GREAT EXPECTATIONS:
SHREVEPORT-CADDO 2030 MASTER PLAN

SHREVEPORT METROPOLITAN PLANNING COMMISSION
OF CADDO PARISH

ADOPTED DECEMBER 1, 2010

RESOURCE GUIDE

CITY OF SHREVEPORT, LOUISIANA

CADDO PARISH, LOUISIANA

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Acknowledgements

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WORKING GROUPS
Thank you to all the city staff members, local professionals, and community advocates who served on the six Master Plan Working Groups, and to others who took the time to review draft chapters of the Master Plan.

PUBLIC MEETING ASSISTANCE
Thank you to Willis-Knighton Health System, Caddo Parish Library System, Caddo Parish Public Schools, Greater Shreveport Chamber of Commerce, Louisiana Technical College, Louisiana State University-Shreveport, Phillip Rozeman, Mr. Ernest Palmisano Jr., and Mr. Roland P. Toups.

AND TO EVERYONE IN SHREVEPORT-CADDO WHO PARTICIPATED— THANK YOU! THIS IS YOUR PLAN!
Everyone who responded to the public opinion survey, gave time for an interview, or participated in the Master Plan public meetings helped make this plan—and can help put the plan into action to make the plan a reality. This is your plan and your future!

IN MEMORY OF

Mayor James C. "Jim" Gardner
(1924–2010)
who developed Shreveport's first master plan in 1957

How to Use This Resource Guide

This publication is a "user friendly" version of the full *Great Expectations Shreveport-Caddo 2030 Master Plan.* It contains printed summaries of key chapters as well as a compact disk that contains the entire master plan in a digital format. This multimedia approach to distribution allows the Metropolitan Planning Commission of Shreveport-Caddo to make the entire master plan accessible to a large audience. The printed copy of the plan is available at each branch of the Shreve Memorial Library and at other public locations in the planning area.

This master plan is neither a *prediction* nor a *projection* of the future. It is a plan. Built on the ambitious vision of Shreveport-Caddo residents, it recognizes the existence of obstacles and unresolved practical questions. It provides strategies for overcoming those obstacles and answering those questions. But no plan is self-implementing. We will have to implement it. A new era of partnerships—government, residents, businesses, institutions, and nonprofits all working together—can bring this ambitious vision to reality.

WHAT'S IN THE PLAN? HOW SHOULD I READ IT?

The Shreveport-Caddo Master Plan includes an executive summary and covers a broad range of topics in 13 chapters about current trends, the planning process, all aspects of community life that affect the way our city and parish can develop in the future, and implementation actions. The plan can be read all the way through or selectively, according to the reader's interests. Government agencies, businesses, nonprofit institutions, and others can choose specific topics relevant to their activities.

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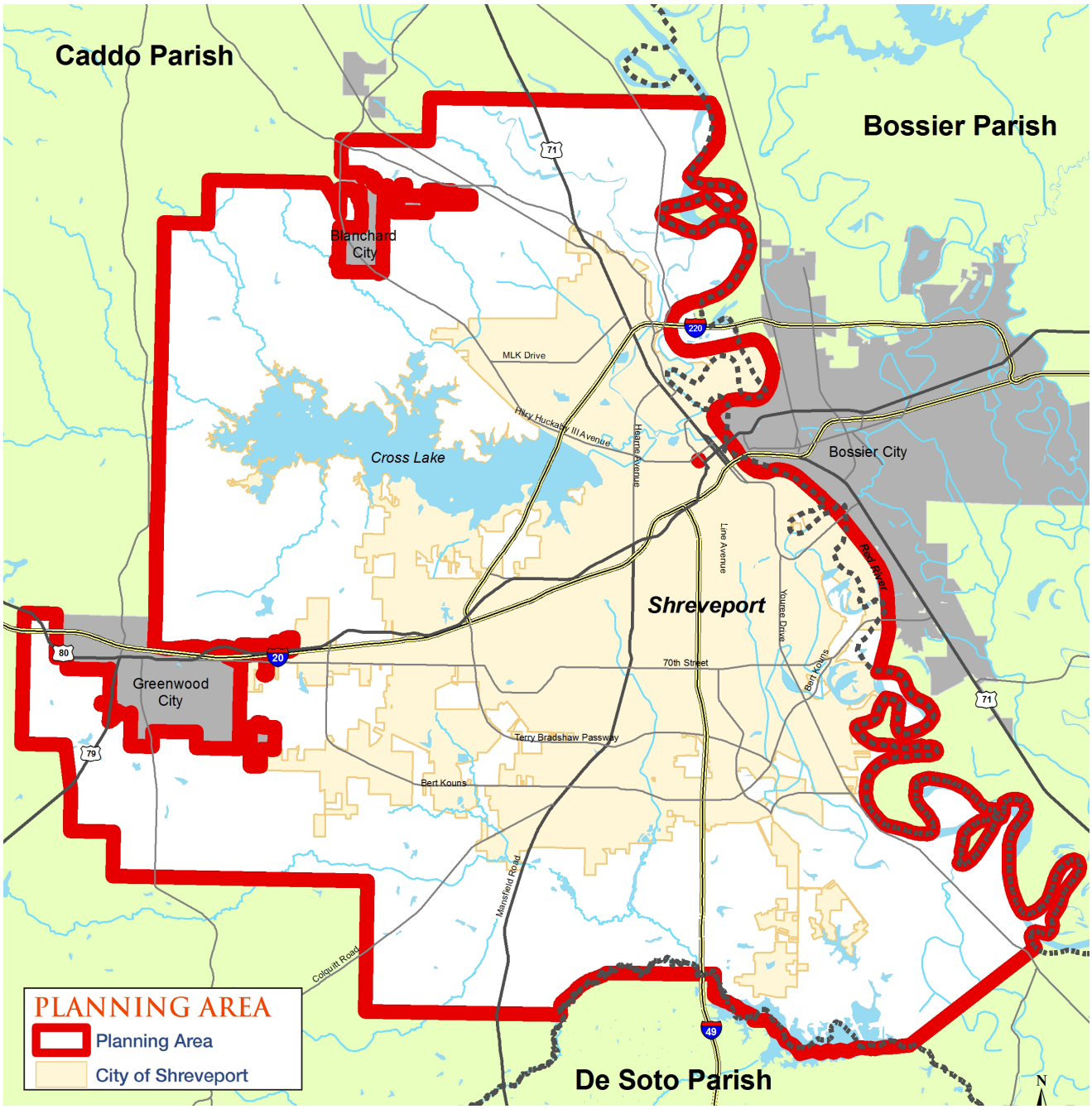
Great Expectations: The Shreveport-Caddo Vision for 2030

personal vision statements:

"Shreveport is widely recognized as the best place in the South to live, work and raise a family. Its infrastructure and educational resources are world class. Racial harmony and economic opportunity are the model for the country."

MAP 1.1 **SHREVEPORT-CADDO 2030 MASTER PLAN AREA (JURISDICTION OF THE METROPOLITAN PLANNING COMMISSION)**



Source: NLCOG, 2009

The *Great Expectations Shreveport-Caddo 2030 Master Plan* arrives at a moment of tremendous opportunity for Shreveport-Caddo and the region.

It is the first comprehensive master plan since 1957, more than 50 years ago. The 1957 plan represented a response to a post-World War II boom that brought traffic congestion, crowded schools and housing shortages to the city. That plan had a profound effect on Shreveport's physical development as the road network it proposed was implemented over the years. The Great Expectations Plan arrives in 2010 when Shreveport-Caddo faces different challenges. With increasing visibility as a competitive location for business, the promise of long-term benefit from the Haynesville Shale natural gas economy, a diversified jobs base, and this new master plan to guide improvements in quality of life, Shreveport-Caddo stands poised for a transformation that can bring new jobs, opportunities, and population growth.

'More unites us than divides us'

Developing a vision statement is an essential early step in creating a master plan. Vision statements focus attention on a community's values, sense of identity, and aspirations. The Vision and Principles developed by Shreveporters during the late summer and fall of 2009 express the high expectations that they have for the future. The vision statement tells a story and paints a picture of an ideal future in 2030. Shreveporters decided what they want to preserve and what they want to change, articulated their desires and hopes, developed a consensus on an ideal future, and committed themselves to working toward that ideal. The Shreveport-Caddo Vision represents the guiding image for the community as it faces new challenges and complex choices. Accompanying the vision statement is a set of principles based on precepts that are important to Shreveport residents. The Shreveport-Caddo Master Plan Principles serve as a set of values that guide the master plan itself and its implementation. Together, the Vision and Principles are like the constitution of the master plan, setting the course for the future so that the Great Expectations are always kept in view.

The experience of creating the Shreveport-Caddo Vision and Principles showed that Shreveport-Caddo citizens from different parts of the Master Plan Area and from all walks of life share many values and agree on the kind of future they want for the Shreveport area. The Vision and Principles emerged from an extensive public outreach program and series of community participation events (described more fully in Chapter 2). They are a distillation of many hours of community activity and the contributions of more than 1,000 Shreveport-Caddo residents, who responded to a public opinion survey, participated in a day-long Visioning Forum, and attended neighborhood "Speak Out" meetings. The plan's Community Advisory Group (CAG), enlarged with volunteers from the Forum, took the results of the survey and events and worked with the consultant team to create a draft Vision and Principles. This draft was made available for public review and discussion in eight open house meetings across the master plan area and on the project website. After a final review, the CAG then approved the Vision and Principles. The MPC board adopted the Vision and Principles as the guiding framework for the master plan on December 6, 2009.

B. The Vision

GREATER SHREVEPORT'S *VISION* FOR THE 21ST CENTURY

In 2030, greater Shreveport is the dynamic, creative and flourishing powerhouse of the ArkLaTex region. Our region combines the economic opportunity, diversity and cultural excitement of a growing city with the friendliness of a small town.

Our neighborhoods—safe, clean and welcoming—are connected by shared civic spirit and by a network of inviting public spaces and transportation choices. Downtown and nearby neighborhoods in the city core are vibrantly alive with residents and businesses in historic and new buildings. A revitalized waterfront district links Cross Bayou and the city center to Shreveport's origins on the banks of the Red River. Underutilized properties throughout the city have been restored to community use with housing, shops, offices, or parks and other public spaces. Downtown and our diverse neighborhoods offer attractive and affordable choices for young singles and couples, families with children, empty-nesters, and retirees.

Because of its culture of excellent education and access to lifelong learning, from the cradle to the senior years, the Shreveport-Caddo area has the qualified workforce to support an expanding 21st century economy. Established and emerging industries, such as natural gas, manufacturing, education, biomedicine, cyber security, green building and energy, health care, tourism, film production, and digital media depend on local talent, and entrepreneurial start-ups nurture new industries. As a transportation crossroads of rail lines and highways, including an extended I-49, and with a successful river port, we reach out to the nation and the world.

Shreveport is the "greenest" and healthiest city in the South, committed to resource and energy sustainability and enhancing access to healthy lifestyles. Our landscape is enriched by a natural network of greenways and bayous offering recreation in nature. Shreveport's youth and college graduates, as well as newcomers, are proud of their beautiful city, cohesive community, and culture of opportunity. All citizens choose to be part of an innovative city on the move.

"Looking simultaneously through the present and the future is how we create new worlds and make them real. We must see ourselves holding hands in the present to hand future generations a sustainable and beautiful Shreveport.... The vision statement is like a candle bringing light to a room that has been dark too long...It's what makes a stack of paper and detailed plans come alive and engage the energetic participation of our citizens. [In writing a vision] we are striking the match that will ultimately light the way to the life our grandchildren hope for."

WORDS OF A SHREVEPORT RESIDENT WORKING ON THE VISION STATEMENT

C. The Principles

Connected people and places

- Connect people in different neighborhoods and across barriers of race and class to work together for the benefit of the whole Shreveport-Caddo area.
- Connect our natural features in a usable network of greenways and blueways.
- Provide safe and efficient transportation choices including alternatives to the car, such as bicycle and pedestrian routes, and enhanced public transit.

Fairness and opportunity for everyone

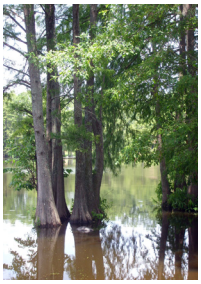
- Make every neighborhood a "neighborhood of choice" with excellent infrastructure, services, and amenities.
- Enhance educational and economic access and opportunity for all residents.

Strengthened assets and enhanced possibilities

- Support, maintain and expand on the economic and community assets that sustain our area today. Create a community with easy access to all aspects of community life—work, travel, cultural events, festivals, shopping, and faith based and non-profit opportunities.

Good stewardship of our natural and cultural heritage

- Protect the quality of the water, air, and landscape
- Build greater understanding of our historic roots through organized preservation and historic heritage activities and incentive programs.
- Support arts and culture as a source of community pride and a distinctive economic competitive advantage.



A green and healthy community

- Promote cleaner energy and resource sustainability.
- Maintain and improve existing infrastructure before expansion to new areas.
- Encourage healthy lifestyles through access to nutritious food and a wide range of healthy activities that meet the diverse needs of our population.

High standards of quality in development and design

- Develop a "culture of planning" where decisions are based on a set of principles designed to attain the community's vision.
- Make public investments a model of quality, excellent design, and long-term vision.
- Promote and enforce quality design standards in private development regulations.

A business-friendly environment

- Establish policies that create the conditions and climate to support the growth of local businesses and attract investment and entrepreneurs.
- Streamline regulations while preserving appropriate safeguards to our resources and quality of life.

A community of learners

- Make Shreveport-Caddo a center of lifelong education and learning for all its citizens, young and old, from the first explorations all the way through advanced training and degree programs.

C. The Principles (continued)

Strong local and regional partnerships

- Partner among government, business, institutions and nonprofits to achieve master plan goals.
- Foster collaboration among governmental entities as well as communities across the entire metropolitan region to work toward a shared vision.
- Reach out to partner with other regions to grow and sustain our economy.

Communication, transparency and community participation

- Promote civic engagement of all community members, with an emphasis on engaging young people.
- Keep residents, businesses and others informed about community conditions (quality of life indicators, both good and bad), decisions and options.
- Expand community participation in decision-making—every voice counts.

Natural Heritage: Green Systems and Sustainability

personal vision statements:

"I see a Shreveport that is much greener, with bike paths and nature walks, bustling with healthy, happy families."

Chapter Summary

This chapter outlines current conditions, goals and strategies around the Shreveport area's system of parks, waterways, urban trees, and natural areas; its "food systems," including urban agriculture, community gardens, and access to fresh food; and its environmental health, sustainability, and energy efficiency. The strategies at the end of this chapter present a blueprint for making the Shreveport-Caddo area a healthier, more sustainable urban region, and thus a better place for all to live, work, and play. With abundant land, trees and water in rolling hills, Shreveport-Caddo has the opportunity to create a signature open space network encompassing greenways, "blueways" (water connections), recreation areas, conservation areas and natural open space, and urban gardens and farms. The City and Parish can become models of energy- and resource-efficiency. While governmental agencies can lead by example, implementation of this "Green Agenda" will depend on a network of partnerships.

Strategies and actions include:

- Preparation of an area-wide greenway plan integrated with a network of on street bicycle and pedestrian routes to connect to community destinations and reduce air pollution.
- Amendment of land use regulations to facilitate park and greenway linkages.
- Adequate funding for park and recreation maintenance and operations, including seeking private partnerships and sustainable practices.
- Permanent protection of public park land, such as the riverfront parks, through open space zoning or a conservation servitude (easement).
- Preparation of a tree canopy and restoration plan to work towards a goal of 30% tree canopy coverage by 2030 for the City of Shreveport.
- Continued development of community gardens and urban agriculture in collaboration with the LSU AgCenter.
- Preparation of a government greenhouse gas audit and implementation of the City Energy Efficiency and Conservation Strategy.
- Continued work with energy companies and regional water management groups to ensure safe and prudent water use for Haynesville shale activities.

GOALS	POLICIES FOR DECISION MAKERS
CONSERVATION	
Important natural areas are preserved and protected as usable habitat networks with ecological integrity.	• Support protection of environmentally sensitive habitat areas, including efforts to create conservation areas.
	• Support protection of wetlands for their stormwater management, flood control, and habitat value.
	• Coordinate capital projects to protect wetlands and other sensitive areas.
Water in bayous and other wetlands, lakes, and the Red River meets or exceeds national clean water standards.	• Support stormwater management best practices to reduce nonpoint source pollution in Cross Lake, the Red River and other water bodies and wetlands.
	• Monitor drilling uses of water resources to avoid contamination or excessive use and use best management practices.
ACCESS AND CONNECTIVITY	
A greenway plan and program using floodplains, drainage basins, and unbuilt land connects neighborhoods with parks, schools, community destinations and downtown.	• Expand and build upon existing green space network plans.
	• Promote and facilitate partnerships with public and private land owners to provide public access to greenways and waterfront areas.
	• Require safe pedestrian links to greenway networks in new development.
Usable green space is within walking distance of every resident inside the loop or in revitalization areas.	• Give priority to underserved areas in developing new parks within the city core.
	• Support partnerships with public and private property owners, such as the Caddo Parish School District and the Caddo Levee District, to increase public access to open space.
A sufficient number of community parks serve residents outside the loop.	• Give priority to underserved areas in developing new community parks outside the city core.
Public access to significant water resources for recreation near or on the water.	• Provide for meaningful public access and nature experiences along Cross Bayou, the Red River, Cross Lake, and other water resources.
	• Continue and enhance partnerships with public agencies, such as the Red River Waterway Commission, to provide public access to water.
Parks, recreational areas, and other green infrastructure is of high quality and is well-maintained.	• Provide adequate resources for maintenance and operations in parks, recreational facilities, and other green public spaces.
	• Promote sustainable maintenance practices.
URBAN FOREST	
The City of Shreveport has more than 30% tree canopy coverage by 2030.	• Promote tree preservation and tree planting on public and private property.
	• Give priority to tree planting along major corridors and other public spaces.
	• Support an Urban Forestry division with appropriate staff within the Office of Public Works.
URBAN AGRICULTURE & FOOD SYSTEMS	
Locally produced foodstuffs are available for local consumption in a variety of outlets.	• Support and promote community garden initiatives and urban agriculture business opportunities through incentives and regulatory frameworks.
	• Support expansion of fresh food outlets, such as farmers' markets, throughout the city.
All residents have reasonable access to healthy, affordable food in close geographic proximity and are well-informed about nutrition.	• Support development and expansion of urban agriculture, fresh food retail outlets, and other sources of fresh foods in areas that are underserved by fresh food outlets.
	• Support and expand nutritional education programs and partnerships with schools to provide gardening and nutrition education.
ENERGY EFFICIENCY AND WASTE REDUCTION	
Greenhouse gas emissions are reduced by 20% in 2030.	• Support a city and parish greenhouse gas audit and local climate action plan.
	• Support an energy audit program for commercial and residential properties.
Government operations and buildings are models of resource and energy efficiency.	• Promote city and parish green procurement and building policies.
	• Promote municipal leadership in alternative and renewable energy use.

