-established. City or county governmental offices or services rarely change. Therefore, these uses are specifically located for the impact and influence on future land uses.

**Institutional**

Institutional uses are operated by a public or non-profit body for the frequent assembly or housing of persons such as a school or hospital. The future land use limits this classification to the schools since the hospital is included in a separate medical district classification.

**Parks and Recreation** uses are identified separately. The continued use and location is important to surrounding future land uses.
Comprehensive Plan
City of Kosciusko
MISSISSIPPI

Map 5.1
Future Land Use

Legend
- Gas Pipelines
- Electrical Transmission Lines
- Natchez Trace Parkway
- Section
- Natchez Trace Parkway Land
- Kosciusko
- Planning Area

Future Land Use
- Agricultural-Residential
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Neighborhood Commercial
- General Commercial
- Central Business District
- Industrial
- Public Semi-Public

Source(s): City of Kosciusko; Mississippi Automated Resource Information System (MARIIS); U.S. Census Bureau TIGER Line Files; U.S. National Parks Service.

Disclaimer: This map is accurate for planning purposes only.
Date: January 17, 2017
Chapter Six: Transportation Plan

Transportation is an important component of the comprehensive planning process because future development, economic growth, and quality of life are all tied to and influenced by the transportation system. The transportation system for the City of Kosciusko consists primarily of vehicular and pedestrian. Vehicular systems in Kosciusko influence the physical framework of the city more so than others.

Kosciusko has four main transportation corridors that divide the city and planning area into seven slices. Mississippi Highway 35 and 43 runs north and south through the city. Mississippi Highway 12 and 19 run east to west through the city. These corridors have formed the basis for land development, they illustrate how the city has grown over the years, and they reveal potential growth areas. The local streets form somewhat of an irregular grid pattern. The central grid connects to linear routes which reach from the city core into the planning areas.

Functional Classification

According to the Federal Highways Administration (FHWA) Functional Classification Guidelines, functional classification is a method used to group streets and roadways into categories based on the level of transportation service they provide. The assumption behind functional classification is that individual roadways carry traffic independently – roadways work together to form a network of traffic flow. It is this overall network that helps assign classifications to roadways based on the portion of road used for the network traffic flow.

Transportation planners use three main classifications when determining the level of traffic on roadways: arterial, collector, and local. Any of those classifications can have a sub-classification (principal and minor) as well depending on the conditions and transportation networks within a city or county. Mississippi Department of Transportation (MDOT) assigns these classifications for rural and urban areas. The roadway classifications in this Plan are based on the MDOT functional classifications for the Kosciusko Urban Area and Attala County.

Arterial

Arterials (principal and minor) serve a higher level of trips and travel density that is characteristic of statewide or countywide travel. Principal arterials typically serve and connect the major activity centers and also accommodate the highest volume of traffic. The only principal arterial in Kosciusko is Mississippi Highway 12 that runs east to west. Minor arterials work alongside principal arterials to form an intercounty network linking major cities and towns. Kosciusko includes several minor arterials. The Mississippi Highway 14 and 43 corridor, from the East edge of the planning area to its junction with Mississippi Highway 12; Mississippi Highway 14 and 43 corridor, from Huntington Street to the south edge of the Planning Area; the Natchez Street and Huntington Street corridor; the Mississippi Highway 35 corridor, south of Mississippi Highway 12; the Mississippi Highway 35 corridor, north of Mississippi Highway 12; and the Natchez Trace Parkway.

Collector

Where arterials function as statewide connections, collector roads (major and minor) serve the countywide traffic network. They collect and distribute the network of traffic from local roads to arterials. Collectors in Kosciusko include Mississippi Highway 19 (Fenwick Street), Youth Center Road, Jefferson Street, Adams Street, Wells Street, South Street, Love Road and Center Road. Additionally, a future collector will connect East and West South Street between South Huntington Street and Smythe Street.

Local

Local roadways connect and carry traffic from adjacent land uses to roadways of higher classification for dispersal of traffic flow. For the
City of Kosciusko and the planning area, these would include all other county and city roadways with less traffic than the collectors.

**Road, Right-of-Way & Pavement Standards**

Kosciusko’s current subdivision regulations lay out all upgrades and standards for transportation networks in new developments. The current version of the subdivision regulations should be referred to answer specific questions. The current subdivision regulations call for developers to make necessary improvements based on their classification as arterials, collectors, locals or others. This includes dedicated right-of-way widths and minimum pavement widths.

Developers are also required to add sidewalks to any collectors or arterials that they build. This is an area where the subdivision regulation could be improved and require sidewalks along all developed streets (arterial, collectors and locals). In addition to sidewalks and road-upgrade requirements the subdivision regulations require curb and gutters for drainage and the location of utilities so that the road can go undisturbed when connections are made. The developer is also required to prepare and pave roads to the state standard set by the Mississippi Department of Transportation’s Office of State Aid Road Construction. This office regulates the grade, material, drainage, construction, etc. Kosciusko’s subdivision regulations are in good condition when it comes to ensuring automobile transportation networks. They, however, are lacking when considering alternative transportation options mainly when it comes to sidewalks. An amendment or perhaps a complete rewrite of the subdivision regulations should include stronger provisions for sidewalks and perhaps bicycles.

**Traffic Counts**

Mississippi Department of Transportation (MDOT) conducts a series of traffic count surveys in order to produce statewide data for vehicle-miles-traveled. These surveys are conducted yearly but specific survey points in cities or counties may only be updated every three years; MDOT cannot count each traffic survey point every year. MDOT uses the data collected at each survey point to calculate the Annual Average Daily Traffic (AADT). These are the numbers produced for public use.

There are fifty-three survey points in Kosciusko and the vicinity. They are places along the main transportation corridors which are identified in the Transportation Plan (Map 6.1). For this Comprehensive Plan, traffic counts were analyzed yearly from 2003 to 2012. Fourteen of the survey points are outside of the city limits of Kosciusko, the remainder are within the city limits. Survey point 48 is the most active survey point partly due to its location on Mississippi Highway 35 just south of the Natchez Trace Parkway. That survey point averages 9,000 cars a day and increase of 23.3% since 2003. Only four survey points in Kosciusko have had increases in traffic in the last ten years. Three of those four are located on Mississippi Highway 35. The forth survey point is located on Mississippi Highway 19. Mississippi Highway 35 also has the three highest average daily traffic count points, pointing out that Mississippi Highway 35 is a major thoroughfare in Kosciusko.

The forty survey points show a loss in average daily traffic count over the last ten years. These survey points average a loss of 17.9% or an average of 630 automobiles passing each survey point. One would be predisposed to think that Kosciusko had seen a decrease in population in the last ten years, but it has actually seen an increase from 7,372 to 7,402. This decrease in average daily traffic counts through the city is very likely due to the changes in population in the planning area and greater Attala County, or it could be due to population in the planning area working in areas that no longer takes them through the city on their commute. This could also point to a possible trend in the population that will not show itself until the next decennial census in 2020. The 2011 and 2012 average daily traffic count data was collected after the completion of the 2010 Census, a
This map is accurate for planning purposes only.