Findings

- The landscape is characterized by rolling hills, tall evergreen trees, a wet climate, frequent rainfall for most of the year, bayous and other wetlands.
- Habitat loss is due to urban and suburban development, conversion to pine plantations, and logging. Fire suppression in wooded areas has also contributed to habitat degradation for fire-dependent species.
- Major threats to water quality within the Red River Basin include forestry and agriculture, unsewered areas, land development, and road construction
- Most of the master plan area's waterways are not publicly accessible.
- The tree canopy is at risk in urban and developed areas due to lack of maintenance, lack of information about proper care, and development practices.
- The Shreveport region provides good conditions for horticulture and agriculture, but very little food is grown in the Shreveport region.
- "Food deserts"—neighborhoods with limited access to healthy food and nutritional knowledge—exist in the master plan area.
- The historic core of the city inside the loop has a good basic network of neighborhood parks.
- The Shreveport area is well-served by large regional parks but lacks community parks to serve some areas outside the loop.
- Caddo Parish is above the national service standards for gyms, playgrounds, sports fields, and golf courses, but below the national standard for trails and recreational fishing areas.
- The City has created an initial energy efficiency plan.

Challenges

- Providing public access to natural resources, including waterways.
- Protecting native species and eliminating invasive plants.
- Reducing nonpoint source pollution.
- Providing adequate resources to maintain all existing "green infrastructure." Coordinating all relevant city agency and utility activities to protect existing trees and provide space for future tree planting.
- Raising public awareness about the benefits of nearby parks, trails, and other publicly accessible open space.
- Encouraging local agriculture and increasing access to fresh produce.
- Providing educational resources and support to ensure that all citizens have access to healthy food and nutritional knowledge.
- Protecting environmentally-sensitive or otherwise important natural areas. Reintroducing natural systems within developed and urban environments.
- Public education about the benefits of public and private investments in energy efficiency.
- Attaining compliance with EPA standards for clean air. (See the transportation discussion in Chapter 8.)

Cultural Heritage: Historic Preservation, Arts, and Culture

personal vision statements:

"A city with culture and character you can't find anywhere else."

Chapter Summary

This chapter focuses on two closely-related sectors: historic preservation and arts and culture in Shreveport-Caddo. Both of these sectors are critical to promoting Shreveport's unique history, character, and cultural vitality—to enhance residents' pride in the city, to reinforce its unique place in the region, and to attract visitors and new residents. The Master Plan Area's historic resources listed on the National Register of Historic Places are identified, with a discussion of the current lack of any protections for historic resources, the absence of an historic preservation infrastructure in Shreveport, and options to promote historic preservation. The chapter identifies the myriad arts and cultural activities available in the Master Plan Area, the contribution of the arts to the economy, and provides recommendations on strengthening arts and culture in Shreveport, particularly in revitalizing downtown.

Strategies and actions include:

- Create the basic civic infrastructure for historic preservation: staff time at the MPC; a thorough inventory of historic sites for integration into land use decision making; a citizens' Historic Resources Advisory Committee; a demolition delay ordinance downtown; and regulatory changes that promote adaptive reuse and make it financially feasible.
- Create a "one stop shop" for information and guidance on historic preservation within the Metropolitan Planning Commission (MPC)
- Raise public awareness among residents and visitors about Shreveport's history and culture with interpretive signs, heritage trails with different themes for self-guided digital tours, and events.
- Increase the visibility of art and artists through activities such as a "public art in public projects" ordinance, an annual "open studios" program, more music venues, and additional neighborhood-based arts and cultural events.
- Intensify the arts and culture presence in the downtown West Edge through new offices for the Shreveport Regional Arts Council (SRAC) in the historic fire station, as well as other physical improvements, and market downtown to artists as a place to live and work.
- Establish a program by ordinance that dedicates a small percentage of the budget in public projects for public art.

GOALS	POLICIES FOR DECISION MAKERS
HISTORIC PRESERVATION	
The integrity and character of historic structures and overall historic character is maintained and enhanced.	• Coordinate city programs and policies to support historic preservation goals.
	• Adopt regulations and incentives that encourage and streamline adaptive reuse of historic structures.
	• Support and promote community-based historic preservation initiatives.
	• Provide appropriate tools to review changes that may detract from historic neighborhoods' integrity and character, such as design guidelines.
Residents' and visitors' experience of Shreveport is enhanced by a sense of the city's history.	• Enhance public awareness of the Shreveport area's unique historical and cultural legacy.
	• Enhance public awareness of the economic benefits of historic preservation in Shreveport.
ARTS & CULTURE	
Shreveport's arts community is vibrant and thriving.	• Enhance access to resources for arts and cultural organizations, nurture cultural and artistic entrepreneurship, and support fair and equitable distribution of resources.
	• Support and promote arts education programs throughout the city and for residents of all ages.
	• Promote arts and cultural initiatives as part of the city's economic development strategy.
	• Incorporate public art in large capital improvement projects.
Downtown is the city's arts and cultural center.	• Continue to focus a critical mass of arts and culture activities in downtown and the "West Edge" arts district.

Findings

- There are 7 National Register Historic Districts in Shreveport and 54 individual National Register Historic sites.
- Shreveport currently has no regulatory protections against demolition for significant historic structures, except in the Highland Urban Conservation Zoning District.
- Several community-based preservation associations are working to increase awareness of the city's historic assets.
- Downtown is the hub of arts and cultural initiatives and institutions.
- The arts community offers a diversity of arts and cultural programs, institutions and events.

Challenges

- Encouraging renovations and adaptive reuse of historic structures downtown and elsewhere, and providing incentives to make investment in historic buildings financially feasible.
- Protecting and enhancing the character of Shreveport's historic neighborhoods.
- Increasing awareness of Shreveport-Caddo's cultural heritage.
- Providing professional development and business skills training to local artists.
- Providing more art exhibition and music venues throughout the city, especially downtown.
- Continuing to develop the "West Edge" as the city's epicenter of arts activities.
- Providing physical and programmatic connections among the numerous cultural attractions in the downtown area.

Living in Shreveport-Caddo: Neighborhoods and Housing

personal vision statements:

"Our neighborhoods are physically beautiful, mixed-income, racially and age diverse, community-minded and interlinked with all other neighborhoods."

Chapter Summary

This chapter focuses on five issues: neighborhood form and types; neighborhood quality of life; neighborhood planning and participation in land use decisions; neighborhood commercial districts and resident access to retail; and overall housing markets and housing needs, including providing safe and decent housing to residents of all incomes. The discussion on neighborhood form and types analyzes the urban, suburban, exurban and rural areas and categorizes neighborhoods based on the different conditions affecting quality of life and new development. Enhancement of quality of life focuses especially on code enforcement and on creating a system to give residents a more structured role in land use decision making. Access to neighborhood-serving retail was an important issue for many residents and this chapter provides market evaluations at Youree Drive and 70th Street and for potential "urban villages" at locations in the areas of Pines Road/I-20, Mansfield Road/Bert Kouns, and MLK/ Blanchard Highway. The chapter includes an analysis of housing development and affordable housing needs, with recommendations for changes in approach. More detailed revitalization neighborhood strategies are discussed at length in Chapter 11 and urban design issues are discussed in Chapter 12.

Strategies and actions for neighborhoods and housing include:

- Establish an administrative court to deal with code enforcement and quality of life violations
- Create a series of district and area plans to engage residents and other stakeholders in proactive planning connected to the Master Plan and its policies.
- In a new Unified Development Code, establish design standards for compatible infill development and provide for compact centers with neighborhood-serving retail.
- Create a community-based Housing Policy Advisory Council, including representatives of government staff, neighborhood organizations, for-profit and non-profit housing developers, realtors, and representatives of economic development organizations.
- Establish a rental housing code and strengthen city building codes to meet the minimum standards in the federal Section 8 code.

GOALS	POLICIES FOR DECISION MAKERS
NEIGHBORHOODS	
Enhanced character and livability for all neighborhoods, with investments to improve quality of life.	• Support initiatives and investments that improve physical character and environment, function, and access to community amenities throughout the Master Plan Area.
	• Promote neighborhood associations and community activities to encourage neighborhood identity, sense of ownership, and advocacy.
	• Promote proactive planning on the district and neighborhood level.
	• Create a structured community participation system for project review.
Neighborhood centers providing access to retail and services for all neighborhoods.	• Focus public efforts to support creation of walkable neighborhood commercial districts or nodes.
	• Locate civic and cultural uses within or adjacent to neighborhood commercial districts to act as anchors.
Redevelopment of blighted and vacant properties in areas needing revitalization.	• Assign a very high priority to a comprehensive, coordinated program to eliminate blight and redevelop vacant properties.
HOUSING	
A comprehensive housing policy to support quality neighborhoods and meet the diverse housing needs of all households.	• Support for a community-based system to develop and implement housing policy that includes stakeholders from government, the nonprofit sector, and the private sector.
All housing in good condition and code-compliant.	• Assign a very high priority to effective and efficient property standards and code enforcement efforts.
Quality housing to meet the diverse needs of households at all income levels and all stages of the life cycle.	• Support the planning, regulatory and funding initiatives needed to provide a diversity of housing types, rental and ownership, market-rate and subsidized, to meet community needs.
COMMUNITY IDENTITY	
A cohesive urban design identity for the entire planning area, with appropriate variations for diverse neighborhoods.	• Inclusion of urban design goals and standards for private development and public planning and capital investment projects.

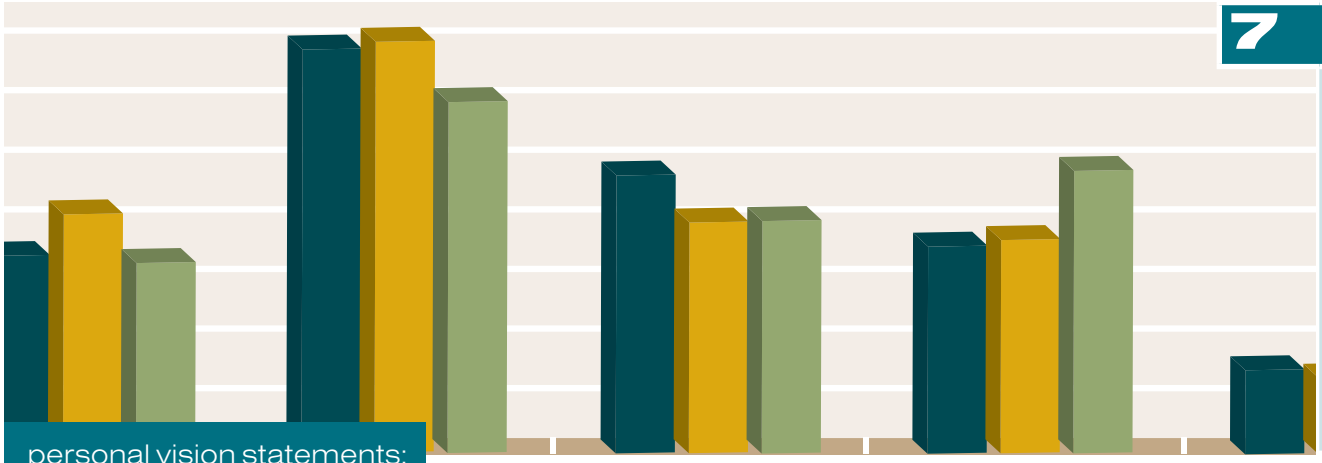
Findings

- Neighborhood form and character in the Master Plan Area varies according to the age and location of residential areas.
- Many parts of the Master Plan Area do not have easy access to neighborhood-serving commercial areas.
- Low overall population and household density poses a barrier to increased retail offerings near many neighborhoods.
- The majority of housing in the Master Plan Area consists of single-family homes and most households own a single-family home.
- Rental housing includes apartments and single-family houses.
- The diversity of housing types is limited. There are relatively few condominiums, townhouses, loft and other downtown-style apartments, assisted living, or other special housing types.
- Compared to other parts of the country, housing costs are low.
- As of 2010, a period of historically low mortgage rates, the median-priced home is within reach of the median-income household, assuming credit and downpayment standards can be met.
- Recent new housing development has focused on high-cost housing in southeast Shreveport and apartments or rent-to-own housing assisted with Low-Income Housing Tax Credits in MLK and other neighborhoods.
- Older, low-cost market-rate housing—for sale or for rent—is often in poor condition.
- In 2009, the US Department of Housing and Urban Development estimated that 42% of renters in Shreveport pay more than 30% of income for housing costs.
- Shreveport does not have a rental housing code.
- There are 7,199 adjudicated properties amounting to 1,586 acres in the Master Plan Area; 6,838 of these are within the city limits.
- The City of Shreveport typically receives annual federal entitlement funding in the amount of $2.6 million in Community Development Block Grant funds, $1.5 million in HOME housing funds, plus smaller amounts for Emergency Shelter Grants for homeless programs.

Challenges

- Providing a system of proactive neighborhood planning and neighborhood participation in land use decision making
- Bringing neighborhood-serving retail to many neighborhoods
- Creating critical mass with new developments in order to support retail and amenities
- Improving the quality of housing stock affordable to moderate and low-income persons
- Improving the quality of affordable rental housing
- Improving the function and design of commercial districts

Prosperity and Opportunity: Economic Development



personal vision statements:

"A community that prides itself on its quality of education, health care for all its citizens, and a dynamic region that promotes job growth and opportunities for both young and old."

Chapter Summary

This chapter focuses on how Shreveport-Caddo can strengthen its economy and organize itself better to enhance competitiveness by supporting enterprises of all sizes, entrepreneurs, and the workforce. In order for the number of households and families in Shreveport-Caddo to grow, it needs to provide jobs both for young people who grow up in the area and for new residents—who then have to decide to live in Shreveport because it provides an excellent quality of life, a goal on which many of the other chapters of the master plan are focused. The analysis in this chapter focuses on three aspects of economic development: expanding base industries, both established and emerging; strengthening the "building blocks" of economic development, such as education, workforce development, and streamlining of regulation; and ensuring economic opportunity for all members of the community. Economic development recommendations revolve around four key priorities: supporting established and emerging industries; improving the education and workforce development system for all; organizing local resources for economic development work; and developing new businesses by building entrepreneurial capacity.

Strategies and actions include:

- Establish a Shreveport-Caddo Economic Development Corporation to to coordinate local business retention and recruitment activities and partner with regional economic development groups.
- Create a public-private Caddo Career Education Trust to support innovative education and workforce training partnerships with possible funding from part of local collections in natural gas extraction, small dedicated millage, and philanthropic donations.
- Develop a strategic plan for biomedical applied research and technology transfer and shift biomedical efforts to recruitment of researchers and their teams.
- Promote formation of "angel" investment funds from local investors in early-stage, high-growth industries.
- Target initiatives to key established and emerging economic base industries, for example, efforts to meet the needs of natural gas producers and service firms to assist in site finding and permitting, meeting workforce needs, and developing a local workforce.
- Develop a coordinated regional marketing initiative for the health care industry as a regional center of specialized care.
- In the film and media sector, expand marketing to production and post-production industries and develop a buy- and hire-local initiative.
- Expand and reorganize career education, workforce training and employment support services.
- Conduct targeted outreach to minority and economically disadvantaged business owners to increase access to business support services.

GOALS	POLICIES FOR DECISION MAKERS
ECONOMIC BASE	
Expand and diversify the economy through targeted support to key established and emerging economic base industries—industries that "export" products and services to non-local consumers.	• Target initiatives to build on existing assets and sectors such as oil and gas, health care, and tourism to leverage, strengthen and diversify the economy.
	• Create a supportive business environment to grow emerging sectors such as life sciences and film and digital media.
	• Promote initiatives to build on or reposition the existing manufacturing base.
EDUCATION AND WORKFORCE DEVELOPMENT	
Develop a more highly-skilled workforce through expanded career education, workforce training, and employment support services.	• Support the K-12 school system to ensure that all students graduate from high school with the basic skills and competencies needed to obtain a post-secondary credential.
	• Support high-quality career education and work experience programs for every student through engagement with the K-12 school system.
	• Promote strengthened post-secondary education and adult workforce development systems to enable workers to develop and update career skills to obtain living-wage jobs and meet employer needs for high-quality workers.
	• Provide supportive services that assist workers to achieve professional and personal success.
ENTREPRENEURSHIP AND SMALL BUSINESS DEVELOPMENT	
Create a stronger entrepreneurial environment that supports new business ventures and small business growth.	• Support the needs of entrepreneurs, and promote strengthened linkages between academic institutions, funding sources, and entrepreneurs.
TALENT RETENTION AND ATTRACTION	
Make Shreveport a community of choice for highly-skilled entrepreneurs and professional workers by enhancing job opportunities and the quality of life.	• Support new initiatives that focus on business retention and recruitment, and retention of local graduates.
	• Improve the quality of life through investments in education, arts and culture, and recreation.
	• Create downtown and neighborhood environments that are attractive places to live, work, and play.
BUSINESS ENVIRONMENT	
Enhance the business environment through critical infrastructure investments and efficient business regulation.	• Provide sufficient land for a range of commercial and industrial uses, as well as buildings and infrastructure.
	• Streamline business regulations while maintaining appropriate safeguards.

Findings

- Shreveport's economic base industries—the key to wealth creation and economic prosperity—include established industries such as oil and gas, health care, manufacturing, and tourism, and emerging industries such as life sciences and film and digital media.
- The economy is reasonably diverse, with limited dependence on any one industry.
- After lagging in the early part of the past decade, employment generally grew in step with the national average up to the beginning of the Great Recession and dropped less precipitously during the recession than many other places.
- Employment growth in the last decade has been less robust than in rest of the Shreveport-Bossier metropolitan area.
- Most important industry sectors have grown during the past decade, with the notable exceptions of manufacturing and gaming. However, emerging industries have yet to establish a strong toehold.
- Earnings and buying power, particularly among wage and salary workers, are significantly lower than the national average.
- Relative to the region as a whole, Shreveport-Caddo competes well in attracting firms in knowledge industries such as health care, education, information, and professional and technical services.
- Entrepreneurial activity is below the national average.
- Low education levels among a significant segment of the workforce make these workers unprepared for the skill requirements of growing knowledge industries.
- Employment, income and educational disparities between whites and African-Americans are barriers to achieving higher levels of economic prosperity.

Challenges

- Building economic development capacity to more effectively sustain and grow key economic base industries
- Improving educational outcomes in the K-12 system through increased partnerships between the schools, businesses, and the larger community
- Strengthening the workforce development system to more effectively meet the needs of employers for skilled workers and the needs of workers for well-paying jobs
- Addressing barriers to employment for low-income workers such as lack of transportation and child care
- Maintaining the quality of higher education and increasing the range of higher education programs in the face of a challenging budget environment
- Creating a stronger support system for startups and early stage firms
- Retaining and attracting talent by increasing economic opportunity and quality of life for highly skilled young adults
- Reducing economic disparities between the white and African-American populations by addressing barriers to economic opportunity, particularly low educational attainment

Getting Around: Transportation and Mobility

personal vision statements:

"A family-friendly, safe community with easy access to schools, parks, libraries, shopping, and restaurants by car, public transportation, bikes...and for pedestrians."

Chapter Summary

Shreveport has an extensive road network that allows motorists to access most areas in approximately twenty minutes. However, the cost of maintaining that network with a static population has proven to be difficult and continued extension of the road network will promote sprawl and strain budgets. This chapter focuses less on further expansion of the road network and more on integration of land use and transportation in order to provide opportunities for more transportation choice; improving maintenance and function of existing roadways; making travel more pleasant, attractive and environmentally sound through provision of amenities; and enhancing public transportation.

Strategies and actions include:

- Fix It First: develop a comprehensive pavement management program.
- Integrate transportation and land use planning, technology and management strategies for efficient roadway and transit networks to provide alternatives to auto travel, and establish roadway impact fees.
- Strengthen and enforce access management policies and ordinances.
- Adopt context-sensitive design frameworks and a "Complete Streets" policy that integrates various transportation modes in regulations.
- Improve conditions to encourage more trips by bicycle, walking and transit as part of the region's ozone conformity plan.
- Examine the feasibility of consolidating redundant and/or underperforming routes to add additional service on nearby principal routes, while developing system-wide standards for operational efficiency that will be used to make future decisions about route reductions, service enhancements, and long-range planning efforts for higher-frequency services like bus rapid transit (BRT).
- Designate specific staff personnel to work with state officials and garner legislative support for the restoration of passenger rail service through Shreveport.

GOALS	POLICIES FOR DECISION MAKERS
Roads and streets maintained to a high standard for long-term use that encourages sustainable development patterns.	• Support investment in a pavement management system.
	• Support smart growth through transportation initiatives that encourage infill development within the loop.
	• Support the context-sensitive solution approach to transportation planning and project development.
Improved design and function of arterial roads and neighborhood streets.	• Promote best practices in access management to help maximize street efficiencies.
	• Promote use of traffic calming techniques to reduce speeding and "cut through" traffic on residential/neighborhood streets.
	• Support policies/programs to create a better connected, more efficient road network.
	• Support the development of regional Intelligent Transportation System (ITS) improvements to facilitate better traffic circulation and coordinated traffic signals.
	• Support policies that make Shreveport's transportation infrastructure accessible to those with disabilities.
A safe and attractive pedestrian and bicycling network integrated with vehicle transportation.	• Support a "Complete Streets" policy that provides roadway space for bicycles, pedestrians, automobiles and transit vehicles and integrates greenway and off-road bicycle routes with the roadway system.
	• Integrate pedestrian networks and bikeways into the development of public spaces and link community destinations through on and off-street facilities.
A convenient, fast and efficient public transit system.	• Invest in transit system improvements to encourage more ridership, and reduce the number of single-occupancy vehicle trips.
	• Support investment in an asset management system for transit operation.
	• Integrate land use and transportation policies to support transportation choice.
Improved intercity transportation.	• Support initiatives to enhance commercial flight connections and explore potential regional passenger rail opportunities.

Findings

- 10 percent of all jobs within Shreveport are located within the downtown/waterfront planning area.
- Automobile congestion is minimal, yet there is room for improvement in mobility and accessibility for residents of all ages, capabilities and income levels.
- The few pockets of congestion result from an access management practice that has not produced the desired controls in commercial areas (e.g., Youree Drive).
- Funding allocations are not adequate to keep pace with the required maintenance of the entire existing roadway system.
- In 2000, the average Shreveport commute was approximately 17 minutes, significantly lower than the statewide average of 25 minutes.
- Public transit riders generally encounter travel times that are much longer than the average commute because current funding will not allow more frequent service.
- Many newer developments within the peripheral areas of the Master Plan Area lack pedestrian facilities that connect to retail, educational and/or recreational activity centers.
- Bicycle friendly infrastructure is limited throughout the Master Plan Area.
- The Caddo-Bossier area is expected to come under new federal regulations as an air quality ozone non-attainment area.

Challenges

- Developing a complete transportation system with adopted street design standards that promote safety and amenity for all users, such as a "Complete Streets" policy.
- Identifying a stand-alone funding source for SporTran to maintain current operational levels, and to support the expansion of service which includes new/more frequent routes.
- Improving transit service given the Master Plan Area's extensive geographical size and relatively low population densities.
- Adding bicycle and pedestrian amenities throughout the city given its geographical scale and limited roadway funds.
- Maintaining the existing street network should development, and associated roads, continue in the periphery of the city and unincorporated edges of the Master Plan Area.
- Developing programs and policies to meet federal requirements under ozone non-attainment status.

Public Systems: Infrastructure, Facilities and Services

personal vision statements:

"A greener, safer city made a reality by great leaders and involved citizens. Improvement and maintenance of infrastructure to enhance, attract and support economic development…"

Chapter Summary

This chapter focuses on the public systems and facilities that support Shreveport-Caddo residents in their neighborhoods and their workplaces. Underinvestment in public infrastructure, in particular, and in some public facilities has been routine for many years. Sprawling growth has stretched budgets beyond their limits as public investment has been made to accommodate this growth while older areas lack maintenance. The chapter discusses the infrastructure and public facility needs in the context of contemporary approaches that can provide resource-efficient, cost-effective and environmentally-friendly solutions.

Strategies and actions include:

- Fund and implement comprehensive master plans for sewer, water supply and stormwater management.
- Set long-term priorities for infrastructure and facilities by funding and implementing a municipal asset-management system linked to an up-to-date GIS (geographic information systems) database.
- Work with other jurisdictions to create a multiparish water-supply utility district.
- Establish and structure development impact fees to make sure that new development pays its way and to incentivize infill development inside the loop.
- Develop policies to make Parish and City facilities, buildings and operations models of resource efficiency and sustainable practices.
- Implement a solid-waste fee, encourage recycling and composting, and reduce the solid waste stream by at least 20% from 2010 levels in order to extend the life of the landfill and save resources.

GOALS	POLICIES FOR DECISION MAKERS
Infrastructure investment and management that supports quality of life, economic development and redevelopment in the city's inner core.	• Integrate land use and infrastructure investment policies to avoid expanding new infrastructure.
	• Support full implementation of a GIS-based municipal asset management system over time to end the need to respond to repeated emergency conditions.
Excellent quality and adequate quantity of drinking water to meet all current and future needs of the Shreveport-Caddo Master Plan Area.	• Protect and enhance water quality in Cross Lake reservoir.
	• Enhance the water quality in Twelve Mile Bayou.
	• Support development of new water-treatment facilities and supply sources.
	• Monitor water use by gas companies in connection with drilling activities.
Reliable and efficient wastewater system and sewer service.	• Support wastewater system improvements to meet EPA standards.
Reliable stormwater-management and drainage systems that incorporate best practices.	• Evaluate options as they emerge for best practices and alternative, non-structural solutions for managing and treating urban runoff.
	• Continue to evaluate options for alternative, nonstructural solutions for stormwater management and drainage practices for large developments and for citywide applications.
	• Promote initiatives that aim to make drainage infrastructure a public amenity.
Maintain City/Parish buildings and facilities for long-term use.	• Support investment in an asset-management system.
Public safety facilities (police, fire, EMS) that meet best practices performance standards in all areas of Shreveport/ Caddo.	• Fund all public safety departments so they are able to meet best-practice standards through five-year plan cycles in coordination with the capital improvement program.
	• Support community-based public safety programs.
	• Support interagency incident management teams and training first responders.
All City and Parish facilities and operations to become models of energy and resource efficiency.	• Where possible, meet new needs and demands by enhancement/expansion of existing facilities, rather than building new.
	• Use best practices for long-term, life-cycle energy and resource efficiency in improvements, renovations, or new facilities.
Solid waste reduction of 20 percent from 2010 levels	• Extend life of the landfill to 2030.
	• Support phased expansion of the landfill if feasible.
	• Support measures to reduce the amount of solid waste.
	• Explore viable options, including best practices, for solid waste disposal.
	• Explore regional solid waste disposal solutions.
Compliance with accessibility standards under ADA in both public and private facilities.	• Support funding to meet all outstanding ADA deficiencies in public facilities.
	• Continue to make ADA accessibility information available to the public.

Findings

- Lack of redundant systems for peak water usage periods creates possible risks for Shreveport's drinking water supply and treatment facilities.
- Sprawling growth patterns have added many miles of water, sewer, and roadway infrastructure, resulting in high per capita maintenance/repair costs because the population has not been growing.
- Insufficient funding, particularly in older parts of the city. Repeated sanitary sewer overflows (SSOs) in both wet and dry periods have an impact on water quality in neighborhood bayous, with potential impacts on the Red River and Cross Lake.
- A consent agreement between the City and the EPA on removing SSOs is expected to require substantial expenditures.
- The City lacks an asset management system to better plan for repair and pre-emptive maintenance of existing infrastructure and facilities.
- Public safety departments need improved facilities.
- Shreveport does not charge residents or businesses for trash pickup.
- Caddo Parish has a high-quality, modern library system.

Challenges

- Creating a multiparish water utility to provide a long-term, cost-effective water supply source.
- Maintaining water, sewer and drainage infrastructure systems given current funding.
- Establishing new funding sources and rate schedules to maintain and repair existing and newly added infrastructure.
- Implementing impact fees on new development to offset City costs to maintain new infrastructure or provide additional capacity to serve new development.
- Establishing incentives and programs to reduce solid waste, including solid waste pickup fees, to extend the life of the Woolworth Road Regional Solid Waste Facility.
- Upgrading infrastructure standards for developers to meet modern best practices.

Unique Identity: Focus on Downtown

personal vision statements:

"Downtown is alive with many who live, work and play there joined by others…for a day's or evening's enjoyment."

Chapter Summary

Downtown Shreveport is the only real, urban downtown in a large region and provides a key resource for distinguishing Shreveport from other parts of the ArkLaTex. This chapter focuses on downtown and its waterfront, and includes an overview of existing conditions, a summary of public input related to downtown, and a series of goals, strategies and actions to create a better connected, mixed-use, live, work and play environment that further cements downtown as the economic and cultural center for the City of Shreveport and the surrounding region. The Master Plan framework for downtown has several components: securing the urban and historic character of downtown; bringing new activity through educational and civic institutions and strengthening the arts and culture hub already developing in the West Edge; establishing a strong residential component by reusing historic buildings and creating new neighborhoods in Cross Bayou and Ledbetter Heights; better connecting downtown's different districts; developing public green space; and revitalizing Texas Avenue as an events and "main street" corridor.

Strategies and actions include:

- Enact new downtown zoning and a demolition delay ordinance for historic buildings.
- Revise regulations and incentives for redevelopment and adaptive reuse of historic buildings, including a demolition delay ordinance, and creation of new residential space on underutilized lots.
- Develop a detailed plan for Cross Bayou as a residential district with publicly accessible natural green space along the water. Take steps to prepare the area for development— correct zoning, design guidelines, park planning, brownfields cleanup—and then develop a request for proposals to seek an experienced developer for a public-private development.
- Further develop the West Edge Arts District with adaptive reuse of historic buildings for cultural and residential purposes.
- Establish more educational programs downtown to bring student life to downtown streets.
- Improve circulation and parking downtown by creating a parking-management district for public and private spaces, providing for resident parking, establishing a circulator van or trolley, and exploring the elimination of one-way streets.
- Expand the tax-increment finance district downtown for key public projects to attract private investment.

GOALS	POLICIES FOR DECISION MAKERS
A mixed-use, live, work and play center that serves as the economic, historic and cultural downtown of the ArkLaTex region.	• Support initiatives to attract economic and cultural activities and organizations to locate downtown.
	• Promote initiatives to provide a diversity of downtown housing options including rental and ownership units and mixed-use.
	• Encouraging policies and incentives to facilitate adaptive reuse of downtown's historic, vacant and/or blighted structures.
	• Support infrastructure investments that further revitalization.
	• Support investments and programs that improve the safety, appearance and cleanliness of downtown.
An active, publicly accessible waterfront with recreational amenities and residential/mixed-use development.	• Focus public efforts on creating a publicly accessible waterfront along Cross Bayou.
	• Support zoning and land use policies that encourage quality development of vacant parcels along the waterfront.
Enhanced connections within downtown and improved downtown connections to other parts of the city and region.	• Support initiatives and investments that improve pedestrian, transit, parking and automobile circulation and conditions throughout downtown.

Findings

- 10 percent of all jobs within Shreveport are located within the downtown/waterfront planning area.
- Only 1 percent of Shreveport's population resides within the downtown/waterfront planning area.
- Downtown has few residential options for renters or owners, and existing densities are not sufficient to attract and support neighborhood retail and services.
- Large vacant and underutilized parcels with development potential, many publicly owned, have potential for residential and/or mixed-use development along the Cross Bayou waterfront and in the Ledbetter Heights subdistrict.
- Three interlocking organizations are responsible for downtown promotion and development—Downtown Development Authority (DDA), Downtown Shreveport Unlimited (DSU) and Downtown Shreveport Development Corporation (DSDC).
- Community organizations, such as the Texas Avenue Community Association, are taking action to encourage redevelopment.
- Downtown is the arts and cultural center of the ArkLaTex region.
- Downtown is home to three National Register Historic Districts and two dozen listed historic structures.
- Major strategic initiatives/projects completed over the last 20 years, all with public investment, include the Convention Center and Hotel, Sci-Port, Robinson Film Center, Festival Plaza, and consolidation of city and parish government offices in Government Plaza.
- Downtown is the center of northwest Louisiana's court system, with parish, state and federal court facilities.
- Riverboat casino facilities along the Red River bring thousands of visitors to the downtown area annually; however, their design discourages visitors from venturing outside their facilities to experience other downtown options.
- Casino facilities prevent public access along a portion of the downtown Red River waterfront.
- Downtown has few park and recreational facilities.
- There is citywide support for development and redevelopment within downtown.

Challenges

- Attracting residential development of various types to create the critical mass needed to support additional retail and services.
- Creating an improved, more attractive public realm necessary to entice private development in the planning area subdistricts.
- Creating a publicly accessible Cross Bayou waterfront with balanced zoning and land use policies for residential and mixed-use development.
- Preserving and reusing historic and older structures.
- Identifying appropriate development scenarios for the downtown area's numerous vacant and adjudicated properties.
- Revitalizing and rebranding the Red River District to become a vital, pedestrian oriented retail and dining destination within downtown.
- Changing perceptions that downtown is unsafe (despite its low crime rate).
- Improving connections and circulation among downtown's subdistricts.
- Attracting large companies to establish headquarters in downtown.
- Better marketing downtown's numerous cultural amenities and organizations.
- Enforcing property standards.

Smarter Growth: City Revitalization

personal vision statements:

"I see the core areas of Shreveport preserved, repurposed, revitalized and valued."

Chapter Summary

This chapter of the master plan builds on the discussion and recommendations in Chapter 6. The focus here is on a strategic approach to Shreveport's biggest development challenge: transforming disinvestment and blight into new successful mixed-income neighborhoods inside the loop. Discussion focuses on adding new tools, reorganizing and institutionalizing revitalization efforts, and taking a more strategic approach.

Strategies and actions include:

- Pursue a comprehensive and coordinated system to eliminate blight, assemble land and create new neighborhoods in disinvested areas, including a comprehensive property information database.
- Establish a Shreveport Redevelopment Authority with professional staff, on the model of the East Baton Rouge Redevelopment Authority, to take charge of blight elimination and redevelopment activities.
- Focus redevelopment activities strategically in locations that build on existing assets and provide critical mass, such as the medical district neighborhoods, and target coordinated housing, infrastructure, transportation, park, and service investments to create a successful mixed income neighborhood.
- Give priority to an integrated revitalization program for the medical district encompassing the LSU Health and Willis-Knighton areas as a mixed-income, mixed-use neighborhood and employment hub and as an example of planning and public-private investment to create critical mass for revitalization success.
- Use a neighborhood level planning approach and design character appropriate to older areas in housing redevelopment programs for neighborhoods such as Allendale and Cedar Grove.

GOALS	POLICIES FOR DECISION MAKERS
A comprehensive, coordinated program to eliminate blight.	Ensure that all relevant decision makers, including the judicial system and residents, are included in coordinated efforts.
Redevelopment leadership and organization with adequate staff and funding.	Support creation of a professional Shreveport Redevelopment Authority.
Strategic and comprehensive redevelopment with critical mass that creates neighborhoods, not projects.	Make revitalization investments to leverage nearby employment centers and strong neighborhoods.
	Support revitalization programs based on neighborhood plans for comprehensive and connected development.
	Promote mixed-income neighborhood development.
High capacity community-based redevelopment organizations.	Promote collaboration and capacity building among nonprofits.
A turn-around in city image.	Improve the image of Shreveport's core neighborhoods.

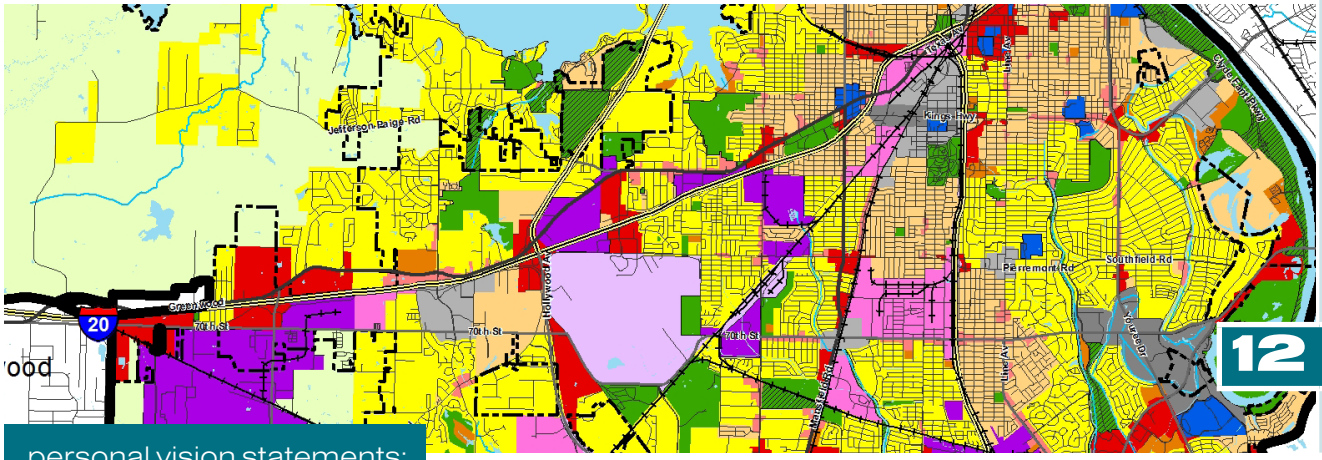
Findings

- Revitalization neighborhoods combine many challenges, such as vacancy, blight, inadequate or poorly maintained infrastructure, crime and perception of crime, and uncompetitive housing stock.
- More than 1200 acres of adjudicated properties are located inside the loop and there are additional vacant and blighted properties. The adjudication process leaves many properties in limbo for many years.
- The Shreveport Redevelopment Agency is no longer active.
- Funding for revitalization initiatives has been limited.
- Most local nonprofit community development organizations lack the resources and staff expertise to produce significant amounts of new or rehabilitated housing.