January 13, 2017

Source(s): City of Kosciusko; Mississippi Department of Transportation (MDOT); Mississippi Automated Resource Information System (MARIS); U.S. Census Bureau TIGER Line Files; U.S. National Parks Service.

Disclaimer: This map is accurate for planning purposes only.

Date: January 13, 2017

Legend
- Traffic Count Locations
- Natchez Trace Parkway
- Gas Pipelines
- Electrical Transmission Lines
- Section
- Natchez Trace Parkway Land
- Kosciusko
- Planning Area
Figure 6. 1: Average Daily Traffic Count

<table>
<thead>
<tr>
<th>Year</th>
<th>Site ID</th>
<th>Average Daily Traffic Count</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>Site A</td>
<td>700</td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td>Site B</td>
<td>750</td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>Site C</td>
<td>800</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>Site D</td>
<td>850</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>Site E</td>
<td>900</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>Site F</td>
<td>950</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>Site G</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Site H</td>
<td>1,050</td>
<td></td>
</tr>
</tbody>
</table>

Note: The data represents the average daily traffic count for each site from 2003 to 2010. The source for this data is the Mississippi Department of Transportation.

Airports
Kosciusko-Attala County Airport

The airport is located about five miles northeast of the city center, just off of Mississippi Highway 12. The airport is publicly owned by both the City of Kosciusko and Attala County and has been in operation since September of 1959. According to the Federal Aviation Administration (FAA), the 5,009 foot paved runway is in good condition with the runway markings being in good condition as well. As of March 2012, the airport was averaging sixty-six flights a week. 64% of that traffic is transit general aviation, 35% is general aviation and less than 1% is military.

Automobile Travel

Much of this chapter has already been devoted to automobile travel as it is the most prevalent form of transportation in Kosciusko. However, improvements to the road system in Kosciusko have not been discussed. This plan recommends that the City adopt a routine maintenance schedule for repaving, striping, etcetera the existing streets. This helps to keep the roads in overall good shape without requiring the city to issue bonds for massive repaving project like it has in the past. The city repaved about half its roads in 1998 and a third of the streets in a third of the city in the previous 10 years.
Thus, approximately fifteen percent of city streets have not been repaved in over seventeen years.

The City also needs to explore gaining four lane access to the city. Kosciusko is accessible by five Mississippi State Highways, 12, 14, 19, 35 and 43, none of these have four lanes. Kosciusko is one of a handful of cities in Mississippi without four land access. The Mississippi Department of Transportation’s (MDOT) Vision 21 transportation plan called for the widening both Highway 35 and Highway 12 to four lanes. This plan was formulated in 2002 with the section of Highway 12 between Kosciusko and Interstate 55 listed as an immediate need and the remainder of Highway 35 and Highway 12 as a mid-range need. Thirteen years later none of the proposals have been implemented. The City of Kosciusko should work with MDOT, state officials and state legislatures to implement at least a portion of these plan. Kosciusko gaining four lane access is not only a positive transportation goal but could be a game-changing economic development tool moving forward.

**Bicycle**

Cycling is a transportation mode that is unrepresented in Kosciusko. From 2000 to 2010 the United States Census reported that cycling had doubled as a primary mode of transportation. This trend is likely to continue as more and more cities invest in cycling infrastructure. Many bicycling improvements can be made with low cost efforts. Bike lanes can be added to many existing streets and “Share the Road” signs can be placed where dedicated bike lanes cannot be placed. Gauging interest in biking in Kosciusko would be the first step in determining if bike lanes and signs are needed.

Bicycling is becoming increasingly popular among urban residents even in small towns. Currently, Kosciusko has no bicycling lanes or trails. The Parks Department has expressed interest (See Chapter Seven) in adding a multi-use path. The abandonment of the Kosciusko and Southern Railway, to be discussed later in this chapter, offers an opportunity for a Rails-to-trails project. Rails-to-trails projects have become popular throughout the country.

**Pedestrian**

Kosciusko has developed as an automobile-centric city. This has caused neglect in its pedestrian systems. Most of Kosciusko’s sidewalks are located in the central business district or near schools. The sidewalks in the central business district are in the best condition. Sidewalks in other areas of the city are in various conditions ranging from good to disrepair. Some of the sidewalks could easily be repaired, while others need replacement.

Sidewalks and other pedestrian paths have become more popular, but not necessarily as a transportation option to and from home, school, and work. They have become popular for recreational use for jogging, running and walking. This is one way to help fight the obesity epidemic that is hitting the United States and Mississippi. The Center for Disease Control and Prevention reports that 34.6% of Mississippian are obese, which is more than a third of the population. Improving the current sidewalks and adding new ones could play a roll in Kosciusko and Mississippi becoming less obese.

Improving the current sidewalks and adding new ones could help fight the obesity problem and provide citizens with a new way to move about Kosciusko. Even though the central business district contains sidewalks in good condition, they are mainly used by the local businesses’ customers’ to walk to and from their parking spots. Not many people use them as transportation from nearby neighborhoods. This is due to many residential neighborhoods not having sidewalks. Pedestrian travel from most neighborhoods would require walking on the street beside traffic, a situation that is not safe for pedestrians or vehicular traffic. Additional sidewalks would allow for increased and safer pedestrian traffic in the city.

However, sidewalk construction on existing streets can be expensive and time consuming. Adding sidewalks could require the acquisition...
of right-of-way, construction of curb and gutter, and construction of sub-terrain drainage, as well as other issues. The expensive cost that would be associated with adding sidewalks makes it imperative that as new development occurs sidewalks be required. Amending or adopting a new subdivision regulation to reflect this would be required. It would also be imperative that the city enforce the new subdivision regulations.

An additional pedestrian opportunity would also exist in the abandoned Kosciusko and Southern Railway. This unused railroad corridor would be a perfect fit for a rails to trails project reminiscent of the Oxford Depot Trail, Tanglefoot Trail or Longleaf Trail. These trails range from one mile to forty plus miles. The Rails-to-Trails Conservancy has provided assistance in constructing these projects nationwide.

**Railroad Corridors**
Currently, Kosciusko has no rail service of any kind. The Illinois Central Railroad at one time owned and operated the railroad in Kosciusko but abandoned and later sold the railroad to the Mississippi Department of Transportation (MDOT). MDOT in turn leased the railroad to the Kosciusko and Southern Railway which operated it until early 2014. The Kosciusko and Southern Railway originally serviced woodyards along its twenty-one mile long stretch and later turned to storing railcars on the line. The Kosciusko and Southern Railway abandoned the lease with MDOT after the Grenada Railway had to temporarily abandon a portion of its line to make bridge repairs. The Grenada Railway was Kosciusko and Southern Railway’s only connection to the national railroad network. When in operation the Kosciusko and Southern Railway was exclusively a freight railway that supplied locations in Attala and Holmes Counties. No passenger rail service exists in Kosciusko; the nearest Amtrak station is in Greenwood.