Challenges

- Creating an agency with strong redevelopment and real estate development expertise and funding
- Focusing revitalization efforts to create critical mass and leverage private investment
- Land assembly to gain sufficient site control to make a visible difference
- Obtaining financing for larger projects
- Coordinating social service and workforce development supports and services with physical revitalization
- Developing nonprofit organizations' revitalization capacity

Future Land Use, Zoning, and Urban Design



personal vision statements:

"Our city has stemmed the sprawl and through infrastructure improvements and smart growth has caused more people to stay or move back to the core areas of the city."

Chapter Summary

This chapter contains the Future Land Use Map, which sets out the general distribution and intensity of land uses for future development that is consistent with the vision, goals and policies of the Master Plan. This map is not a zoning map, but provides the foundation for zoning and guides the MPC and other land use decision makers when they are called upon to exercise their discretion in making rulings on rezoning and similar issues. The chapter also provides principles consistent with the Master Plan to guide the rewrite of the zoning ordinance and creation of a Unified Development Code. Finally, the chapter reviews urban design approaches that can improve the function, amenity, and aesthetic character of development in ways that will advance the vision, goals and policies of the Master Plan for walkable environments.

Strategies and actions include:

- Create a new Unified Development Code (zoning and other development regulations) consistent with the Master Plan that promotes quality development, predictability for both neighbors and property owners, and streamlined procedures.
- Establish a new culture of planning that increases predictability for everyone through a system that provides for consultation with neighborhoods and property owners in creating zoning and in evaluating potentially high-impact developments.
- Provide for major mixed-used centers and urban villages in employment and retail centers or important intersections.
- Develop and implement urban design standards and guidelines that emphasize human-scaled, walkable environments.

GOALS	POLICIES FOR DECISION MAKERS
A smarter growth development pattern within the master plan area	• Preserve and support the character of stable residential neighborhoods.
	• Provide for major mixed-use centers downtown and where there is a significant concentration of jobs.
	• Provide for compact mixed-use urban villages that concentrate retail and services in walkable environments.
	• Avoid new development where major infrastructure extensions would be required.
	• Preserve and protect environmentally sensitive land.
	• Promote walkable environments.
A Unified Development Code that reflects the Master Plan Vision and Goals	• Support a complete rewrite and consolidation of development regulations that requires high-quality development while providing clear and user-friendly regulations and streamlined administration.
	• Enforce land use policy and regulations.
Excellent urban design quality to enhance the livability of the master plan area	• Support high-quality design in regulations and in land use decisions.
	• Make the city and parish models of urban design quality.

Findings

- All things being equal, more development closer to the city center is fiscally more advantageous.
- Existing regulations do not provide for mixed use districts.
- Older industrial areas with underutilized and vacant space need to be repurposed.
- The zoning code and subdivision regulations need to be modernized to reflect Master Plan policies.
- Urban design practices tend to favor auto-oriented environments.

Challenges

- Making small, necessary revisions to zoning before a full rewrite
- Applying master plan policies under the existing project approval process before a full rewrite of zoning.
- Coordinating application of urban design policies with public and private projects.
- Preparing a Unified Development Code.
- Ensuring public participation as part of the zoning rewrite process.

Stewardship and Implementation of the Plan

personal vision statements:

"A community that is intentional about creating positive outcomes…"

Chapter Summary

This chapter focuses on putting the plan to work: organizing systems to ensure that it is consulted regularly in the day to day work of the City and Parish; integrating other plans, such as the Capital Improvement Plan, with the Master Plan; and providing for a high level of communication, transparency and participation by residents and other stakeholders in the implementation of the plan. A summary of the revenue strategies report prepared as part of the master plan project (and available in full in the Appendix) discusses options for local resources to pay for Master Plan implementation. The chapter also includes an implementation matrix for each goal, strategy and action that indicates a responsible party, a timeline (short-, medium- or long-term), and potential resources.

Strategies and actions include:

- Create an MPC professional staff position for an implementation planner to be the in-house expert on the master plan with responsibility to coordinate and communicate master plan implementation initiatives.
- Continue the Community Advisory Group (CAG) as the core of a citizens' Master Plan Advisory Committee to monitor progress on the master plan.
- Review implementation progress in annual public hearings at the MPC and a joint City Council/ Parish Commission meeting.
- Use the master plan to guide annual departmental work plans, the budget, and the capital improvement program, planning documents required for federal funding programs, and grant proposals.
- Schedule a public process every five years to review implementation progress on the master plan and to confirm or revise the vision, principles, and goals.
- Update the master plan thoroughly at least every 20 years.
- Establish best practices in internal and external communication and transparency.
- Explore new strategies and approaches to revenue to support implementation of the Master Plan.

GOALS	POLICIES FOR DECISION MAKERS
Regular review of master plan implementation	• Continue the work of the Community Advisory Group (CAG) members to be public stewards of the master plan
	• Establish regular public review of progress
Incorporation of the master plan in decision-making at multiple levels	• Use the plan in preparing and approving other planning and implementation activities by city agencies
	• Continue to seek mutually-beneficial joint City-Parish planning, programs and implementation
Capital improvement plan and capital budget consistent with the master plan	• Establish best practices in capital improvement planning and budgeting.
Improved internal and external accountability	• Provide effective and meaningful access to information about government activities and performance
	• Enforce municipal laws and regulations more effectively.
A system for government property maintenance and management	• Plan for maintenance, repair and replacement of capital assets.

Findings

- The MPC focuses on processing project applications and has limited resources for proactive planning.
- The current capital improvement planning process in the City does not reflect a clear overall vision for the future.
- The MPC Board will need more education and training opportunities as a new Unified Development Code, reflecting the master plan put in place.
- Citizens desire more consistency and effectiveness in enforcement.

Challenges

- Prioritizing sufficient resources for the MPC to take on greater responsibilities in planning.
- Establishing performance and accountability measures.
- Incorporating consultation of master plan policies in day to day decision making.
- Establishing regular events to monitor and support actions to implement the master plan.

Implementing the Master Plan: Chapter by Chapter

STRATEGIES AND ACTIONS FOR ACHIEVING THE GOALS

CHAPTER 4 | NATURAL HERITAGE: GREEN SYSTEMS AND SUSTAINABILITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Important natural areas are preserved and protected as usable habitat networks with ecological integrity.	Prepare a Shreveport-Caddo Nature Priorities report in collaboration with environmental organizations and local educational institutions showing the type, environmental sensitivity, character, and scenic value of natural areas and habitats in the Master Plan Area.	Identify priority areas for conservation or habitat restoration in vacant or underutilized land, including parks, where appropriate.	Parish Parks & Rec; SPAR; LSUS; Trust for Public Land	Medium term	Staff time; grant funding
		Use the information on identified habitat networks and environmentally sensitive lands in the update of the SPAR and Parish Parks and Recreation Department Master Plan.	Parish Parks & Rec; SPAR; consultant assistance	Medium term	Staff time; grant funding
	Seek protection or conservation actions on priority open spaces.	Emphasize the area's natural attributes in tourism and economic development recruitment.	S-B Convention and Tourist Bureau; N. La Economic Partnership; proposed Shreveport-Caddo Economic Development Council	Medium term	Staff time
		Explore conservation options such as easements/ servitudes in collaboration with private owners and conservation organizations.	Parish Parks & Rec; SPAR; LA Dept. of Wildlife & Fisheries - Natural Areas Program and Natural Areas Registry Program; conservation	Medium term and ongoing	Staff time
		Permanently protect public park land, such as the Red River park land, with an open-space zoning designation or a conservation servitude.	MPC; SPAR	Short term	Staff time; include in rezoning - UDC project
		Expand and promote environmental education programs that increase public access to natural areas and awareness of their ecological benefits.	Parish Parks & Rec; SPAR; School District; Shreveport Green	Medium term	Staff time; general fund; grants
	Promote the use of native plants and low-impact, low-maintenance landscaping practices in public landscaping and horticulture projects and combat the advance of invasive non-native species.	Use native plants and passive or low-maintenance landscape designs wherever possible in City and Parish landscaping activities.	SPAR; City and Parish Public Works; Shreveport Green	Short term and ongoing	Staff time to incorporate in ongoing practices

STRATEGIES AND ACTIONS FOR ACHIEVING THE GOALS

CHAPTER 4 | NATURAL HERITAGE: GREEN SYSTEMS AND SUSTAINABILITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Collaborate with existing conservation organizations to raise public awareness about native and invasive plant species.	LSU AgCenter; NW LA Master Gardeners; LA Native Plant Society; Shreveport Green	Medium term	Volunteers; grants
Water in bayous and other wetlands, lakes, and the Red River meets or exceeds national clean water standards.	Strengthen measures to protect water bodies from nonpoint-source pollution.	Promote watershed education and raise public awareness about low-impact gardening and landscaping practices to reduce chemical runoff from fertilizer, herbicides and pesticides.	Parish and City Public Works and Environmental Affairs; LSU AgCenter; Master Gardeners.	Short term and ongoing	Staff time; grants for nonpoint pollution education
		Monitor septic systems, natural gas extraction activities, and other commercial and industrial sources of water contamination.	Parish Health Unit Sanitarian; Water Resources Committee of NW LA; Water Energy Working Group; City Dept. of Operational Services; Parish Administrator's Office	Ongoing	Staff time
	Use and encourage natural drainage and passive stormwater-management practices.	Promote on-site stormwater management through a stormwater management master plan, land use, landscape and other regulations.	MPC; City Council; City Dept. of Operational Services; Parish Public Works	Short term	Staff time; incorporate in new UDC
		Integrate natural stormwater-management features in rights-of-way of new and updated roadways and streetscapes—for example, use of stormwater planters that absorb stormwater runoff from streets.	City Dept. of Operational Services; Parish Public Works	Short term and ongoing	Incorporate in design process; seek grants for innovative pilot initiatives
	Promote the use of best management practices in oil and gas operations.	Ensure the integrity of private property rights for surface owners and surface users.	Elected city, parish, and state legislative leadership; LSU Red River Water Management Institute; LA Department of Natural Resources;	Short term and ongoing	Officials advocate for safeguards through state law

STRATEGIES AND ACTIONS FOR ACHIEVING THE GOALS

CHAPTER 4 | NATURAL HERITAGE: GREEN SYSTEMS AND SUSTAINABILITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Strengthen and enforce existing laws.	MPC; elected officials; RR Water Management Institute; state departments and legislature	Short term and ongoing	Local regulations in new UDC; advocate for state regulation and enforcement
A greenway plan and program using floodplains, drainage basins, and unbuilt land connects neighborhoods with parks, schools, community destinations and downtown.	Create an area-wide greenway plan integrated with a network of on-street bicycle and pedestrian routes.	Develop a greenway plan that promotes the long-term vision of area-wide greenway circuits, while also providing criteria for incremental connections.	SPAR; Parish Parks & Rec; MPC; volunteers; consultant assistance	Short term	Staff time; general fund and grant funding; estimated project cost $75-100,000
		Amend land use regulations to require new development to enhance and facilitate greenway linkages.	MPC; City Council	Short term	Incorporate in new UDC
		Establish conservation setbacks from wetlands and bayous that may provide an opportunity for greenways and water-quality protection.	MPC; City Council	Short term	Incorporate in new UDC
		Raise public awareness about the value of green space and greenways near private property to encourage greenway expansion in all neighborhoods.	SPAR; A Better Shreveport; Shreveport Green	Short term and ongoing	Grant funding for dissemination of information
	Create new park land connected to the greenway network, where appropriate and feasible.	Identify opportunities to create parks in areas where the parks would provide multiple benefits.	Proposed Redevelopment Authority; SPAR; MPC	Medium term and ongoing	Incorporate in redevelopment activities
Usable green space is within walking distance of every resident inside the loop.	Provide new green space in underserved areas whenever feasible.	Identify underserved priority areas, prioritize them for the creation of new green space, and re-evaluate the choices periodically.	SPAR; Parish Parks & Rec	Medium term and ongoing	Staff time; incorporate in parks master plan update
	Continue to expand access to green space wherever feasible.	Create, maintain and update regularly an open-source inventory of all open spaces, parks, natural areas and make it available on the city and parish websites.	SPAR; Parish Parks & Rec	Short term and ongoing	Staff time
		Establish planning practices and ordinances that require or encourage the creation of new green space as a component of new development projects.	MPC	Short term	Incorporate in new UDC

STRATEGIES AND ACTIONS FOR ACHIEVING THE GOALS

CHAPTER 4 | NATURAL HERITAGE: GREEN SYSTEMS AND SUSTAINABILITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Work with the school system, library system, and other potential partners to expand park and recreation resources without the need for municipal or parish land acquisition.	SPAR; School District; Library System; Housing Authority; etc.	Short term and ongoing	Staff time
A sufficient number of community parks serve residents outside the loop.	Provide new community parks in underserved areas outside the loop wherever possible.	Identify underserved priority areas and re-evaluate these choices periodically.	SPAR; Parish Parks & Rec	Medium term	Staff time; general fund
Public access to significant water resources for recreation near and on the water is available.	Develop the public amenity value of existing natural bayous and other waterways.	Ensure public access to the water for recreation and nature experiences in any Cross Bayou development plan.	DDA or Redevelopment Authority; SPAR	Short term	Staff time
		Enhance public access to the Red River waterfront along Clyde Fant Parkway.	SPAR	Short to Medium term	Staff time; bond funding; leases/ contracts with private operators
Parks, recreational areas, and other green infrastructure is of high quality and is well-maintained.	Provide additional funding and resources for maintenance of parks and recreational facilities.	Seek a dedicated source of funding for parks and recreation maintenance and operations and develop a set of criteria for charging fees where appropriate.	Elected leadership; SPAR	Medium term	Staff time; possible dedicated funds from sales tax, gas leases/royalties
	Enhance partnerships for ongoing maintenance of park systems.	Explore consolidation of the City and Parish park systems or joint activities to remove redundancies and increase capacity.	SPAR; Parish Parks & Rec; elected leadership	Long term	Staff fime; possible consultant study
		Seek additional private partners, such as a Parks Foundation or additional Friends' groups.	SPAR; volunteers; Shreveport Green and Community Foundation advice	Medium term	Staff time; neighborhood associations; volunteers
	Adopt low-maintenance landscaping and building practices to reduce overhead costs for parks and recreational facilities.	Incorporate sustainable maintenance practices in park and recreation maintenance.	SPAR; Parish Parks and Rec	Short term	Incorporate into existing practices

STRATEGIES AND ACTIONS FOR ACHIEVING THE GOALS

CHAPTER 4 | NATURAL HERITAGE: GREEN SYSTEMS AND SUSTAINABILITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
The City of Shreveport has more than 30% tree canopy coverage by 2030.	Develop a tree canopy protection and restoration plan.	Identify funding including grants	Shreveport Green and SPAR	Short term	Grant funding
	Protect the existing tree canopy by providing maintenance services and education.	Make the hiring of a certified urban forester/arborist an early priority.	Department of Operational Services	Short term	General Fund
		Work with public utility providers to establish conservative pruning policies.	City arborist or urban forester	Short term	Staff time
		Enhance partnerships to provide tree care and maintenance.	Shreveport Green with Dept of Operational Svcs to set up volunteer program	Short term	Staff time; small grants
		Enforce landscape standards for new and existing development.	MPC zoning administrator	Short term	Incorporate into existing practices
	Expand the city's capacity to grow and plant trees for public and private property.	Provide public land to expand Shreveport Green's tree nursery program and develop additional "grow stations" for growing large trees.	Elected officials; School District; Redevelopment Authority land bank; Shreveport Green	Medium term	Land donation or lease
		Expand and support Shreveport Green's tree-planting program to provide and plant trees for public property and residents.	Elected officials; Shreveport Green	Medium term	General fund; grants and donations
		Begin a program to plant and maintain a minimum of 500 trees per year on public property.	Elected officials; SPAR; DOS	Short term	General fund
		Explore creating a volunteer group to plant and care for trees.	Shreveport Green; SPAR	Short term	Staff time; volunteers
	Expand tree and landscaping requirements for new development and roadway projects.	Revise land use and zoning codes to include more tree and landscaping requirements.	MPC; City Council	Short term	Incorporate in new UDC
		Include street tree planting in all corridor road and gateway improvement projects.	City Council; Department of Operational Services	Short term and ongoing	Include landscape in project budgets

STRATEGIES AND ACTIONS FOR ACHIEVING THE GOALS

CHAPTER 4 | NATURAL HERITAGE: GREEN SYSTEMS AND SUSTAINABILITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Locally produced foodstuffs are available for local consumption in a variety of outlets.	Protect and expand agricultural activities throughout the Master Plan Area, with regulations to ensure appropriate uses according to location.	Conserve existing active agricultural land.	MPC; LSU AgCenter	Short term	Incorporate rural zoning categories in new UDC; AgCenter technical assistance
		Support the LSU AgCenter and other food-security advocates in efforts to establish a model urban agriculture system in Shreveport through a variety of measures.	LSU AgCenter working with MPC, elected officials, school district, higher education, workforce development, neighborhood groups	Short term and ongoing	Staff time; incorporate appropriate zoning; provide access to land, etc.; grant funding
	Re-establish a citywide composting program and provide compost to residents for collection free of charge.	Work with the Solid Waste Division to revive the composting program.	Shreveport Green; City Solid Waste Division	Medium term	Staff time; include funding in a solid waste system fee
All residents have reasonable access to healthy, affordable food in close geographic proximity and are well-informed about nutrition.	Promote healthy cooking and eating through partnerships with existing educational organizations.	Form partnerships between the LSU AgCenter (and other community gardening initiatives) and the Caddo Parish School District to provide community gardens and nutritional education on school grounds and as a part of the school curriculum.	LSU AgCenter and School District	Short term and ongoing	Staff time; grant funding
	Expand access to farmers' markets and other fresh food outlets.	Adopt land use and zoning regulations to explicitly allow farmers' markets and other fresh food vending in appropriate locations.	MPC; City Council	Short term	Incorporate in new UDC
		Facilitate Farmers' Market expansion to additional locations throughout the city.	MPC; elected officials	Medium term	Incorporate appropriate regulations in new UDC; provide locations
	Support community gardening through the use of adjudicated and other available properties.	Provide water and other necessary utilities to community gardens on adjudicated and similar properties.	Department of Operational Services	Short term and ongoing	Staff time and installation; small fee (e.g. $10-20 with sliding scale for hardship) from gardeners per season to cover water supply
		Include planning for community gardens in neighborhood revitalization developments.	Redevelopment Authority; Housing Authority; DDA	Short term and ongoing	Staff time; incorporate into consultant agreements

STRATEGIES AND ACTIONS FOR ACHIEVING THE GOALS

CHAPTER 4 | NATURAL HERITAGE: GREEN SYSTEMS AND SUSTAINABILITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Greenhouse gas emissions are reduced by 20% in 2030.	Prepare a citywide energy and climate action plan.	Join other cities in working toward sustainable energy policies.	Mayor	Short term	Staff time
		Continue to implement the new City Energy Efficiency and Conservation Strategy through a variety of means.	Department of Operational Services	Short term and ongoing	Staff time; volunteer committee; consultant for greenhouse gas audit
		Explore ways to increase energy efficiency requirements in zoning and building codes.	MPC	Medium term	Staff time
		Expand home-weatherization programs offered by Community Development.	Community Development	Short term and ongoing	Staff time; grants; low-interest loan revolving fund with local banks
		Provide public education for area residents on alternative and renewable energy adoption—including information on Louisiana's solar tax credit program—through partnerships with existing organizations.	Division of Environmental Affairs	Medium term	Staff time; obtain existing materials and develop public education program; grant funding
		Promote adaptive reuse of existing buildings and deconstruction of buildings slated for demolition wherever possible.	DDA; Society for Historic Preservation; Volunteers	Long term	Organize a building materials reuse center
Municipal operations and buildings are models of resource and energy efficiency.	Improve energy efficiency of all municipal buildings and facilities.	Explore adaptive reuse of existing buildings when developing new municipal facilities, and use LEED-style best practices for retrofits of existing buildings and new buildings.	City and Parish	Medium term	Incorporate into planning and design
		As the fleet is renewed, continue to convert all City and Parish vehicles to compressed natural gas vehicles.	City and Parish	Ongoing	As fleet vehicles are renewed

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 5 | CULTURAL HERITAGE: HISTORIC PRESERVATION, ARTS AND CULTURE

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
The integrity and character of historic structures and overall historic character is maintained and enhanced.	Create the basic infrastructure within government for historic preservation.	Provide for staff time at the Metropolitan Planning Commission (MPC) to be devoted to historic preservation.	MPC	Short term	Staff time
		Establish and maintain a thorough inventory of historic properties and structures for the entire MPC planning area and integrate this inventory into permitting and other land use databases.	MPC	Medium term	Staff time; possible consultant time to set up, approx $40,000
		Establish and support a Historic Resources Advisory Committee to lead preservation efforts and identify important historic resources for protection, as long as there are no local historic districts.	City Council	Short term	Staff time
		Identify priority properties for preservation by means of a rating system.	MPC with consultant	Short term	Staff time and consultant to include in inventory project
		Raise awareness in public works agencies about potential archaeological resources.	State Regional Archaeology Program; DOS; Parish Public Works; SPAR	Medium term	Staff time
	Establish regulations and ordinances that enhance the feasibility of rehabilitation and restoration of historic structures for adaptive reuse.	Establish a demolition-delay ordinance.	MPC; City Council	Short term	Staff time
		Amend downtown zoning to encourage residential reuse of historic buildings.	MPC; City Council	Short term	Incorporate in new UDC
		Adopt building code elements that encourage reuse of historic buildings.	MPC; City Council	Short term	Staff time
		Offer incentives for restoration and adaptive reuse of historic structures.	MPC; City Council	Short term	Staff time; limited term tax abatements, expedited permitting
	Explore creation of special districts to enhance preservation of historic and neighborhood character.	Consider creating a pilot local historic district in downtown after demolition delay, new zoning, building code changes, and incentives are in place.	MPC; City Council; Historic Resources Advisory Committee	Medium term	Staff time
		Consider creating neighborhood conservation districts.	MPC: City Council	Medium term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 5 | CULTURAL HERITAGE: HISTORIC PRESERVATION, ARTS AND CULTURE

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Identify and designate local landmarks, and offer a 10-year tax holiday on additional assessed value for rehabilitation.	Historic Resources Advisory Committee; MPC; City Council	Medium term	Staff time; part of inventory consultant contract
		Establish a pilot Main Street program on Texas Avenue.	DDA; Texas Avenue Community Association; assistance from the National Trust for Historic Preservation Main Street Center	Medium term	Staff time; volunteers; private contributions; CDBG funds
	Provide information and guidance to property owners on historic preservation issues.	Create a "one-stop shop" for information on historic preservation.	MPC	Medium term	Staff time
Residents' and visitors' experience of Shreveport is enhanced by a sense of the city's history.	Provide user-friendly information on historic and cultural assets.	Inventory, improve and expand existing interpretative signage for historic resources.	Historic Resources Advisory Committee; Shreveport Historic Preservation Society	Medium to Long term	Volunteers; private or grant funding
		Create heritage trails with different themes.	Tourist and Convention Bureau with MPC historic resources staff, Historic Resources Advisory Committee, volunteer groups, and consultant assistance	Long term	Staff time; seek grant funding
		Create self-guided digital tours.	Same as above. Work with Texas Avenue Community Association for a pilot project	Medium to Long term	Volunteers for a pilot project; seek grant funding

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 5 | CULTURAL HERITAGE: HISTORIC PRESERVATION, ARTS AND CULTURE

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
	Develop cultural heritage tourism destinations.	Identify and develop cultural heritage destinations in Shreveport-Caddo.	Tourist and Convention Bureau with MPC historic resources staff, Historic Resources Advisory Committee - consultant assistance	Long term	Staff time; seek grant funding
	Raise awareness among residents of the metropolitan area about the area's unique history and the contribution of all groups to that history.	Organize historic house tours, dinners, or similar events to raise awareness about historic resources and raise money for advocacy organizations.	Shreveport Historic Preservation Society	Medium term	Volunteers
		Organize a program to sell historic house research and plaques.	Shreveport Historic Preservation Society	Medium term	Volunteers
		Increase awareness of archaeological resources and Caddo Tribe history.	Shreveport Historic Preservation Society with state archaeoloty office	Medium term	Volunteers
Shreveport's arts community is vibrant and thriving.	Increase the visibility of art and artists in the community.	Establish a "public art in public projects" ordinance.	MPC; SRAC; City Council	Medium term	Incorporate in project budgets
		Develop an annual "Open Studios" program and other arts events in neighborhoods throughout Shreveport and Caddo Parish.	Arts Congress; SRAC; volunteers	Medium term	Staff time; volunteers
		Continue the Arts Congress as a unifying force in the regional arts community.	Community Foundation	Ongoing	Foundation and volunteers
	Enhance arts education.	Create a summer professional-development program for arts educators.	SRAC	Medium term	Staff time; grant or education dept funding
		Provide a central source of information on all arts-related programming for youth.	SRAC	Medium term	Incorporate into web site
		Provide more opportunities for adult arts education.	SPAR	Medium term	Staff time plus teachers paid from fees
		Create a SPAR-School District collaboration to create afterschool arts programs in school buildings.	SPAR; School District	Medium term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 5 | CULTURAL HERITAGE: HISTORIC PRESERVATION, ARTS AND CULTURE

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Develop a centralized afterschool, weekend and summer arts program in downtown Shreveport for all Caddo School District and other students in the region.	Regional School Districts; SRAC; advocates; consultant assistance	Long term	Staff time; consultant assistance for business plan
Downtown is the city's arts and cultural center.	Intensify the arts and culture presence and identity of downtown.	Amend downtown zoning to specifically allow artists' studios and live-work situations.	MPC; City Council	Short term	Incorporate in new UDC
		Attract artists' studios, galleries and residences by providing incentives for low-cost renovations for raw space.	MPC: DDA; City Council	Short-Medium term	Staff time; regulatory relief; tax abatements
		Create marketing materials and initiatives to market downtown residences specifically to artists—both locally and nationally.	DDA	Medium term	Staff time; marketing costs
		Invest in a cultural arts identity branding campaign for downtown, including promotional materials for different market segments: families, locals, tourists, potential future residents, businesses, and so on.	DDA; SRAC	Medium term	Staff time; marketing program costs
		Repair and maintain downtown riverfront arts venues and resolve lighting issues on the bridge.	SRAC; volunteers	Medium to Long term	Private fund-raising; grant funding
		Build on the state Cultural District and increase awareness of its benefits.	SRAC; DDA	Medium and ongoing	Marking program costs

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 6 | NEIGHBORHOODS, HOUSING AND COMMUNITY IDENTITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Enhanced character and livability for all neighborhoods, with investments to improve quality of life.	Revise the regulatory system for residential districts.	Revise residential zoning to reflect existing and desired character.	MPC; with public participation	Short term	Possible federal grant; City; Parish. Approx. $400,000 for new UDC
	Create a system for Area Plans and engage neighborhood residents, businesses, property owners and other stakeholders in proactive planning connected to the Master Plan and its policies.	Identify a set of planning districts defined by geography and character.	MPC	Short term	Staff time
		Prepare Framework Plans for each Planning District.	MPC	Short-Medium term	Staff time; consultant time. Approx $50K per district
		Prioritize development of Framework Plans based on development trends and strategic investments.	MPC	Short term	Staff time
		Develop templates to create Area Plans for neighborhoods, commercial districts, and other areas smaller than planning districts or sub-districts.	MPC	Short term	Staff time
		Engage neighborhood groups and students to perform rapid "neighborhood audits" of the public realm to aid in targeting resources for public improvements.	MPC	Short-Medium term	Staff time; volunteers
		Provide the MPC with sufficient resources to support district and neighborhood planning.	City Council; Parish Commission	Short term	General fund; higher project application fees
	Create a structured system for neighborhood consultation on significant development projects and land use changes.	Provide a structured method for neighborhood associations, residents, and other stakeholders to be informed of forthcoming redevelopment and development projects.	MPC; City Council; Parish Commission; with public participation	Short term	Staff time with possible consultant assistance; approx. $30K
		Update and maintain a list of neighborhood associations and promote the formation of neighborhood associations where they do not exist.	MPC		
		Schedule public hearings on major development projects and planning issues in the evening, when needed, to enhance the opportunity for public participation.	MPC Board	Short term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 6 | NEIGHBORHOODS, HOUSING AND COMMUNITY IDENTITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
	Establish design standards to guide new development and redevelopment to contribute to harmonious neighborhood character.	Establish standards in the zoning ordinance to guide the scale and character of new infill development to fit with the character of established residential areas and to ensure appropriate transitions from those areas to redevelopment of underutilized sites on neighborhood edges.	MPC; public participation	Short term	Possible federal grant; City; Parish. Approx. $400,000 for new UDC
		Create a design catalogue to provide examples of housing designs compatible with neighborhood character in different Shreveport neighborhoods.	MPC	Short-Medium term	MPC overseeing consultant; approx $50K
		In areas with security issues, apply established techniques of crime prevention through environmental design in new development.	MPC; Redevelopment Authority	Short-Medium-Long	Staff time to oversee development design teams
		Create a program to notify property owners about their sidewalk maintenance responsibilities and offer a betterment program to promote sidewalk repair and maintenance in neighborhoods.	Mayor and City Council; DOS	Short term	Staff time; cost of notification
Neighborhood centers providing access to retail and service for all neighborhoods.	Amend commercial strip zoning along arterial roads to promote more compact, mixed-use districts.	Designate intersections and sections of commercial corridors for different intensities of commercial development and introduce mixed-use zoning options that create "urban villages."	MPC	Short term	Possible federal grant; City; Parish. Approx. $400,000 for new UDC
		Establish a boulevard program to redesign major commercial corridors, such as Mansfield Road, to create parkway-style environments with enhanced streetscapes that create more attractive development opportunities.	DOS working with MPC	Medium-Long term	Staff time; consultants; seek grant funding (sustainable communities; economic development or transportation)
		Develop a façade improvement program with a matching grant or a revolving low-interest loan fund for designated older commercial districts.	Community Development; Redevelopment Authority	Short-Medium term	CDBG; local banks

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 6 | NEIGHBORHOODS, HOUSING AND COMMUNITY IDENTITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Improve the function and design for all neighborhood centers, including access management, internal circulation, buildings at the street edge, pedestrian networks, landscaped and distributed parking fields, and so on, through enhanced development standards in development regulations.	MPC	Short term	Possible federal grant; City; Parish. Approx. $400,000 for new UDC
		Locate new civic uses to serve as anchors within or adjacent to neighborhood commercial districts designated for current or future walkability.	Government agencies; School Board	Short term and ongoing	Staff time for policy decision and implementation of policy
		Coordinate disposition of or new uses for publicly owned properties, including schools, with the MPC to ensure compatibility with neighborhoods and commercial areas.	MPC; School Board	Short term and ongoing	Staff time of public school administration, MPC
		Promote the development of business or merchants' associations to serve as the voice of business owners in specific commercial districts.	Community Development Department	Short term and ongoing	Staff time
		Recruit neighborhood-serving retail to underserved neighborhoods with market analyses and incentives.	Redevelop-ment Authority; City govern-ment	Short-medium term	Staff time and incentives such as land assembly, tax abatements
		Support the development and capacity of farmers markets to increase access to fresh, local foods; to build community; and to support local agriculture and economic development.	City govern-ment; LSU AgCenter	Short-medium term	Regulatory relief; seed grant funding
Redevelopment of blighted and vacant properties in areas needing revitalization.	See Chapter 11 for discussion, strategies and actions.				

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 6 | NEIGHBORHOODS, HOUSING AND COMMUNITY IDENTITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
A comprehensive housing policy to support quality neighborhoods and meet the diverse housing needs of all households.	Create a community-based Housing Policy Advisory Council, including representatives of government staff, neighborhood organizations, for-profit and nonprofit housing developers, realtors, and representatives of economic development organizations.	Establish a Housing Policy Advisory Council	Mayor and City Council	Short term	Staff time from Community Development; Housing Authority; MPC; other govt agencies; Volunteers
All housing in good condition and code-compliant.	Establish systems to support enforcement of quality of life regulations.	Continue to coordinate and integrate the activities of all government offices that enforce property standards, the building code, the zoning code, and similar regulations by assigning coordination responsibility to a specific department head or a staff member in the Mayor's office.	Mayor	Ongoing	Staff time
		Create a detailed property database with information on tenure, condition, code status, and other aspects of all properties.	Mayor; created and maintained in MPC	Short term	Staff time; General Fund
		Consider creating a ticketing system with fines for quality-of-life offenses such as littering and illegal dumping, storage of junk cars, lack of mowing, and noise.	Mayor and City Council	Short term	Staff time
	Establish a rental housing code to ensure that rental properties are fit for habitation.	Consider strengthening the city building code to the standards of the federal Section 8 (HCV) housing code.	Mayor and City Council	Short term	Staff time
		Enact a Shreveport rental housing code.	Mayor and City Council	Short term	Staff time to enact; resources to pay for rental inspections, etc. from landlord fees
	Create an administrative court to deal with quality-of-life violations.	Establish a quality-of-life court pilot project—once a week for a year to gauge the need and benefit.	Mayor and City Council	Short term	Administrative judge time; General Fund

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 6 | NEIGHBORHOODS, HOUSING AND COMMUNITY IDENTITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Quality housing to meet the diverse needs of households at all income levels and all stages of the life cycle.	Expand the diversity of housing choices, with amenities, to reflect the increasing diversity of ages, household types and backgrounds, while ensuring appropriate standards and guidelines for fitting new housing into existing neighborhoods—for example, condominiums, townhouses, live-work units, lofts.	Expand first-time homebuyer and credit-counseling programs and explore employer-assisted housing programs with major employers.	Community Development Department	Short-Medium term	Staff time; CDBG and HOME funds; bank partners; employers
		Expand housing-rehabilitation programs with strategies such as revolving loan pools.	Community Development Department	Short-Medium term	Staff time; HOME; bank partners
		Establish a marketing program and a one-stop housing center for all government-assisted homeownership, rehabilitation, and rental programs.	Community Development Department	Short term	Staff time; CDBG; HOME; General Fund
		Support the development of supportive permanent housing for residents who are at risk of homelessness and/or are living in substandard housing, as well as other group homes, while balancing the needs of neighborhoods.	HOPE for the Homeless consortium members; Community Development Department	Short term and ongoing	Staff time; federal McKinney and housing funds
		Make investments in infrastructure and amenities where housing development is desired.	Departments such as DOS, SPAR	Short term and ongoing	Capital bonds; TIF programs; grant funds
A cohesive urban design identity for the entire planning area with appropriate variations for diverse neighborhoods.	Revise zoning and subdivision regulations to promote a well-designed, attractive and functional urban design context and public realm.	Establish building, street, infill and subdivision design standards that focus on people rather than vehicles (while accommodating vehicles as needed).	MPC	Short term	In preparation of new UDC
		Ensure sensitive transitions from residential to nonresidential areas through zoning and design standards.	MPC	Short term	In preparation of new UDC
		Revise the sign ordinance to ensure that signs are compatible with desired character of the surrounding context.	MPC	Short term	In preparation of new UDC
		Preserve and enhance the character of older neighborhoods by preserving the street grid, orienting new development to fit in with older character (in terms of dimensions and placement on the lot) and to harmonize with the design character of existing development without necessarily copying older forms.	MPC	Short term	In preparation of new UDC

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 6 | NEIGHBORHOODS, HOUSING AND COMMUNITY IDENTITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Ensure that new subdivisions or apartment complexes connect with the surrounding context, including any future roads, rather than create isolated developments with connections to only one road.	MPC	Short term	In preparation of new UDC
		Ensure that new subdivisions provide sidewalks, street trees, public open space, and similar amenities.	MPC	Short term	In preparation of new UDC
		Permit and encourage low-impact development in subdivision regulations, such as narrower residential streets, natural drainage, and other innovative infrastructure approaches.	MPC	Short term	In preparation of new UDC
		Provide expedited approvals for new development that meets urban design standards and is located in areas where development is desired.	MPC	Short term	In preparation of new UDC
	Establish high-quality urban design standards for the public realm and implement them over time	Develop design principles and standards for private and public development in all commercial districts. Include more detailed guidelines for the public realm (streets, streetscape, public spaces) in Area Plans.	MPC	Short-Medium term	Staff time; incorporate as part of Framework and Area Plans to be done by volunteers or by consultants with public participation
		Establish a context-sensitive design standard for streetscapes as part of the Area Plans, and work with LADOTD and NLCOG to plan improvements for urban arterials that are state roads. "Complete Streets" policies recommended in Chapter 8 will enhance city streets.	MPC; DOS; MPO; LADOTD	Medium term	Staff time; consultant assistance
		Establish a program for public art in infrastructure projects, such as a One Percent for Art program. See Chapter 5.	Mayor and City Council; SRAC	Short—Medium term	Bond funding; grants