**General Recommendations**
The following recommendations are true for any Comprehensive Plan and are accepted planning practices across the state and country.

- Future streets have been “reserved” by mapping them on the Future Land Use and Transportation Plan. This way the City may not allow development to occur on planned right-of-ways. Enforcement of this legislation is accomplished through the use of the Subdivision Regulations and by refusing building permits that encroach in mapped right-of-ways.
- In exchange for development rights, developers of new subdivisions should be required to make road improvements because of the increased road usage caused by the development. This should take the form of creating roads where none exist, paving gravel roads, improving narrow width roads, dedicating right-of-way for the existing road if none exists, dedicating additional right-of-way for expansion, and/or potentially adding lanes to congested roads.
- Existing roads should be extended to connect into new adjacent developments and each new development should build some roads to the edge of the property so that adjacent properties can continue “neighborhood building.” Interconnected areas provide better and safer access for emergency vehicles and help minimize developments of a certain size.
- Keep private streets to a minimum and ensure that they are built to County standards and maintained.
Chapter Seven: Community Facilities Plan

Community facilities are locations and services usually provided by a local government but also may be provided by a private enterprise. Some examples of community facilities include public schools, fire stations and fire protection, libraries, parks, cemeteries, water and sewer service, solid waste disposal, ambulance service, police protection, court systems, etc. Providing a brief inventory and analysis of the existing services in Kosciusko will be beneficial when planning for the future. This information will also assist in developing goals and objectives for improving the variety and quality of services currently provided and can be used as support for developing a plan for future capital improvements.

General Government Operations

The City of Kosciusko is served by six (6) elected officials. Those officials are the mayor and five (5) aldermen. Four of the aldermen are elected by districts and another is elected at-large. Day-to-day business of the city is handled by the mayor’s office and the city clerk’s office. The city clerk’s office is also responsible for financial duties, record keeping, elections, and a variety of other tasks that serve the citizens of Kosciusko. Kosciusko City Hall is located on the northeast corner of East Washington Street and North Huntington Street. At the current time the City’s administration has the building and tools to adequately serve the citizens of Kosciusko. However, the city should perform a regular assessment of the capacity and functionality of all administration facilities.

City Courts

The City Courts share space in the police station with the police department and Emergency 911. Both the city courts and police department are in need of more space. That space could be provided by moving the E911 dispatchers to another location. This is also the best solution since the E911 services are a shared resource between the Attala County and Kosciusko. Moving E911 services to a new location would provide plenty of space for both the courts and police department.

The city courts are also in need of phone system updates. The current phone system does not allow for the internal transfer of calls to others within the police station building. If a call comes into the wrong phone the caller must be given the correct number to call and told to call that number. The courts could also use an additional phone line. At this time these are the only known needs to maintain the day-to-day services of the city courts. City officials should, however, continually monitor the function and efficiency of its departments to plan for any additions or improvements that may be necessary.
Cemetery Department

The city cemetery department will soon need to expand to continue to have burial space in the future. As the cemetery is expanded two new personnel will be needed to keep up with the maintenance that will be required in the expanded cemetery. It is also the goal of the cemetery department to provide more than just the gridted burial sections that many cemeteries provide. To help with the layout and landscaping of a new cemetery, the city should consider hiring a landscape architect to help carry out these visions. Currently, the department is not in need of any equipment, but this, like the personnel needs, should be monitored to allow for planning for any additions or improvements that may be necessary.

Code Enforcement/Building Inspection Department

Currently the City of Kosciusko has several adopted land use controls as well as codes. The Zoning Ordinance was adopted on December 19, 2006; the Subdivision Regulations was adopted on May 2, 1995 and the Sign Ordinance was adopted on September 4, 2001. Along with those ordinances they have adopted the following codes: International Building Code, 2012; International Existing Building Code, 2012; International Residential Code, 2012; International Plumbing Code, 2012; International Fuel Gas Code, 2012; International Mechanical Code, 2012; and International Property Maintenance Code, 2012. These ordinances and codes are enforced by the building official in consultation with the city engineer when needed.

This department is a one man operation that addresses complaints from citizens as necessary. A large portion of this departments time is spent logging complaints and filing paperwork on an antiquated filing system that makes discovering repeat offenders difficult. Updating this system to modern codes software would help the efficiency of the department greatly. Currently, the building official notes the violation and files it away, with the code software the violation would be noted in the computer and easily found if a repeat occurred. The best solution for updating the code violation system would be to add code software to the office computer and provide the building official with a laptop with the code software on it too. This could be broken into a two part process of adding the code software to the office and at a later date adding the mobile platform.

As it stands currently the zoning and sign ordinances have conflicts with one another. The zoning ordinance allows thirty-five feet tall signs while the sign ordinance allows for eight foot tall signs. Several options are possible to resolve this conflict. Documents could be drafted from scratch, one documented could be amended to match the other, or a unified development code could replace the zoning and sign ordinances and the subdivision regulations. The city’s subdivision regulations were last updated in 1995 and the twenty-plus year old document has began showing its weaknesses. The current subdivision regulations are weak on infrastructure improvement to be made to a subdivided land, leaving the city to make repairs to substandard streets, water and sewer lines, etcetera.

Kosciusko has done a great job of keeping its codes up to date. The International Building Code, Existing Building Code, International Residential Code, International Plumbing Code, International Fuel Gas Code, International Mechanical Code and International Property Maintenance Code have all been adopted as the 2012 edition. The International Code Council typically releases updates to their group of recommended codes every two years, so another update should be available some time in 2014. Continually adoption and enforcement of these codes help to ensure public safety and help keep the city’s fire rating low. These codes should be updated as deemed necessary by the building inspector and the Mississippi State Ratings Bureau.
Fire Department

The City of Kosciusko consists of a professional fire department operating one fire station. The fire station is located southwest of the intersection of Pilsudski Street and North Jackson Street. The department is staffed by professional firefighters. The department has three pumper trucks and one fire and rescue truck.

Mississippi State Rating Bureau (MSRB) is a non-profit corporation that has leadership and membership comprised of the insurance companies that write fire protection policies. MSRB provides services related to the grading of public fire protection and services related to insurance rates in the state of Mississippi. MSRB has graded the City of Kosciusko a Class 6 fire rating. The inspection system is based on a point schedule with credit given in several categories related to fire fighting and protecting property from fire damage. These categories include the age of firefighting equipment, the quantity of water available to fight fires, the number of firefighters responding as an average per call, and the distance the firefighting equipment must travel in order to reach a fire (run distance).

City officials should conduct a regular assessment of all fire protection equipment and maintain equipment and facilities in a manner that only improves the class rating. Fire trucks and other types of fire equipment may have a specific lifespan for recommended operation. A program to replace and upgrade the equipment and apparatus which has aged beyond its useful life should be developed.