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 7 | PROSPERITY AND OPPORTUNITY: ECONOMIC DEVELOPMENT

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Expand and diversify the economy through targeted support to key established and emerging economic base industries—industries that "export" products and services to non-local consumers.	Target advanced manufacturing segments that capitalize on the area's existing manufacturing and transportation infrastructure and workforce.	Develop a facility-reuse and -adjustment strategy to respond to the scheduled closing of the GM plant.	Mayor's Office; Parish Administrator and Commission; N. LA Economic Partnership (NLEP); proposed Shreveport-Caddo Economic Development Corporation	Short term	Staff time
	Leverage Shreveport/Caddo's strength in oil and gas by promoting high value-added, technology-driven industry segments.	Establish an advanced natural gas technology center to develop and commercialize new technologies related to natural gas production, processing and distribution.	LSUS with industry, starting with water drilling engineering;	Short term	RR Water Resources Institute; industry funds; lease and royalty revenues on public land
		Target industry recruitment to oil and gas service firms.	Mayor's Office; NLEP; proposed Shreveport-Caddo Economic Development Corporation	Short term	Staff time
		Develop a more comprehensive and coordinated approach to addressing industry workforce needs.	Mayor's office; Shreveport-Caddo Economic Development Corporation	Short term	Hire oil and gas industry specialist for Eco. Dev. Corp
	Expand the health care industry's role as a regional center of specialized care in areas such as cancer, cardiovascular, and neurosurgical treatment	Develop a coordinated regional marketing initiative.	Health care sector, supported by economic development entities	Short term	Private funds, with economic development entity contribution
	Diversify and expand the tourism industry by building on the area's cultural and entertainment assets.	Support efforts to develop transportation options to move visitors among tourism attractions and entertainment and retail amenities in different parts of the city.	DDA; Sportran; Convention and Tourism Bureau	Medium term	Seek multiple funding sources, including modest fares
		Reinvigorate Shreveport's music scene by developing more performance venues and events.	Convention and Tourism Bureau; SRAC; Tipitina's Foundation; music industry leaders; SPAR; DDA	Medium term	Staff time; low-interest loans or other incentives

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 7 | PROSPERITY AND OPPORTUNITY: ECONOMIC DEVELOPMENT

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Increase downtown and riverfront entertainment and dining amenities.	See Chapter 10	See Chapter 10	See Chapter 10
		Sustain existing cultural organizations and develop additional cultural amenities.	See Chapter 5	See Chapter 5	See Chapter 5
	Grow the film and digital media industry through increased marketing and creation of a supportive business environment.	Expand marketing targeted to production and post-production industries.	Film Office; local industry leaders	Short term	Seek additional funding from local governments, industry, and adjoining parishes that benefit from production activity
		Develop a film industry buy-and-hire local initiative.	Film Office; workforce development and businesses	Short term	Staff time
		Organize a film festival to showcase Shreveport's growing film industry and promote local industry growth.	Robinson Film Center	Short term	Film Center staff time; local film industry funding
	Grow the biomedical sector by developing stronger applied research capacity and supporting technology transfer.	Develop a strategic plan for applied research and technology transfer.	LSU Health; Biomedical Research Fdn; LSUS Biomedical Informatics Lab; Louisiana Tech	Short term	Institutions staff time; possible consultant assistance
		Develop a new funding plan for the millage currently allocated to the Biomedical Research Foundation.	LSU Health; Biomedical Research Fdn; Parish govt.	Short term	Institution and parish staff time
		Launch a funding campaign to endow clinical research chairs at LSU Health Sciences Center.	LSU Health	Short term	Institution staff time
		Establish a biomedical enterprise-development program.	Biomedical Research Fdn and industry partners	Short term	Institution staff time
	Increase local economic development capacity to support industry attraction, growth, and retention.	Establish a Shreveport-Caddo Economic Development Corporation.	Mayor and Council; Parish Commission	Short term	Riverfront Development Fund; Parish contribution

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 7 | PROSPERITY AND OPPORTUNITY: ECONOMIC DEVELOPMENT

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Establish a local business-recruitment program within the proposed Shreveport-Caddo Economic Development Corporation to work with the North Louisiana Economic Partnership to attract targeted industries to Shreveport.	Shreveport-Caddo Economic Development Corporation working with NLEP	Short term	Riverfront Development Fund: Parish contribution
		Establish a business retention and expansion program within the proposed Shreveport-Caddo Economic Development Corporation to address the needs of existing businesses and ensure their continued presence and growth in Shreveport.	Shreveport-Caddo Economic Development Corporation coordinating with NLEP	Short term	Riverfront Development Fund: Parish contribution
Developing a more highly-skilled workforce through expanded career education, workforce training, and employment support services.	Support the K-12 school system to ensure that all students graduate from high school with the basic skills and competencies needed to obtain a post-secondary credential.	Strengthen school-business partnerships to improve educational quality and create more career exploration, work experiences, and mentoring opportunities for all K-12 students.	School District; Chamber of Commerce; Alliance for Education	Short term	Staff time; business contributions and volunteers
		Expand partnerships between K-12 schools and higher education institutions that promote high school completion and attainment of career skills.	School District; CERT; Alliance for Education	Short term	Staff time; post-secondary programs
	Strengthen the adult workforce development system to more effectively help adult workers improve skills and obtain higher-paying jobs.	Establish a regional workforce alliance to better connect employers and job seekers through the workforce development system.	Shreveport-Caddo Economic Development Corporation with NLEP to coordinate initial organization with Workforce Investment Boards	Medium term	Staff time
		Transfer management of LWIB 71 to the proposed Shreveport-Caddo Economic Development Corporation.	Local elected officials	Short term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 7 | PROSPERITY AND OPPORTUNITY: ECONOMIC DEVELOPMENT

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
	Enhance higher education's role in economic development by strengthening business-higher education partnerships and bringing more post-secondary educational programs to Shreveport, particularly those that support professional and technical career development in economic base industries.	Formalize the business-higher education working group that has been meeting to address state-level higher education budget reductions and changes in the higher education system.	Chamber Higher Education Task Force	Short term	Government and private contributions
		Establish additional higher education presence downtown to expand post-secondary education offerings to local students.	Mayor's Office; DDA; CERT	Short to Medium term	Staff time
	Ensure the availability of child care, social services programs, and transportation alternatives that workers need to be reliable employees while meeting personal and family obligations.	Improve SporTran routes and schedules to better match the needs of transit-dependent workers and develop more flexible alternatives to large-bus fixed-route systems.	See Chapter 8	See Chapter 8	See Chapter 8
		Conduct a child care assessment and develop a child care services plan.	Nonprofit such as the Community Foundation, with state Child Care Assistance Program	Short term	Foundation funding
	Develop a local funding stream for career education to partially offset cuts in state higher education funding and support innovative education and workforce-training partnerships between industry and higher education institutions.	Establish a Caddo Career Education Trust Fund.	Community Foundation	Short to Medium term	Private and public funds - small millage, local tax on natural gas production, corporate and foundation contributions
Create a stronger entrepreneurial environment that supports new business ventures and small business growth.	Expand training and technical assistance for start-up and early-stage businesses.	Establish an entrepreneurial support system to help early-stage businesses survive and grow.	Shreveport-Caddo Economic Development Corp; Accion Program	Medium term	Staff time; volunteers; grant funding
		Expand entrepreneurial training programs as necessary to meet increases in demand.	Community Development Department; Southern Univ; LSUS Small Business Development Center	Medium term	Staff time; fees; grant funds

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 7 | PROSPERITY AND OPPORTUNITY: ECONOMIC DEVELOPMENT

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Conduct targeted outreach to minority and economically disadvantaged business owners.	Southern Univ; African-American Chamber; neighborhood associations	Short term	Staff time; grant funds
	Increase capital availability for new business ventures.	Promote the formation of "angel" investment funds to seed early-stage, high-growth enterprises.	Committee of 100	Short term	Private funds
		Increase financing of minority business ventures.	Implement SAC study results	Short term	Private funds
	Develop space with the layout, services, and amenities sought by small, entrepreneurial companies.	Conduct a feasibility study of adaptive re-use of vacant or underutilized downtown properties as multitenant spaces for small technology and creative businesses.	DDA	Short term	Staff time; DDA resources
	Increase contracting opportunities for small and economically disadvantaged businesses with large local corporate and government purchasers.	Develop a program to increase procurement opportunities for minority and disadvantaged businesses.	Implement SAC study results	Short term	Private programs
	Strengthen linkages between academic institutions and entrepreneurs through collaborative research and effective technology transfer mechanisms.	Follow through on an earlier CERT plan to establish a regional tech-transfer office to be shared by member higher education institutions.	CERT	Medium term	Support from higher education institutions
Make Shreveport a community of choice for highly-skilled entrepreneurs and professional workers by enhancing job opportunities and quality of life.	Strengthen communication tools targeted at young adults.	Tap Shreveport's emerging young leaders to develop a marketing and social networking campaign to attract and retain young talent.	Chamber Young Professionals' Initiative; N LA Employment Oportunities Network	Short term	Chamber and NEON support

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 7 | PROSPERITY AND OPPORTUNITY: ECONOMIC DEVELOPMENT

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
	Encourage more local youth to remain in Shreveport as they begin their careers by connecting local high school and college students with business and professional networks and providing early work opportunities.	Expand internship opportunities with local employers for local college students.	NLEP; Committee of 100	Short term	Grant funding; business support
	Invest in arts and culture, entertainment and recreational amenities.	Discussed in Chapter 4 and Chapter 5.	See Chapters 4 and 5	See Chapters 4 and 5	See Chapters 4 and 5
	Promote the development of downtown neighborhoods offering a lifestyle sought by younger workers.	Discussed in Chapter 10.	See Chapter 10	See Chapter 10	See Chapter 10
	Promote Shreveport as a retirement location.	Request a listing for Shreveport on the Encore Louisiana Commission website (*www.encorelouisiana.com*)	Mayor's office; Chamber of Commerce; Convention and Tourist Bureau; Encore Louisiana Commission; real estate agents	Short term	Funding contributions from public and private sources; seek Encore Louisiana grant
		Market to real estate agents the advantages of Shreveport as a retirement location.	Proposed Economic Development Corporation; Chamber	Short term	Riverfront Development Fund; Parish contribution
		Create a retirement website or webpage.	Proposed Economic Development Corporation	Short term	Riverfront Development Fund; Parish contribution
		Work with the health care industry to market Shreveport for retirement and assisted living.	Proposed Economic Development Corporation	Medium term	Staff time; Riverfront Development Fund; Parish contribution
Improve the business environment through improving the availability and/or reducing the cost of land, suitable buildings, and public infrastructure, and improving the regulatory environment.	Reduce the time and cost involved in meeting local regulatory requirements.	Establish a one-stop shop to handle permitting and licensing issues.	Proposed Economic Development Corporation business retention and expansion program	Short term	Staff time
	Provide sufficient land for the various needs of commercial and industrial uses.	Discussed in Chapter 12.	See Chapter 12	See Chapter 12	See Chapter 12

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 8 | GETTING AROUND: TRANSPORTATION AND MOBILITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Roads and streets that are maintained to a high standard for long-term use, and that encourage sustainable development patterns.	Develop a comprehensive pavement management and maintenance priority-setting process to maximize investment in streets.	"Fix It First"—develop, implement and maintain a pavement management system to maintain existing roads and transportation facilities.	Department of Operational Services (DOS); MPO (NLCOG)	Short term	Staff time; bond; general fund
		Consider a joint City/Parish pavement management system.	DOS Caddo Parish	Short term	Staff time; bond; general fund
	Encourage infill redevelopment inside the loop through the use of roadway impact fees.	Establish roadway impact fees to help pay for new roadway infrastructure.	Mayor and Council; City Administrator; DOS; consultant assistance	Short term	Staff time: consultant assistance for impact fee study
		Establish impact fee abatement strategies, such as geographic zones, for areas within designated development areas.	Mayor and City Council; City Administrator	Short term	Staff time
		Increase and leverage the funding available for system maintenance.	DOS; MPC	Short term	Staff time; bond; general fund
Improved design and function of arterial roads and neighborhood streets.	Strengthen existing access management ordinances and enforcement in order to limit individual driveway access directly to thoroughfares.	Adopt, codify, and enforce a local access-management policy that conforms with state policy.	MPC; DOS: City Council	Short term	Staff time
	Enhance the existing Intelligent Transportation Systems (ITS) infrastructure and backbone to support the implementation of ITS-based technologies throughout the Master Plan Area.	Work with NLCOG to obtain funding for ITS and signal timing.	DOS; NLCOG (MPO)	Medium term	Staff time; state and federal transportation funds; Staff time
		Complete a citywide infrastructure upgrade in a phased manner to provide true ITS.	DOS; MPO	Long term	Bond funds; State and federal transportation funds
		Continue to partner with Bossier through NLCOG to implement a regionwide ITS Control Center.	DOS;MPO; Bossier City	Long term	State and Federal transportation funds
	Use effective traffic-calming techniques in neighborhoods throughout the Master Plan Area.	Develop a traffic-calming plan as part of a larger Complete Streets program.	DOS	Medium term	Staff time
		Incorporate neighborhood participation into traffic-calming planning to identify the most effective strategies and techniques to satisfy neighborhood needs.	DOS and MPC	Medium term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 8 | GETTING AROUND: TRANSPORTATION AND MOBILITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
	Establish standards for connectivity in new development projects and improvement projects.	Develop network connectivity indices as part of a larger "Complete Streets" program.	MPC and DOS	Medium term	Staff time
	Develop a "road diet" program that enables efficiency in the adaptive re-use of existing pavement through re-striping rather than reconstruction.	Create citywide road diet street cross sections.	DOS; MPO	Medium term	Staff time
	Update the Americans with Disabilities Act Transition Plan (ADA Plan) to help obtain funding for transportation-improvement projects.	Continue the implementation and update of the City's ADA Transition Plan.	DOS	Ongoing	Staff time; bonds; general funds
	Develop an up-to-date Major Street Plan to guide future road development patterns.	Create a new Major Street Plan.	DOS	Short term	Staff time
A safe and attractive pedestrian and bicycling network integrated with vehicle transportation.	Adopt a Complete Streets policy that integrates various transportation modes.	Adopt a Complete Streets policy and include examples of complete streets design in regulations for every street functional classification except limited access roadways.	MPC; DOS: City Council	Short term	Staff time; incorporate in subdivision regulations; City and Parish funding
		Identify appropriate streets to serve as potential "bicycle boulevards."	DOS; MPC; Bicycling Advocacy Groups	Short term	Staff time; Grant funding; Volunteer time
	Improve the pedestrian environment by using a context-sensitive solutions (CSS) approach.	Institutionalize, for example the ordinance, the CSS process by ordinance for streets designated as collectors, arterials, and highways.	MPC; DOS; City Council	Short term	Staff time
		Encourage inclusion of bicycle amenities for commuters in new and redeveloped employment centers.	MPC	Ongoing	Staff time
	Continue to promote initiatives like "Safe Routes to Schools."	Work with the MPO and the Caddo Parish School District to establish a more extensive Safe Routes to Schools program for neighborhood schools and potentially for magnet schools in Caddo Parish.	DOS; MPO Caddo Parish School Disrict	Short term	Federal funds; Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 8 | GETTING AROUND: TRANSPORTATION AND MOBILITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
A convenient, fast, and efficient public transit system.	Reduce ozone emissions through the enhancement of public transit.	Continue to work with NLCOG as the ozone conformity plan is developed.	MPC; DOS; MPO	Short term	Staff time
		Continue implementing the conversion of the bus fleet to CNG vehicles.	Sportran	Short term	Federal grants
		Provide public access to CNG fueling stations.	City	Medium term	Staff time
	Improve the bus system in Shreveport for current riders and attract more "choice" riders.	Examine the feasibility of consolidating redundant and/or underperforming routes to add additional service on nearby principal routes while developing system-wide standards for operational efficiency that will be used to make future decisions about route reductions, service enhancements, and long-range planning efforts for higher frequency services like bus rapid transit (BRT).	Sportran; MPC; MPO	Medium term	Staff time; Operating funds; State and Federal transportation funding; Staff time
		Improve the frequency and convenience of existing SporTran service.	Sportran	Short term	Staff time; Federal funding
		Enhance the ease, convenience, and overall experience of using transit for both frequent and occasional riders.	Sportran	Short term	State and Federal transportation funding; Advertising
	Invest in a performance-management system.	Install on-board GPS units on SporTran buses for performance-management purposes.	Sportran	Medium term	State and federal transportation funding
	Integrate land use and transportation policies.	Reconfigure transit operation to provide weekday peak-hour express bus service to/from job centers from peripheral residential areas.	Sportran	Medium term	General fund; fares
		Identify major intersections where "transit-ready development" pilot programs could be initiated.	MPC; Sportran	Medium term	Staff time
		Identify potential route corridors and mixed-use nodes that could support future bus rapid transit (BRT) service in the longer term.	MPC; Sportran	Medium to Long term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 8 | GETTING AROUND: TRANSPORTATION AND MOBILITY

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Improved intercity transportation.	Advocate for increased air service at Shreveport Regional Airport.	Work with economic development organizations to enhance marketing of Shreveport Regional Airport to increase regional air traffic.	Shreveport Airport Authority; Economic Development entities.	Short term	Staff time
		Regularly track changing demand at the airport.	Shreveport Airport Authority	Short term	Staff time
	Support and advocate for state and federal funding for regional passenger rail service through Shreveport.	Designate specific staff to work with state officials and garner legislative support for the restoration of passenger rail service through Shreveport.	Mayor's office; federal legislative delegation; MPO	Short term and ongoing	Staff time
		Include examination of high-speed intercity rail along the I-20 and I-49 corridors in a larger study effort in partnership with Dallas, Texarkana, and Little Rock.	Mayor's office; federal legislative delegation; MPO	Long term	State Transportation funds; Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 9 | PUBLIC SYSTEMS: INFRASTRUCTURE, FACILITIES AND SERVICES