The City should work with the Mississippi State Rating Bureau to determine facility and equipment requirements to maintain and/or improve the current rating of Class 6. A letter entailing what is needed to obtain a Class 5 rating is located in Appendix A but a summary follows.

Figure 7. 2: Kosciusko Fire Station

1. Strengthen the water distribution system so that at least 3,500 gpm would be available in commercial areas at a residual pressure of twenty pounds and 100 gpm would be available in residential areas at a residual pressure of twenty pounds. We suggest that this be done under the advice and supervision of competent engineering personnel.
2. Begin and maintain an annual inspection and operation program of all gate valves in the water distribution system. This would ensure that all could be found and that they are open. All valves should be located and recorded with legible records kept of all inspections and repairs.
3. Provide fire hydrants where spacing is excessive.
4. Provide auxiliary engines, such as gasoline, diesel, propane or natural gas powered, on enough pumps so that you would maintain a pumping capacity at least equal to the maximum daily water consumption rate. This would be very critical in the event of failure of normal electric power supply.
5. Increase the on-duty fire department personnel so that there would be a minimum of five firefighters on duty at all time. Maintain an average response of twelve to fourteen well-trained volunteers to structure fires inside the city.

6. Continue to improve and maintain a vigorous training program for all firefighters. Well-trained firefighters are a vital part of your fire defenses. Schools held by outside instructors are encouraged as well as interdepartmental training. All volunteer firefighters should complete the volunteer certification class offered by the State Fire Academy.

7. Adopt and provide for the strict enforcement of a modern Building Code, Gas Code, Mechanical Code, Electrical and Fire Prevention Code. Enforcement of these Codes would be provided through the receipt of applications, issuing of permits and inspections by a competent inspector under municipal control. Records of these operations would include filing of the forms and notes of the inspector as he makes inspections with any follow-up enforcement needed.

Lowering the fire rating can save some homeowners money on their home insurance, and it is a positive indicator for new business and industry seeking to locate in the city. To improve the fire rating, the City should develop a specific plan based upon the deficiencies cited by the Mississippi State Rating Bureau, and then consult with the rating bureau before implementing the plan.

In addition to making upgrades to lower the city’s fire rating several other projects need to take place to improve or maintain the current level of service. One such project is the addition of a training building in the city. The city already owns a lot across from the fire station that would be a great location for training building. The city also needs to upgrade to a digital radio system to ensure proper communications during an emergency situation. In addition to the digital upgrade an additional 100ft radio tower could be added to the fire station to create a redundancy to ensure proper communications during an emergency situation.

Fire truck replacement is an expense that you almost always know is coming years in advance. The Mississippi Ratings Bureau certifies custom fire trucks for twenty years plus a recertification of five years after the initial certification. Standard trucks are certified for fifteen years plus a recertification of five years. The City has three trucks and two of them will need to be replaced in the next seven years. The 1993 Spartan Custom Pumper is due to be replaced in 2018 and the 2001 E-One Pumper is due to be replaced in 2021. The 2008 Pierce Custom Pumper is not due to be replaced until 2033, a time near the horizon of this plan. A decrease in the fire ratings and these few projects will keep Kosciusko Fire Department in good shape for years to come.

Kosciusko Light and Water

Kosciusko Light and Water provide electricity and water to most of the residents of Kosciusko and is operated under a separate board and budget. The City of Kosciusko provides its citizens with sewer service but the fee for sewer service is collected by the Kosciusko Light and Water on the normal utility bill.

Kosciusko’s electrical grid is in good shape and should not need any major improvement in the next twenty to twenty-five years, barring a large industrial development. The one improvement that could be made to both the electrical and water meters is the addition of automated meters. Automated meters would increase meter readers work efficiency. It is estimated that is would cost $2.0 to $2.5 million dollars.

Water service, on the other hand, has several issues that will need to be addressed. Two water wells will need to be rebuilt in the next twenty to twenty-five years at a cost of $100,000 each. In the future
the water tower along Highway 19 may need a Class B water treatment plant and an additional half million gallon per minute well. The treatment plant will cost $1.5 to $2.0 million, and the water well will cost $700,000 to $800,000. An additional water tower is needed in the southwestern portion of the city and will cost an additional $1 million.

Water lines throughout the city need to be replaced due to being too small. Those lines should be upgraded as they are identified and as it is fiscally possible. Undersized lines are not only an issue with providing water to homes but also for providing fire protection. Undersized lines hinder fire protection and put the public safety at risk. Lines in the industrial park are severely undersize for any industrial use that could potentially be used in the park and upgrading these could go a long way in helping recruit employers to the site.

The Light and Water Department could use a new building. The current location has become crowded and unusable without upgrades or replacement. The proposition of relocating the Light and Water Department and moving the E-911 services into the current location and would alleviate space issues at the Light and Water Department and the Police Department.

Parks and Recreation Department

The City of Kosciusko provides residents with five city parks offering various recreational opportunities. Jason Niles Park is located between Knox Road and Lucas Street. This park offers a playground, tennis courts, splash pad, pavilions and a walking trail. Redbud Springs Park is located on the corner of South Natchez Street and East Monroe Street. This is the city’s smallest park. This park offers benches and fountain. It also contains a bronze statue of Tadaezu
Map 7.2
Water System and Improvements

Water Certificated Areas
- Conehoma Water Association, Inc.
- Ethel Rural Water Association
- Kosciusko Light & Water Plant
- McAdams Water Association, Inc.
- Mississippi Water, Inc.
- City of Sallis
- Springdale-Youth Center Water Association, Inc.
- Sugar Creek Water Association, Inc.

Legend
- Water Improvement
  - Additional Treatment Plant
  - Additional Water Tank
  - Existing Water Lines
  - Natchez Trace Parkway
  - Gas Pipelines
  - Electrical Transmission Lines
  - Section
  - Natchez Trace Parkway Land
  - Kosciusko
  - Planning Area

Source(s): City of Kosciusko; Mississippi Automated Resource Information System (MARIS); U.S. Census Bureau TIGER Line Files; U.S. National Parks Service.

Disclaimer: This map is accurate for planning purposes only.
Date: January 13, 2017

Additional Treatment Plant and Well at this location. The Well should produce at least 1,000 GPM. Treatment Plan = $1.5M to $2.0M. Well = $700,000 to $800,000.

Additional 500,000 Gallon Elevated Tank in Southwest portion of the City. $1,000,000.
Kosciuszko. Hugh Ellard Park is located on the corner of South Natchez Street and Love Road. This park offers nine baseball and softball fields, a flag football field, a soccer field, concession stands, pavilion and picnic area and a walking trail. This park also houses the Parks and Recreation Director’s office. Northside Park is located on 4th Avenue behind Kosciusko Upper Elementary School. This park offers three baseball and softball fields, basketball fields, concession stands, pavilion and a walking trail. Apanaug Park is located on West Jefferson Street. This park offers a playground, basketball courts, a practice ball fields and picnic area.

In addition to providing parks the city has recreational sports leagues. These recreations sports leagues are ran independent of the city. The city only provides the facilities for those sports to take place. The city has sports leagues that offer boys’ baseball, girls’ softball, youth flag football. The expansion of these sports offerings to the adult leagues would be beneficial to the community. Getting people active will improve their health and the community’s health; this is especially true in the most obese state in the union. The offering of adult sports leagues could help generate some revenue for the parks department.

The parks department also host several traveling baseball and softball tournaments throughout the year. Hosting these tournaments not only generate funds for the parks department but also generate business at hotels, restaurants, shops, et cetera. Hiring a Parks Program Coordinator could help recruit and attract other tournaments to Kosciusko. This position could also help coordinate with the existing children’s leagues and be a starting block for getting the adult leagues running.

In an effort to attract more tournaments and expand sports offerings the city should add more ball fields. Four fields at Hugh Ellard Park would
increases the number of fields from nine to twelve. One field would be converted to parking for the four new fields. The addition of four fields would require the city to acquire more land for Hugh Ellard Park. The acquisition of new land would allow for the expansion of other park services as well.

In addition to the ball fields the city would like to add recreational vehicle hookups, an open air pavilion and other possible uses. The recreation vehicle hookups are intended to be used for visitors that come to town for tournaments. They could also be rented out when a tournament is not in town to help generate more funds for parks. The open air pavilion would be added to host events like company picnics, family reunions and other gatherings.

There are also other recreational opportunities that the city should explore adding to its recreations line up. The city has expressed interest in adding an additional splash pad much like the one in Jason Niles Park to another park in the city. These are great replacements to city pools as they require less maintenance and staff to operate. The city would also benefit from adding disc golf courses to a city park or multiple city parks. Disc golf operates much like regular golf but with a Frisbee instead of golf ball and clubs. The sport has a much lower financial entry point than traditional golf and the same health benefits of walking the nine or eighteen hole course. One or several course could be added to city parks at a cost of around $15,000 per eighteen holes.

The city would also benefit from the addition of a multiuse path. Multiuse paths have become popular reuse of flood prone areas, old road beds and old train tracks. Multiuse paths provide residents with a location to walk, run or bike with limited interaction with automobile traffic. The abandoned Illinois Central Railroad runs through the center of town and could be a great multiuse trail. This is especially true since the main Illinois Central Railroad line that runs parallel to Interstate 55 has also been abandoned. Rails-to-trails is a non-profit with a nationwide mission to create a network of trails on abandoned rail line and could be a great resource for the city if they decided to pursue turning the Illinois Central Railroad to a multiuse trail.

Police Department

The City of Kosciusko Police Department consists of twenty sworn officers, eleven dispatchers and one state certified correctional officer. The department is separated in to six divisions: Administration, Investigations, Patrol, School Resources, Community Services and Dispatch.

The police department is located near the southwest corner of West Adams Street and North Madison Street. A firing and training range that is utilized by the department is located on Attala Road 1221. Currently, the police station is undergoing renovations so there is no need to upgrade or expand the facility, itself, at the moment. The Police Department should continually evaluate their need for
expansion or facility improvements at the police station. However, space is limited in the police station and shared between the city courts, police and 911. Moving 911, a joint city-county office, to another location will alleviate the space concerns of the police department. Moving the 911 team out of the police station should be a short term priority for the city and the police department. Other facility upgrades are needed, but they are minor compared to the space concerns. The computer system and surveillance system both need to be updated to meet current demand and safety concerns.

The department is also in need of some more standard police equipment. Pistols and bullet proof vest are among those needs that are most essential to day to day police operations. In addition, the police department needs to outfit 2 cruisers with vehicle cameras and needs to replace and upgrade the interior surveillance system at the police station. Patrol cars are vital to the operation of any police force. Adding an new patrol car for six consecutive years would allow the department to reach a one to one officer to patrol unit ratio. This has several benefits that include accumulating less mileage, better maintained and the longevity of the unit. A one to one patrol car ratio allows patrolmen to make their car their own and they take better care of it. The investigator unit also needs to replace one vehicle. In addition to the new cars the police department needs an increase in their vehicle maintenance budget to care for their aging fleet.

In addition to the equipment and vehicles, the department could use two dedicated drug officers. Currently, the investigator units cannot keep up with drug related cases and can use the officers to investigate those crimes. The officers would also be able to work with outside agencies on drug enforcement issues. At the present time this is the only increase in manpower that is needed, but the Police Chief should continually assess and address any manpower or equipment needs.

**Public School Facilities**

The Kosciusko School District is like all other school districts in the State of Mississippi in that it is a separate entity from local governments. The district has its own board that governs the district. The board has its own budgets and set its own millage rates to fund the budget. The School District not only serves Kosciusko but much of the central Attala County as well.

The Kosciusko School District is home to Kosciusko Lower Elementary, Kosciusko Middle Elementary, Kosciusko Upper Elementary, Kosciusko Junior High School, and Kosciusko Senior High School and serves approximately 2,160 students. Kosciusko School District is one of the top 10 school districts in the State of Mississippi. That is a great plus to the City as the schools could draw residents to the area and cities tend to go as the school system goes.

*Figure 7.7: Kosciusko Junior High School*
The School District has recognized that their need for space exceeds their current capacity. In response, they recognize the need to create a strategic plan to address those needs. At the present time, Spring of 2015, all schools have reached their maximum capacity. The school district also recognizes the need to focus on those in the community that are poverty stricken. The bottom twenty-five percent are likely to stay in the community instead of moving to other locals. These citizens are going to be the key to a prosperous community for years to come as they will be contributing to the local work force right out of high school. These students need to be prepared to contribute in this way.

Even with a lack of space the school district is in an overall good condition. In the future, the school system wishes to expand educational opportunities to early childhood development by developing a more extensive pre-k program. A big portion of the schools’ budget/duties is providing transportation to the students. The school district manages to accomplish this by purchasing a bus every one to two years, and those buses usually last twelve to fifteen years. Technology is becoming more and more important to the education process. As a part of expanding technology the school system recognizes the need to implement district wide Wi-Fi. The school district expects this to cost about $300,000.

For the purposes of this plan, the City of Kosciusko is encouraged to continually communicate with the school district regarding growth and development and the betterment of the schools. To the extent possible, Kosciusko should monitor the spatial needs of the school district and work to achieve those needs through the City’s development approval process. It is important that as school building programs are implemented, school facilities remain within the city limits or within close proximity to the city limits to allow for the delivery of services.

Public Works & Streets Department

The Kosciusko Public Works Department is responsible for a variety of services including street maintenance, right-of-way upkeep, debris removal, and mosquito control. The City of Kosciusko’s Public Works Department is split into two departments: the Streets and Wastewater Department. The Wastewater Department will be discussed in the following section. The Wastewater and Streets Department operate out of a shared facility located at 640 West Jefferson Street. Currently the greatest need is a remodel to the Public Works Building. The facility is in poor condition and could use a façade update facing the street. This could be done through a complete remodel or new construction depending needs of the department.