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Infrastructure investment and management that supports quality of life, economic development and redevelopment in the city's inner core.	Set priorities for infrastructure funding and combine federal, state, local bond and other funding to achieve infrastructure goals.	Acquire and implement a municipal asset management system to complement the development of infrastructure master plans.	DOS	Short term	General or Bond funding
		Consider setting up a Neighborhood Infrastructure Fund to assist inner core redevelopment.	Mayor's office; CAO; Redevelopment Authority; DOS	Medium term	Staff time; General or Bond funding
		Prepare educational materials/presentations/ brochures to highlight the need for infrastructure investment at the time of bond elections.	DOS	Short to medium term	Staff time
	Evaluate the potential benefits and costs of establishing infrastructure impact fees.	Commission a study to determine how to structure impact fees to meet legal requirements and to promote policy goals to reduce sprawl development.	Mayors office; City Council	Short term	General fund
		Implement pricing differentials to "capture" increased costs of service provision and maintenance at the periphery of the city.	Mayor and City Council; CAO; DOS; with consultant	Short term and ongoing	Staff time; consultant study
	Maintain memberships and participation in partnerships and other entities such as Caddo Parish Stormwater Partnership and Water Resources Committee of Northwest Louisiana.	Invite these groups to make bi-annual or quarterly reports and presentations to the MPC, City Council, and Parish Commission to keep the public apprised of developments in these areas.	City Council	Short term and ongoing	Staff time
Excellent quality and adequate quantity of drinking water to meet all current and future needs of the Shreveport-Caddo Master Plan Area.	Update the water-supply master plan in the context of the regional water utility district planning process.	Prepare a comprehensive water-supply master plan.	DOS	Short term	Staff time; bond funds; consultant time
	Continue to enhance programs to protect Cross Lake from point and nonpoint source pollution.	Continue the Cross Lake Watershed Protection Program (nonpoint source pollution management program, including bayous flowing into the lake).	DOS; LDEQ	Ongoing	Staff time; City/ Parish/State funding; Grant funding
		Limit the amount of petroleum pollutants introduced into Cross Lake.	SPAR; City Council (ordinance)	Short term	Boating fees
		Work with LDEQ to identify specific sources of nonpoint-source pollution in Twelve Mile Bayou and Cross Lake.	LDEQ; LDAF; DOS	Ongoing	State funds; grant funding

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 9 | PUBLIC SYSTEMS: INFRASTRUCTURE, FACILITIES AND SERVICES

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
	With neighboring parishes, continue to pursue a regional water utility system consisting of two major treatment plants drawing water supply from Red River.	Establish a regional committee to create an action plan leading to formal establishment of a regional water utility district.	Regional elected officials and senior staff	Short term and ongoing	Staff time
		Integrate water-supply planning with land use planning in development of the regional water utility.	MPC; DOS; Regional Water Utility	Ongoing	Staff time
	Establish water-conservation programs.	Identify potential water-conservation programs in the new water-supply master plan for implementation in the long term.	DOS	Short to medium term	Bond or General funds
	Continue to work with energy companies and regional water-management groups to ensure safe and prudent water use for Haynesville Shale activities.	Participate in regional water-management groups and work with energy companies to monitor impacts on water resources.	Mayor's Office; DOS; Water Energy Working Group	Short term and ongoing	Staff time
Reliable and efficient wastewater system and sewer service.	Upgrade the sewer system to a high standard.	Fund and carry out a sewer master plan.	DOS	Short term	Bond funds; Consultant time; General funds
	Over the long term, explore alternative methods for urban wastewater treatment and management.	Evaluate the potential and economic feasibility of using tertiary treatment of treated wastewater with a constructed wetlands system at both Shreveport wastewater treatment facilities, should new EPA regulations require much cleaner discharge in the future.	DOS	Medium to long term	Grant funding; Consultant time; Staff time
		Collaborate with SPAR and others as the City develops a greenway system to explore the potential to incorporate a constructed wetlands tertiary treatment system for wastewater as part of a natural urban park system and make educational materials available to the public.	DOS and SPAR	Medium to long term	Grant funding
Reliable stormwater-management and drainage systems that incorporate best practices.	Promote preservation of natural drainage and use of natural channel design in drainage plans and regulations.	Identify specific drainage courses and floodplains throughout the city with sufficient right-of-way (ROW) to allow development and implementation of natural drainage systems.	DOS	Short term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 9 | PUBLIC SYSTEMS: INFRASTRUCTURE, FACILITIES AND SERVICES

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Revise regulations to promote best management practices and default language that reflects a preference for natural drainage and natural channel design.	MPC; DOS	Short term	Staff time; incorporate in new UDC
		Develop a working scale model of an existing opportunity to use a natural drainage course within the city.	DOS; Sci-Port; Volunteers	Short term	Staff time; Volunteer time
		Encourage protection and integration of natural drainage features into the community through park systems and planned land use.	MPC; SPAR; DOS	Short term	Staff time
	Explore strategies to reduce the amount of stormwater runoff entering the citywide drainage system.	Explore establishment of a stormwater utility, with discounts for on-site reduction of stormwater flow to public streets and infrastructure.	DOS	Medium term	Staff time; consultant assistance
		Prepare a stormwater management master plan for the entire master plan area.	DOS	Short term	General bond; Consultant time; Staff time
		Supplement existing stormwater-management regulations with incentives and public education that promote the best practices of on-site management and infiltration of stormwater.	Shreveport Green; LSU AgCenter; Caddo Parish Stormwater Partnership; DOS	Short term and ongoing	Staff time; grants; volunteers
		Explore "Green Streets" approaches to stormwater management and replace some stormwater drains with natural areas and native plant species that absorb the majority of stormwater.	DOS	Short term	Staff time
		Support and enhance the Caddo Parish Stormwater Partnership as a regional resource for stormwater-management education and collaboration and a source of educational materials for the public on best practices and residential stormwater management.	Parish Commission; RR Watershed Management Institute	Short term and ongoing	Parish funding; grant funding; private funding

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 9 | PUBLIC SYSTEMS: INFRASTRUCTURE, FACILITIES AND SERVICES

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Where sufficient right-of-way width exists in drainage corridors or other infrastructure easements, build several greenways on a pilot basis, employing constructed wetlands techniques and other best practices.	SPAR; DOS	Long term	Grant funding; Federal funding; Staff time
Maintain City/ Parish buildings and facilities for long-term use.	Seek out best-practice examples of municipal and county asset management and implement a system in Shreveport and Caddo Parish.	Determine specific and detailed asset management needs of each municipal department.	DOS lead (Other departments)	Short term	Staff time
		Develop a plan for establishing and implementing an asset-management system.	DOS	Short term	Staff time; General and Bond funding
Public safety facilities (police, fire, EMS) that meet best practices performance standards in all areas of Shreveport/Caddo.	Seek more efficient fire company coverage by implementing recommendations in the Shreveport Fire Department Strategic Plan in light of current population patterns and master plan policies.	Evaluate Fire Department needs, and develop an incremental plan to secure funding, acquire sites and implement new facility recommendations through capital improvement program budgeting.	SFD	Short term	Staff time; General funds
		Ensure operating funds for any new staffing and facilities.	CAO; SPD, SFD; EMS	Short term	Staff time; General funds
	Improve and extend EMS service.	Extend the SPRINT concept to all fire stations over time.	SFD	Ongoing	Staff time; State and Federal funding
		Consult other cities, such as Boston and Washington, for EMS best practices; provide advanced training and continuing education through partnerships with local universities; and offer incentives for increased performance.	SFD; Local Universities	Medium term	General funds; Grant funding; Consultant time; Staff time
	Support Shreveport Police Department planning, facility and equipment priority needs and enhanced collaboration with other agencies.	Establish a five-year strategic planning cycle for the Police Department.	Mayor; CAO; SPD	Short term and ongoing	Staff time
		Improve the Police Department's ability to respond effectively to emergency calls.	SPD	Short term	General fund; Staff time
		Create a long-term plan to meet Police Department facility and equipment needs through an annual CIP process.	SPD	Short term	General fund; Staff and Consultant time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 9 | PUBLIC SYSTEMS: INFRASTRUCTURE, FACILITIES AND SERVICES

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Organize relevant governmental systems/ services to garner support from other agencies to promote and support community policing efforts, such as more effective code enforcement, liquor licensing notices, and so on. including ticketing/citations for "quality of life" offenses.	SPD working with other departments	Short term	Staff time; Volunteer time; fines for enforcement
	Promote interagency cooperation for management team and training to improve first response to emergencies throughout the Shreveport-Caddo planning area.	Require mandatory interagency management teams and training for all first responder agencies in the Master Plan Area.	SPD, SFD, EMS	Medium term	Staff time
All City and Parish facilities and operations to become models of energy and resource efficiency.	Develop and showcase City and Parish facilities, buildings, and operations as models of resource efficiency by establishing a set of policies for facility operations, maintenance, renovation and new construction.	Re-use existing buildings before building new, if possible, and use recycled and locally-sourced content in municipal construction where practical.	CAO; SPAR	Ongoing	Staff time; consultants and contractors
		Design municipal buildings to maximize energy efficiency by attention to ventilation, windows, site orientation, use of trees on the south and west sides of buildings for shading, "green" roof construction where feasible, and similar energy-efficient construction methods.	SPAR; City Departments	Medium term	Staff time; consultant process
		Identify and implement water conservation measures for all public buildings and services, including re-use of non-potable water.	SPAR; DOS	Medium term	Staff time
		Evaluate use of non-potable water for irrigation at all municipal golf courses.	SPAR	Medium term	Staff time
		When repaving municipal parking areas, explore permeable surface construction and other stormwater best management practices.	SPAR; DOS	Short term	Staff time; general fund
		Implement a municipal procurement policy that minimizes use of toxic materials.	CAO	Short term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 9 | PUBLIC SYSTEMS: INFRASTRUCTURE, FACILITIES AND SERVICES

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Solid waste reduction of 20 percent from 2010 levels	Expand the recycling program and re-establish the composting program in Shreveport to extend the life of the landfill.	Continue and expand public information programs to encourage additional recycling in the community.	Solid Waste Division; Caddo Parish DPW; Shreveport Green	Short term	Staff time; Grant funding; Waste Collection fees
		Reorganize monetary incentives to promote recycling over trash and garbage disposal.	City Council; Solid Waste Division; Parish Commisison; Caddo Parish CPW; Shreveport Green	Short term	Staff time
		Allow composting on residential properties and create a municipal compost program.	MPC; DOS; Caddo Parish DPW; Non-profits	Short term	Staff and volunteer time
	Establish practices in collaboration with merchants to reduce solid waste.	Explore and evaluate programs and incentives for greater commercial involvement in recycling.	Solid Waste Division; Caddo Parish DPW; Non-profits	Short term	Staff time
	Further explore an equitable system of charges for residential garbage pick-up.	Evaluate the implementation of fees to cover the operational and capital needs of the solid waste operation.	Mayor and City Council; CAO; Solid Waste Division; Caddo Parish DPW	Short term	Staff and consultant time
		Explore the potential to solicit garbage disposal business from more communities in east Texas and southwest Arkansas in order to generate additional income to offset solid waste expenses.	Mayor and Council; CAO; Solid Waste Division	Medium term	Staff
	Take steps to implement alternatives for replacing or expanding the landfill in a timely manner.	Set aside in the annual budget a portion of the funds necessary to purchase the adjacent 230 acres for future expansion of the landfill.	Solid Waste Division	Ongoing	General Fund
	Explore regional solid waste management, disposal method and funding mechanisms.	Explore with LDEQ the concept of a regional landfill authority enlisting participation of local city and parish governments (Caddo, Bossier and DeSoto Parishes).	Regional Committee; LDEQ	Long term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 9 | PUBLIC SYSTEMS: INFRASTRUCTURE, FACILITIES AND SERVICES

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Compliance with accessibility standards under ADA in both public and private facilities.	Use dedicated funds to remedy existing ADA deficiencies in public buildings and ADA needs in new public construction.	Update the 1991 ADA Transition Plan to document ADA compliance and deficiencies and request funding.	SPAR; Caddo Parish	Short term	Staff time
		Establish a policy for using "universal design" criteria in the design of any new government buildings.	CAO; SPAR; Caddo Parish Facilities	Short term	Staff time
		Complete outstanding ADA deficiencies identified in public buildings.	SPAR; Caddo Parish	Ongoing	Bond funds
		Continue to update ADA information available to the public and to private sector developers.	SPAR; Caddo Parish	Short term and ongoing	Staff time; SPAR fees
		Dedicate a small portion of ticket sales, rental fees, etc., received at public facilities to underwriting ADA needs at public buildings.	SPAR; Caddo Parish	Short term and ongoing	Ticket sales

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 10 | UNIQUE IDENTITY: FOCUS ON DOWNTOWN

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
A mixed-use, live, work and play center that serves as the economic, historic and cultural downtown of the region.	Convene major downtown, city and parish stakeholders to guide downtown development and revitalization.	Build on ongoing DDA efforts to create a downtown/ waterfront revitalization working group.	DDA; MPC; economic development entities; arts and culture groups; employers; lenders; advocacy groups	Short term	Staff time; volunteers
		Led by DDA, conduct a parcel-by-parcel analysis to identify priority development and redevelopment opportunities throughout the downtown planning area.	DDA	Short term	DDA resources
	Create a regulatory environment and information resources to encourage desired development types and uses throughout the downtown planning area.	Establish new zoning districts—with clear, understandable design and development standards—that encourage desired development specific to the planning area's various sub-districts and that create an inviting environment for workers, residents and visitors.	MPC working with DDA and stakeholders; City Council	Short term	Incorporate in new UDC
		Incorporate building code standards that promote adaptive reuse of historic buildings, while protecting health and safety.	MPC working with DDA; City Council	Short term	Incorporate in new UDC
		Establish a demolition-delay ordinance to help preserve downtown's historic building fabric.	MPC with DDA; City Council	Short term	Staff time
		Identify all historic structures in downtown suitable for reuse.	MPC with DDA	Short term	Staff time
		Consider creating a local historic district in downtown after demolition-delay, new zoning, building code changes, and incentives are in place.	MPC: Historic Preservation Study Committee	Medium term	Staff time
		Target businesses to locate downtown, particularly in growing sectors such as natural gas and film/media.	Mayor's office; DDA with economic development entities	Short term	Staff time
		Create and implement a new signage and wayfinding plan that brands downtown subdistricts as well as the entire downtown.	DDA with MPC and consultants	Medium term	DDA resources

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 10 | UNIQUE IDENTITY: FOCUS ON DOWNTOWN

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Work with Millennium Studios to ensure that the building and its operations function as a quality neighborhood anchor.	MPC	Short term	Staff time
	Attract new anchors to spur development within downtown's various subdistricts.	Work with CERT and higher education institutions to build on Southern University's existing downtown location to bring more programs and students downtown.	Mayor's office; DDA; CERT; economic development entities	Short and ongoing	Staff time; incentives
		Identify new anchors, or seek improvements of existing anchors, within downtown subdistricts to increase downtown activities and serve as catalysts.	Mayor's office; DDA; economic development entities	Short and ongoing	Staff time; incentives
	Break down barriers to residential and mixed-use development.	Develop a residential plan for downtown.	DDA with MPC and consultants	Short and ongoing	Staff time; DDA resources
		Working with the DDA, the City should continue to assemble available parcels within the downtown planning area that hold the potential for residential development.	DDA; possible Redevelopment Authority land bank	Short and ongoing	Staff time; DDA resources
	Explore housing-development opportunities on City-owned land.	Identify key publicly owned surface parking lots for residential development,	DDA with MPC	Short term	Staff time
		Work with churches and nonprofits that own sites desirable for residential development.	DDA	Short term	Staff time
		Pursue mixed-income residential development.	DDA	Medium term	Staff time; layered federal or state subsidies
		Identify appropriate strategies for streamlining permitting for residential development or redevelopment within the downtown/waterfront planning area.	MPC; DDA	Short term	Staff time
		Extend the Restoration Abatement Program for a longer period.	DDA; City Council	Short term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 10 | UNIQUE IDENTITY: FOCUS ON DOWNTOWN

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Develop expertise in layered financing opportunities to assist development of residential properties downtown.	DDA work with Redevelopment Authority	Medium term	Staff time
	Enhance downtown's retail environment.	Encourage active ground-floor uses in all new or renovated structures within the downtown core, and require them on major streets such as Texas, Milam, and Travis.	MPC	Short term	Incorporate in new UDC and establish as MPC board policy
		Complete an inventory of active and vacant storefronts, building on the retail inventory conducted by Community Development within downtown, to develop a database to assist in marketing sites to prospective retailers.	DDA	Short term	Staff time
		Expand eligibility and market the DSDC Low-Interest Loan Program for interior and exterior improvements, to draw restaurants, cafes, and performance spaces to downtown.	DDA	Medium term	Staff time; DDA resources for marketing
		Coordinate work of the DDA, City economic development staff, and real estate community to target and market retail businesses to locate downtown with tailored services.	DDA as convenor	Short term	Staff time
		Establish a Small Improvements Fund and program to provide design assistance and funds for signage, store display and similar improvements.	DDA; Community Development; bank partners; pro bono architect contributions for first 5 years	Short term	CDBG funds; bank contributions through very low interest revolving loan funds; local AIA pro bono
		Establish a pilot Main Street program on Texas Avenue.	Texas Avenue Community Association; National Trust for Historic Preservation Main Streets Program; institutions and private sector	Short to Medium term	Volunteer efforts; private sector contributions; CDBG or general fund contributions for first 3 years

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 10 | UNIQUE IDENTITY: FOCUS ON DOWNTOWN

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
	Continue to invest in programs and activities to promote heritage and cultural activities.	Inventory, improve and expand existing interpretative signage on historic resources throughout downtown.	See Chapter 5 action items	See Chapter 5 action items	See Chapter 5 action items
		Create self-guided walking tour maps and digital tours to highlight downtown's historic and cultural amenities.	See Chapter 5 action items	See Chapter 5 action items	See Chapter 5 action items
		Amend downtown zoning to specifically allow artists' studios and live-work situations.	See Chapter 5 action items	See Chapter 5 action items	See Chapter 5 action items
		Attract artists' studios, galleries and residences by providing incentives for low-cost renovations for raw space.	See Chapter 5 action items	See Chapter 5 action items	See Chapter 5 action items
		Create marketing materials and initiatives to market downtown residences specifically to artists—both locally and nationally.	See Chapter 5 action items	See Chapter 5 action items	See Chapter 5 action items
		Invest in a cultural arts identity branding campaign for downtown, including promotional materials for different market segments: families, locals, tourists, potential future residents, businesses, and so on.	See Chapter 5 action items	See Chapter 5 action items	See Chapter 5 action items
		Repair and maintain downtown riverfront arts venues and resolve lighting issues on the bridge.	See Chapter 5 action items	See Chapter 5 action items	See Chapter 5 action items
		Market the state-designated cultural district to increase awareness of its benefits.	See Chapter 5 action items	See Chapter 5 action items	See Chapter 5 action items
		Seek grant funding, corporate sponsorships, and donations from foundations for new cultural events, such as new film and music festivals.	See Chapter 5 action items	See Chapter 5 action items	See Chapter 5 action items
	Create new park and open spaces throughout the downtown planning area.	Identify publicly-owned land that could serve as park space within each downtown subdistrict.	DDA; SPAR;	Short term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 10 | UNIQUE IDENTITY: FOCUS ON DOWNTOWN