The Streets Department’s biggest need is to establish a routine maintenance plan for paving city streets. In the past the city has taken out bond to cover mass repaving projects in the city. This requires the City to take out large amount of debt at one time and leaves roads to deteriorate until the next time this process happens. The City should adopt, with the help of an engineer, a routine maintenance cycle for roadway improvements. This could be done over a fifteen of twenty year period. This will defer the cost of road improvement over that time instead of large one time payments. This approach also help keep the overall transportation network in good working order.

As a city, Kosciusko has managed to thrive even without four lane access. It is one of a handful of cities in Mississippi without four land access. The Mississippi Department of Transportation’s (MDOT) Vision 21 transportation plan called for the widening both Highway 35 and Highway 12 to four lanes. This plan was formulated in 2002 with the section of Highway 12 between Kosciusko and Interstate 55 listed as an immediate need and the remainder of Highway 35 and Highway 12 as a mid-range need. Thirteen years later none of the proposals have been implemented. The City of Kosciusko should
work with MDOT, state officials and state legislatures to implement at least a portion of these plans. Kosciusko gaining four lane access is not only a positive transportation goal but could be a game changing economic development tool moving forward.

The City also has several smaller Street Department goals that need to be obtained to improve the quality of life in the city’s neighborhoods. Gilliland Street has gained a reputation as a roller coaster due to the poor construction of a concrete street. If a concrete street is constructed correctly there is nothing better and they will last forever. When poorly constructed you have Gilliland Street. It will cost approximately $1.0 million to repair Gilliland Street and include a complete rebuild of the street from the subsurface drainage to new asphalt.

The city is only plagued with two drainage issues. Knox Road and North Madison Street both have drainage issues. Both of these streets will require engineering work to determine the proper fixes. The work on Knox Road will also include a widening project to improve access to residences and community facilities located on the road.

As additional development occurs, it may become necessary for Kosciusko to acquire additional personnel and equipment to perform public works functions. At a minimum, city officials should schedule out the age of existing equipment and prepare to replace it at the end of its useful life.

**Solid Waste/Sanitation Department**

The City of Kosciusko contracts out garbage pickup to Waste Management. Waste Management removes garbage from residences once a week for a monthly fee of eighteen dollars. Commercial entities are responsible for making their own arrangements for trash removal or have the option of using city-contracted removal for eighteen dollars per can.

A portion of the monthly fee is used by the city, which picks up rubbish and yard debris. This rubbish and yard debris is disposed of at the City’s natural vegetation landfill, if possible. At the current time the City’s natural vegetation landfill is expected to be able to handle the City needs for the life of this plan. City officials should, however, continually monitor the function and efficiency of this department to plan for any additions or improvements that may be necessary.

**Wastewater Department**

The City of Kosciusko provides sanitary sewer services to all parts of the city and even some areas outside of the city. This is currently the only utility handled by the city. Year ago the city formed Kosciusko Light and Water that provides water and electricity to the city under the direction of an independent board. The city should study and consider transferring the Wastewater Department to Kosciusko Light and Water. Kosciusko Light and Water currently helps the city by billing for sewer service. This transition should not lead to the elimination of any jobs as wastewater employees could transfer to Kosciusko Light and Water.

The city maintains two wastewater treatment facilities which have the capacity for future growth. City officials should monitor closely the capacities of the sewage utility systems and anticipate necessary improvements. System wide indications have been made that approximately 70% of the sewer system is in need of updating the existing system. Rehabbing the 70% of Kosciusko’s 450,000 feet of lines would cost around $16.0 million at $50 a foot.

The city has several less costly projects that need to be completed as well. The fourteen-inch collector line along Dye Ditch is in need of replacement and is expected to cost $1.7 million. The sewer line along Knox Road is also in need of replacement, at a cost of $416,000. The lift station east of the Natchez Trace is in need of replacement at an expected cost of $250,000. Additionally, all of the
Map 7.4
Sewer System and Improvements

Legend
- Lift Station Rebuild
- Sewer Line Replacement
- Existing Sewer Lines
- Natchez Trace Parkway
- Gas Pipelines
- Electrical Transmission Lines
- Section
- Kosciusko
- Natchez Trace Parkway Land

Source(s): City of Kosciusko; Mississippi Automated Resource Information System (MARIS); U.S. Census Bureau TIGER Line Files; U.S. National Parks Service.
Disclaimer: This map is accurate for planning purposes only.
Date: January 13, 2017

Replacement of Dye Ditch Line $1,700,000
Replacement of Knox Road Line $416,000
Rebuild Lift Station $250,000
city’s lift stations will need to be rebuilt every ten to fifteen years due to the very nature of their function, at anticipated cost of $130,000 each.

In addition to these system upgrades, the department will need to replace equipment. In 2019, the department will need to replace its vac truck and in 2017 or 2018 the city will need to replace a backhoe. The city should continually monitor the department’s need for personnel and equipment, as well as monitoring any major repairs or rehabilitation the sewer system may need.

**Animal Control Department**

Currently, the Animal Control Department operates out of a sub-standard facility. The current facility is made out of chain link fence and has a tin roof. This type of facility leaves the animals to experience the elements, be it extreme heat or cold as there is no central heating or air. This department’s only need is to construct an indoor animal shelter that will improve conditions for the animals and provide a higher level of service from the department. Like all other city departments, the city should continually monitor the need for additional personnel and equipment.

**Industrial Parks**

Kosciusko and the planning area have two industrial parks. The Mid-Mississippi Eco Park is located within the City Limits of Kosciusko and Kosciusko-Attala County Industrial Park is located about a mile north of Kosciusko. Kosciusko-Attala County Industrial Park has a total of 145 acres with only twenty acres still available for development. This industrial park has all utilities in place and they are provided by: electric by Central Electric Cooperative Association, Entergy or Tennessee Valley Authority; natural gas by Mississippi Valley Gas; water by Kosciusko Water and Light; and sewer by the City of Kosciusko. Mid-Mississippi Eco Park is without rail service and is only accessible by 2 lane state highways.

Another hindrance to its development is a United States Economic Development Administration restrictions placed on potential industries locating in the industrial park. Those restrictions are set to expire in 2018. The restrictions set controls for pollution, waste and the efficient sharing of resources with the goal of achieving sustainable development. There is a possibility that this site could be used by Holmes County Community College for Commercial Drivers License education program.

**Other Community Facilities**

The City of Kosciusko has a couple of unique community facilities. One that the city owns and one that it does not. The Strand Theater is a city-owned facility. In 2013 the City of Kosciusko completed a $133,000 project to restore the façade and reroof the facility. That project was funded by the Mississippi Arts Commission. The façade and reroofing project only rehabbed the exterior of the structure. The interior still needs an estimated $1.0 million worth of work before the facility is habitable. Even with a completed facility, the Strand Theater does not have a use, but a useable community facility could add value though number possible functions.
The Oprah Winfrey Boys and Girls Club of Kosciusko/Attala County is another important community facility that is not owned by the city. In 2006, the Boys and Girl Club opened a new 32,000 square foot facility with computer labs, a music room, art center, a library and a gymnasium. The Boys and Girl Club provides after-school and summer programming that offers youths an opportunity to realize their own strengths and use them as a foundation for successful, productive lives.

Figure 7.9: Strand Theater

Figure 7.8: Attala County Oprah Winfrey Boys and Girls Club
Chapter Eight: Implementation and Plan Maintenance

Implementation tools

Annexation Study
Annexations are performed to replenish land inventory, guide development along the city’s fringe, provide essential city services, and protect the city’s social and economic vitality. Portions of the planning area could certainly benefit from essential city services such as police and fire protection, land use controls, and subdivision regulations. A typical annexation study includes a demographic analysis, land use analysis, and a financial analysis estimating revenues and expenditures anticipated from the annexation study area. Information gathered during an annexation study equips city leaders to make an informed decision regarding specific areas to consider for annexation and the future of the overall community.

Annual Budget
Specific goals, actions, or decisions are usually discussed and recommended during the city’s annual budget process. This is the time when elected officials determine if the city has the funds and budget to proceed with certain items for implementation. This can vary from funding for specific Plan elements or services to staff or man-power assistance in order to follow through with Plan goals. Incorporating the Comprehensive Plan into the annual budget process can ensure that needs and goals outlined here are at least being reviewed and considered for implementation by elected officials.

Architectural Design Standards
Architectural design standards help enhance the aesthetic character of the community and promote a more sustainable community, while protecting property values and preserving heritage. The standards provide the community with information on the quality of architectural design expected without advocating a particular architectural style.

Building, Construction and Fire Codes
Construction, building and fire codes -- including electrical, mechanical, plumbing, etc. -- provide a standard upon which to build safe structures. Adoption of up-to-date versions of the International Building Code and International Property Maintenance Code will greatly assist Kosciusko in efforts to ensure safe housing and safe buildings. However, with the adoption of such codes comes the responsibility to make inspections to assure that the codes are being complied with.

Capital Improvements Program (CIP)
A Capital Improvement Program (CIP) is a budgeting tool that outlines proposed public investments or roadway improvements over a specific timeline. A CIP is usually established and projects costs for various investments over a five-year period. This method or other similar methods are effective ways to plan for major capital investments. It clearly identifies the investment goals of the city and can alleviate monetary stresses if projects are spaced over a certain period of time.

Day-to-day Policy Enforcement
For Kosciusko many of the goals and strategies involve setting or updating policies and then enforcing the policy. This usually involves city staff processing the reports that have been given to, or identified by, the elected officials. Kosciusko will need to develop some capacity for day-to-day policy enforcement in order to raise the levels of service.

Intergovernmental Agreements
Intergovernmental agreements between local government entities can help to spread the burden of certain services by sharing some responsibility to benefit the community as a whole. This
comprehensive plan recommends no specific opportunities for intergovernmental agreements. The use of this tool can be effective and beneficial for the residents of Kosciusko.

**Landscaping Ordinance**
A landscape ordinance preserves the visual environment of a community. They help improve the visual perception and image for both residents and visitors. Landscaping can visually screen undesirable features required in an urbanized landscape, protect privacy of residents, and promote the community as one that cares about its appearance. It can also improve the physical environment of a community through using plants best suited to the climate, improving drainage and enhancing air quality.

**Sign Ordinance**
A sign ordinance helps promote a positive visual perception by reducing and managing the visual signage clutter that can result in an unregulated community. Sign ordinances control the number, size, height, type and placement of signs. The ordinance can also be tailored to control temporary signage, billboards and other signage issues. The overall goal of the ordinance is to help protect the existing character of a community and to establish or enhance community identity.

**Subdivision Regulations**
Subdivision Regulations control the process for division of land and establish design standards for any improvements made to the divided parcels. These regulations ensure that new property owners of this subdivided land have adequate public services and that the subdividers pay their share of construction cost for these services so the city or existing residents are not burdened with the expense.

**Unkempt Property and Junk Automobile Ordinance**
An unkempt property ordinance enhances the visual quality of a community by controlling weed height, rubbish, junk and other public safety hazards caused by unsightly conditions on properties. The ordinance sets a community standard for maintenance of real property which enhances property values and ensures that the rights of all businesses and residents to privacy, safety and attractive environment are respected.

**Zoning Ordinances**
Zoning is the regulation of land uses in certain locations; it is intended to guide development into compatible land use patterns. Zoning protects the individual land owners and preserves and establishes the character of a community. The Future Land Use Map sets forth some general land use categories but lacks the complexity of a Zoning Code. A Zoning Code regulates items such as minimum lot size, setbacks, building heights, locations of manufactured housing, housing density, landscaping and parking. A Zoning Ordinance can be tailored to the city’s specific objectives and goals.

**Plan Maintenance**

**Amendments**
This Plan, along with all of its elements, is intended to be a guide for the long-term development of the city. Market conditions and major investments made by others both have the ability to shift growth patterns and influence land use in ways that was not anticipated by the Comprehensive Plan. In order to deal with these various changes, the city should setup up a process for any amendments to this Plan or elements/maps within this Plan. It should also be noted that multiple amendments can unintentionally alter the policies that this Plan was based on; amendments should be limited and well justified.

**Plan Review and Future Updates**
The Comprehensive Plan should be a dynamic document. Periodic review and update of the Comprehensive Plan is essential in order to accurately reflect the changes within the city. Yearly review is crucial to keep the Plan current of any special topics or influences that will
affect the city. Every three to five years is an adequate time for review of major land use changes, but if drastic changes occur in the City, a Plan review and update may be needed sooner than that. During review, the Board of Supervisors, Planning Commission, or Comprehensive Planning Committee should examine the success in implementing the current before making any changes. After all elements and goals and objectives have been updated as necessary, a draft of the revised Plan must be viewed at a public hearing before being adopted and incorporated into the Comprehensive Plan.

**Summary of Needs/Projects by Department**

The following section includes a list of all projects recommended in this plan and an estimate of the cost of those projects. The list is intended to be a quick reference guide to the projects recommended by this plan not as a substitute for the text in the preceding Chapters. The cost estimates provided are simply that, an estimate of the cost of completion in 2015 and intend to only act as a guide to the project cost. The table that follows includes a list of projects by city department and the expected cost. If desired this summary list could be used to create the basic framework of a Capital Improvements Program for the City of Kosciusko.
**Animal Control**

- Expand animal shelter to indoor facility
  - Cost varies based on size of building

**City Courts**

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Install new phone system</td>
<td>$8,000</td>
</tr>
<tr>
<td>Add incoming phone line</td>
<td>Additional monthly charge</td>
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</tbody>
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**Code Enforcement/ Building Inspection Department**

<table>
<thead>
<tr>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase codes software for office</td>
</tr>
<tr>
<td>$3,000 plus $1,500 a year maintenance cost</td>
</tr>
<tr>
<td>Purchase laptop and codes software for building officials vehicle</td>
</tr>
<tr>
<td>$5,000 plus $500 a year maintenance cost</td>
</tr>
<tr>
<td>Continue to update building, construction and fire codes as needed</td>
</tr>
<tr>
<td>Cost varies</td>
</tr>
<tr>
<td>Update Zoning Ordinance and Zoning Map to a parcel base system.</td>
</tr>
<tr>
<td>Cost varies</td>
</tr>
<tr>
<td>Update Sign Ordinance</td>
</tr>
<tr>
<td>Cost varies</td>
</tr>
<tr>
<td>Update Subdivision Regulations</td>
</tr>
<tr>
<td>Cost varies</td>
</tr>
</tbody>
</table>

**Cemetery Department**

<table>
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<tr>
<th>Service</th>
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</thead>
<tbody>
<tr>
<td>Hire a landscape architect to layout new cemetery</td>
</tr>
<tr>
<td>Cost varies based on scope of work</td>
</tr>
<tr>
<td>Hire 2 Additional personnel who could be used when new expansion opens</td>
</tr>
<tr>
<td>$21,500 each</td>
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**Fire Department**

<table>
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<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace Spartan Custom Pumper in 2018</td>
</tr>
<tr>
<td>$250,000</td>
</tr>
<tr>
<td>Replace E-One Custom Pumper in 2021</td>
</tr>
<tr>
<td>$350,000</td>
</tr>
<tr>
<td>Purchase new digital radio system including handhelds, mobiles, base station and repeaters</td>
</tr>
<tr>
<td>$28,000</td>
</tr>
<tr>
<td>100 ft radio tower at station</td>
</tr>
<tr>
<td>$10,000</td>
</tr>
<tr>
<td>Work with Mississippi State Ratings Bureau to lower Fire Rating to a Class 5</td>
</tr>
<tr>
<td>Varies based on MSRB assessment</td>
</tr>
</tbody>
</table>
### Parks and Recreation Department

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add Program Coordinator to Parks staff</td>
<td>$24,000 to $32,000 or could be filled as part-time position</td>
</tr>
<tr>
<td>Add adult sports to offerings</td>
<td>Cost could be offset with a user fee</td>
</tr>
<tr>
<td>Add 4 more ball fields.</td>
<td>$2.0 million</td>
</tr>
<tr>
<td>Add open air pavilion at site of old city pool</td>
<td>$3,000 plus depending on size</td>
</tr>
<tr>
<td>Add a multi-use trail</td>
<td>$700,000 per mile or $132 a linear foot</td>
</tr>
<tr>
<td>Add RV hookups at Hugh Ellard Park</td>
<td>Cost varies based on number of hookups</td>
</tr>
<tr>
<td>Add disc golf course</td>
<td>$15,000</td>
</tr>
<tr>
<td>Add another splash pad</td>
<td>$75,000 to $250,000 based on design</td>
</tr>
</tbody>
</table>

### Police Department

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase one new patrol unit for the next six years.</td>
<td>$28,700 Each for a $172,200 Total</td>
</tr>
<tr>
<td>Purchase investigator vehicle</td>
<td>$18,500</td>
</tr>
<tr>
<td>Purchase two Glocks 23 pistols</td>
<td>$960</td>
</tr>
<tr>
<td>Purchase two Glocks 22 pistols</td>
<td>$960</td>
</tr>
<tr>
<td>Purchase 2 Patrol Unit Cameras</td>
<td>$4,000</td>
</tr>
<tr>
<td>Purchase Six Bullet Proof Vest</td>
<td>$4,200</td>
</tr>
<tr>
<td>Install police department building surveillance system</td>
<td>$5,500</td>
</tr>
<tr>
<td>Upgrade computer system</td>
<td>$7,200</td>
</tr>
<tr>
<td>Increase patrol unit maintenance budget</td>
<td>$6,000</td>
</tr>
<tr>
<td>Hire two drug enforcement officers</td>
<td>$45,000 each</td>
</tr>
<tr>
<td>Relocate E-911 to allow for expansion of city court and police station</td>
<td>Cost varies depending on arrangements made for E-911</td>
</tr>
<tr>
<td>Hire phone operator for police department</td>
<td>$21,500</td>
</tr>
</tbody>
</table>

### Public Works

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remodel Department Building</td>
<td>Cost varies based on construction cost</td>
</tr>
</tbody>
</table>
### Streets Department

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop paving program (repaving all street every 15 years)</td>
<td>$10,000,000 over 15 years or $670,000 annually</td>
</tr>
<tr>
<td>Hire an engineer to study and develop a plan to alleviate the flooding issues on North Madison Street</td>
<td>Cost varies based on engineering cost</td>
</tr>
<tr>
<td>Widen Knox Road to improve access and drainage</td>
<td>$800,000</td>
</tr>
<tr>
<td>Add bike lanes on Huntington</td>
<td>$1,000,000 (MDOT)</td>
</tr>
<tr>
<td>Make improvements to Gilliland Street</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

### Wastewater Department

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace 14&quot; collector line along Dye Ditch</td>
<td>$1,700,000</td>
</tr>
<tr>
<td>Replace sewer line along Knox Road between HWY 43 and HWY 35</td>
<td>$416,000</td>
</tr>
<tr>
<td>Replace lift station east of Natchez Trace</td>
<td>$200,000</td>
</tr>
<tr>
<td>Replace Vac Truck in 2019</td>
<td>$200,000</td>
</tr>
<tr>
<td>Replace Backhoe in 2017-2018</td>
<td>$80,000</td>
</tr>
<tr>
<td>Normal rebuilds of 9 remaining lift stations</td>
<td>$130,000 each</td>
</tr>
<tr>
<td>Rehab sewer lines</td>
<td>$16,000,000</td>
</tr>
</tbody>
</table>

### Kosciusko Light and Water

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebuild Water Well #6 Pump</td>
<td>$100,000</td>
</tr>
<tr>
<td>Rebuild Water Well #8 Pump</td>
<td>$100,000</td>
</tr>
<tr>
<td>Add a &quot;Class B&quot; water treatment plant to Hwy 19 water tank</td>
<td>$1.5M to $2.0M</td>
</tr>
<tr>
<td>Add water tank to Southwestern portion of the city.</td>
<td>$1.0 M</td>
</tr>
<tr>
<td>Add water well at site of Hwy 19 water tank</td>
<td>$700,000K to $800,000</td>
</tr>
<tr>
<td>Install automated metering infrastructure for reading water and electric meters</td>
<td>$2.0M to $2.5M</td>
</tr>
<tr>
<td>Replace undersized lines in industrial park area</td>
<td>Cost varies based on engineering and construction cost</td>
</tr>
</tbody>
</table>