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Use broad-based design competitions to create distinctive and unique downtown parks that would serve collectively as an attraction for residents and visitors.	DDA;SPAR; SRAC	Short to Medium term	Seek grant funding and assistance to run a competition
		Make Texas Avenue into an events corridor for special activities.	Mayor's office; SRAC; Texas Avenue Community Association	Short term	Police time to close off street for events; volunteers; vendors; grant funding
	Create a public-safety program and marketing campaign for downtown.	Publicize downtown safety and use diverse media to target population groups	DDA	Short to medium term	DDA funds
An active, publicly accessible waterfront with recreational amenities and residential/mixed-use development.	Create a Cross Bayou Vision Plan and Development Framework for a new residential and mixed-use neighborhood along Cross Bayou, put regulations and other pre-development requirements in place, and issue an RFP with specific criteria based on the established vision for the area.	Create an organized program to advance development of the Cross Bayou district into an exciting downtown waterfront district.	Mayor's office; City Council; DDA; MPC ; consultant team to create vision plan with detailed market analysis for number/ type of units, building and urban design guidelines, etc., RFP creation	Short term	Staff time; Riverfront Development Fund; Brownfields grants; incorporate zoning into UDC
	Create a publicly accessible waterfront along Cross Bayou.	Ensure that a publicly accessible waterfront is included in the desired vision for the Cross Bayou area.	DDA: SPAR; MPC	Short term	Staff time
Enhanced connections within downtown and improved downtown connections to other parts of the city and region.	Prepare a Downtown Mobility Plan to improve access and better connect downtown anchors and subdistricts.	Improve the pedestrian and bicycle environment throughout downtown.	DDA; DOS	Medium term	DDA resources
		Continue strategic investment in pedestrian-friendly streetscapes throughout the downtown/ waterfront planning area.	DDA	Medium and ongoing	DDA resources
		Apply "complete streets" design to all roadway improvements to provide for safe and attractive travel by all modes, as appropriate to the type of street.	DDA; DOS	Short term	Staff time
		Determine the value of converting one-way street pairs into two-way streets, where feasible.	DDA; DOS; consultant study	Medium term	Staff time; DDA resources; grant funding

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 10 | UNIQUE IDENTITY: FOCUS ON DOWNTOWN

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Seek funding to cover operating expenses to run a downtown circulator trolley to connect existing and future amenities as more residents move into downtown and more attractions bring additional visitors.	DDA; Sportran	Medium to Long term	Possible combination of Riverfront Development Fund; support from attractions; small fare contributions
		Create a parking management district.	DDA; DOS; property owners; consultant study	Medium term	DDA resources; Riverfront Development Fund
	Improve connections from downtown to surrounding neighborhoods.	Use various methods such as dedicated bike lanes, multi-use paths, crossing improvements and wayfinding signage to improve connectivity within downtown and between downtown and surrounding neighborhoods.	DDA; DOS	Medium to Long term	Incorporate into transportation improvements; federal and state funds
	Identify funding strategies for streetscape and infrastructure improvements in downtown.	Explore the creation of a second or enlarged Tax Increment Financing (TIF) district to support continued streetscape and key infrastructure projects throughout the downtown core and identify the boundaries of an expanded or new district.	DDA; Mayor and City Council	Medium term	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 11 | SMARTER GROWTH: CITY REVITALIZATION

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
A comprehensive, coordinated program to eliminate blight	Assign a very high priority to a comprehensive, coordinated program to eliminate blight and vacancy.	Improve code enforcement activities	See chapter 6	See chapter 6	See chapter 6
		Create a comprehensive city property information database that includes information on blighted and vacant properties as well as other data.	MPC working with Assessor and City departments	Short term and ongoing	Staff time; eliminate redundancies over time
		Establish a Rental Housing Ordinance.	City Council	Short term	Staff time
		Lead a campaign with other Louisiana cities to amend the tax lien and adjudication system on the model of Michigan or other states.	Mayor and legislative delegation	Short term	Staff time
		Expedite procedures for site control of blighted and vacant properties through code enforcement lien foreclosure and Redevelopment Authority action.	Mayor and city administrator; Redevelopment Authority	Short term	Staff time
	Pursue land assembly to create larger, contiguous parcels for community amenities or efficient redevelopment, and to facilitate targeted, block-by-block redevelopment.	Continue the $1 lot next door program that offers vacant properties to abutting property owners after one year of maintenance.	City government	Ongoing	Staff time
		Continue to use expropriation of adjudicated properties as needed to acquire land for permanent open space and greenway purposes.	City Council; Redevelopment Authority; with MPC and SPAR advice	Short term and ongoing	Staff time
		Explore the potential of using the property tax system as a way to incentivize development in order to move long-vacant and blighted properties into the market.	Redevelopment Authority	Medium term	Staff time; possible consultant
Redevelopment leadership and organization with professional staff and adequate funding	Establish a professional Redevelopment Authority to take charge of redevelopment activities.	Revise the current redevelopment authority ordinance and create a new ordinance (and state legislation if needed) modeled on the East Baton Rouge Redevelopment Authority.	Mayor and City Council; legislative delegation	Short term	Staff time
		Establish a land bank facility within the redevelopment authority.	Redevelopment Authority; City Council	Medium term	Staff time
		Capitalize the redevelopment authority with a dedicated source of funding.	City Council	Short term	Mortgage Authority as sources of capital and ongoing funding

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 11 | SMARTER GROWTH: CITY REVITALIZATION

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Put the Shreveport Redevelopment Authority in charge of redevelopment of residential and nonresidential projects outside of downtown.	Mayor and City Council	Short term	Staff time
		Collaborate with the housing authority to develop potential mixed-income redevelopment opportunities through HOPE VI or other financing opportunities.	City; Redevelopment Authority; Housing Authority	Short term and ongoing	Staff time
Strategic and comprehensive redevelopment with critical mass that creates neighborhoods, not projects.	Focus redevelopment efforts in locations that build on existing assets and provide critical mass.	Create a comprehensive community and economic development initiative in the medical district located in the Ingleside and Queensborough neighborhoods.	City; MPC; Redevelopment Authority; LSU Health; Willis-Knighton; Community Development Dept; nonprofit organizations	Short and Medium term	Staff time; infrastructure funds; private investment; public and private grants
		Create a diverse neighborhood of new housing and neighborhood retail in Cedar Grove East.	Community Development Department; nonprofit developer;	Short term	State housing development funds
		Connect and support existing and planned initiatives in Allendale to create a housing neighborhood plan.	MPC; Community Development; Housing Authority; Redevelopment Authority; nonprofits	Short to Medium term	Federal, state and private funds
		Work with realtors, bankers and first time homebuyer trainers to recruit residents for redeveloped housing in inner-core neighborhoods.	Community Development Dept.	Short term and ongoing	Staff time
		Recruit residents for redeveloped housing in environmental justice areas—parts of the city that are environmentally hazardous for residents.	Community Development Dept.	Short term and ongoing	Staff time
		Place redevelopment covenants, design and performance standards, and any special use or other appropriate restrictions on vacant or blighted properties sold or transferred by government entities for redevelopment.	City Council; Redevelopment Authority	Short term and ongoing	Staff time

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 11 | SMARTER GROWTH: CITY REVITALIZATION

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
	Provide incentives for private investment and homeownership.	Expand and target Community Development Department homeownership programs and rehabilitation programs for both ownership and rental housing.	Community Development Dept; private banks	Short term and ongoing	Staff time; bank revolving funds; HOME funds
		Provide limited tax rebates or low interest loans for rehabilitation of existing housing in Opportunity Neighborhoods and other revitalization areas.	City Council; Community Development with private banks	Short term and ongoing	Staff time; bank revolving funds; HOME funds; tax rebates
High capacity community-based redevelopment organizations.	Develop a network of community development organizations of various sizes and functions that work together and can support several high-capacity groups.	Seek assistance from national organizations to work with local nonprofits to create a network of community development corporations with different objectives to contribute on an ongoing basis to revitalization activities within the loop.	Community Development Dept.	Medium term	Staff time; seek grant funding
		Establish land trusts as vehicles for land banking and interim uses while appropriate redevelopment options are identified, and for preserving housing affordability.	Community Development Dept; Redevelopment Authority; nonprofit organizations	Medium to Long term	Staff time; private nonprofit funding
A turn-around in city image	Market the city and its neighborhoods as good places to live.	Develop an image and a marketing program for Shreveport targeted to city and regional residents as well as visitors.	Mayor's office; Redevelopment Authority; Community Development	Medium term and ongoing	Staff time; grant funding; CDBG funds

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 12 | FUTURE LAND USE, ZONING AND URBAN DESIGN

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
A smarter growth development pattern within the master plan area	Make land use decisions consistent with the Future Land Use Map	Preserve existing occupied single- and two-family residential neighborhoods	MPC Board and staff; City Council; Parish Commission	Short term and ongoing	Staff time
A unified development code that reflects the master plan vision and goals.	Implement the master plan by rewriting the zoning code and other development standards in a unified development code.	Use the principles on pp. 12.30–12.31 to guide the rewrite of zoning and development regulations.	MPC Board and staff; City Council; Parish Commission	Short term	MPC; pursue grants; city and parish funding
	Revise subdivision regulations, especially for the unincorporated parts of the Master Plan Area.	Devise subdivision policies and regulations that discourage leapfrog development.	MPC Board and staff	Short term	MPC; pursue grants; city and parish funding
Excellent urban design quality to enhance the livability of the Master Plan Area.	Develop urban design guidelines and standards that emphasize human scaled, walkable environments.	Follow a few basic, interrelated urban design principles in public projects and in the development standards for private projects.	MPC Board and Staff; City Council	Short term and ongoing	MPC; incorporate in new UDC

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 13 | STEWARDSHIP AND IMPLEMENTATION OF THE PLAN

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
Regular review of Master Plan implementation	Make regular review of the master plan a public process.	Continue the CAG to act as a Master Plan Advisory Committee made up of residents and representatives of business and institutional interests (and recruit new members over time) to serve as continuing advocates, stewards and monitors of the master plan.	MPC	Short term	Staff time
		Review implementation progress in annual public hearings at the MPC and a joint City Council and Parish Commission hearing.	MPC; City Council; Parish	Short term and ongoing	Staff time
		Schedule a public process every five years to confirm or revise the Vision, Principles and Goals and review progress on implementation.	MPC with consultant assistance	Medium and Long term	Staff time; consultant, approx $40,000
		Update the master plan more thoroughly at least every 20 years.	MPC with consultant assistance	Long term	Staff time: consultant
Incorporation of the Master Plan in decision-making at multiple levels	Provide staff, resources and training at the MPC to support implementation of the master plan.	Make an MPC staff member into the Commission's expert on the master plan to serve as coordinator of implementation.	MPC	Short term	Staff time
		Organize annual training opportunities for the MPC Board.	MPC	Short and ongoing	MPC budget
		Use the plan annually in preparing and approving departmental work plans, operational budgets and capital budgets.	City and Parish Departments	Short and ongoing	Incorporate into planning
		Use the plan in preparing and approving One-Year and Five-Year HUD Consolidated Plan documents, redevelopment grant proposals, and similar documents.	Community Development	Short and ongoing	Incorporate into planning
		Use the plan to develop an up-to-date Major Street Plan.	Streets Division	Medium term	Incorporate into planning

STRATEGIES AND ACTIONS TO ACHIEVE THE GOALS

CHAPTER 13 | STEWARDSHIP AND IMPLEMENTATION OF THE PLAN

SHORT TERM: 2010–2015 MEDIUM TERM: 2016–2020 LONG TERM: 2021–2030

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES
		Use the plan in working with the Shreveport-Bossier Metropolitan Planning Organization on the Long-Range Transportation Plan and other transportation planning documents.	City and Parish government	Short term and ongoing	Incorporate into planning
		Use the plan to seek opportunities for cost-efficient implementation of the plan through joint City-Parish programs and activities.	City and Parish administrators and elected officials	Short term and ongoing	Staff time
		Identify master plan-related actions on agendas of the City Council and Parish Commissions with an icon or identifying note.	City Clerk; Parish Administration	Short term and ongoing	Staff time
Capital improvement plan and capital budget consistent with the Master Plan	Regularize the Capital Improvement Planning process according to best practices.	The City should regularly prepare a Five Year Capital Improvement Plan with rankings based on a system of criteria, including consistency with the master plan.	City Administrator's Office	Short term and ongoing	Staff time
		Publish regular reports on the progress of capital budget projects.	City Administrator's Office	Short term and ongoing	Staff time
Improved internal and external accountability	Measure government performance and make information available to the public.	Create a performance measurement system and share the results with the public.	City and Parish administrators and elected officials	Short term and ongoing	Staff time; possible consultant assistance
		Create an online information warehouse open to the public and enhance the E-government capacity.	Joint City and Parish governments	Medium term	One additional IT staff
	Focus on more consistent and effective enforcement of municipal laws and regulations.	Provide the tools, training and funding needed for effective enforcement of the City's laws and regulations.	City Administrator's Office and elected officials	Short term and ongoing	General fund
		Publicize and take full advantage of online utilities to aid city and parish government.	Department of Operational Services; Parish Public Works	Short to Medium term	Staff time
A system for government property maintenance and management	Implement an asset-management system.	Make it a high priority to establish and begin implementing an asset-management system within the next three years.	City Administrator's office and elected officials	Short term	Acquisition; training; maintenance; bond funding; general fund

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the Shreveport-Caddo Plan
GREAT EXPECTATIONS
creating our future together

HOW DO WE PAY FOR MASTER PLAN IMPLEMENTATION? FISCAL SUSTAINABILITY AND REVENUE STRATEGIES

Implementing the Great Expectations Shreveport-Caddo 2030 Master Plan and achieving the bold vision chosen by Shreveport-Caddo residents for their future will require new resources and, by extension, new approaches to funding services, facilities and infrastructure. Investments in quality of life will help the Shreveport-Caddo Master Plan Area retain and attract both jobs and residents. A more in-depth discussion of revenue options and fiscal sustainability for Shreveport-Caddo can be found in the Revenue Strategies Report (Phase III of the Fiscal Analysis) in the Master Plan Appendix.

Why do we need new approaches to funding?

- ***To improve the overall level of service.*** In a number of cases, inadequate maintenance over many years has resulted in situations where facilities or infrastructure are not performing as well as they should. Repeated water and sewer main breaks in recent years are a well-known example of this situation, as are parks that could benefit from more maintenance. The performance and quality of services and facilities affect the Master Plan Area's attractiveness as a place to live and do business. *The conservative estimate for capital improvements needed* **today** *to correct existing problems is over $530 million.*
- ***To align revenues with costs and benefits***. Better understanding of the cost of services and of different levels of community or individual benefit will allow for fiscal strategies that are appropriate for the type of service, while ensuring quality performance and access to all.
- ***To promote development inside the loop.*** Fiscal decisions can support land use and other policies by ensuring that new development pays the cost of the services it requires. The Master Plan fiscal reports found that the cost of continued development at the periphery of the city has resulted in existing residents subsidizing new development while maintenance and other needs for their neighborhoods suffer.
- ***To help pay for new public amenities and services to enhance quality of life***. A greenway network, better parks, downtown and neighborhood enhancements, economic development services, and so on--improvements and services that support businesses and make the Shreveport-Caddo community a better place to live--will move the area closer to achieving the Master Plan vision. In a number of cases, partial funding for capital improvements will be available through grants, but matching funds are generally necessary and new or improved facilities need operating funds.

What principles should guide our fiscal decisions?

- ***Fiscal neutrality – new growth should help pay its way.*** New growth, particularly outside the loop, should be fiscally neutral, i.e., it should pay its way and not be subsidized by existing development. This would ensure that developers provide or pay for the cost of serving the new growth and would have the effect of incentivizing redevelopment inside the loop.

- ***Fees, rather than general tax revenues, should support measurable services that primarily benefit individuals or individual households***. Some services go to individuals and households, who pay rates or fees according to the services they receive—water and sewer are the obvious examples. Water and wastewater services are organized as "enterprise funds," which means that the operation and maintenance of a system should be supported by the rates paid by users for the service they receive. Many communities also have enterprise funds for solid waste collection and stormwater management and the Master Plan recommends exploring these options for Shreveport. Outside of enterprise funds, fees can be appropriate for other types of services that primarily benefit the individual, for example, adult recreation classes and team sports. However, summer day camp and similar kinds of youth programs designed to provide positive activities for young people should be viewed as beneficial to the community as a whole, with a minimum of fees.
- ***Fee structures should be established to recover the costs of providing services and include provision for access to important services by low-income households.*** Fees are typically established to recover costs; profit is not an objective. However, fees that support the costs of services that otherwise would be paid for by general fund taxes will free up those tax funds for other purposes. Decision makers need to discuss and identify the balance between individual and community benefit that is appropriate for the Shreveport-Caddo community. In many communities, scholarships or sliding scales for certain fee-based activities ensure that low-income households can have the opportunity to participate.
- ***Capital improvement plans should reflect Master Plan goals and identify future operating impacts.*** The Master Plan identifies guidelines and best practices for capital improvement plans. Capital investments should reinforce the goals of the Master Plan with policies and strategies to support fiscal sustainability. Future capital improvement planning should identify those projects that are new construction, expansions, and/or provide additional capacity, which will assist in implementing fiscal neutrality. Operating impacts of new capital projects should also be identified.

What are our major options to pay for implementing and advancing the policies of the Master Plan?

- ***Impose development impact fees***. Also called development fees or capacity fees, impact fees can advance the smart growth policy of the Master Plan. Impact fees are one-time fees assessed only on new development that reflect new growth's fair share of the cost to provide additional facilities. They can be structured to incentivize the location of development—i.e., to help direct development and redevelopment to the city's core. Impact fees are regulatory measures to ensure orderly growth which happen to generate revenue, but they are not taxes. In determining the reasonableness of these one-time fees, an impact fee must meet three requirements:
    - Demand for new capital facilities is from new development
    - New development pays its proportionate share of the government's cost
    - Fee revenues are managed and expended in such a way that new development receives a substantial benefit.

  Potential fee categories for the Master Plan Area are water, sewer, roads, parks and recreation, public safety, and solid waste. Development impact fees designed to direct development to areas "inside the loop," as the Master Plan recommends, *will not put Shreveport at a disadvantage compared to its neighbors.* The Master Plan fiscal reports showed that development outside the loop does not benefit the city because it does not pay its way and drains resources from supporting existing development. Therefore, it is not advantageous to

the city unless it contributes to the cost of the additional services needed to support the new development.

> *Examples:* Shreveport should look to models of communities where impact fees are imposed based on geographic zones. Examples include Greeley, Colorado, which adopted fee schedules with fee differentials for Parks and Roads.[1] The City of Surprise, Arizona (population 115,000), adopted fee differentials for roads, including a $0 road development fee in the old downtown.[2]

- **Issue Bonds.** Using debt to build infrastructure and make other necessary capital improvements is standard practice and an integral part of municipal fiscal sustainability. This is particularly the case when the assets will be used by both current and future residents and businesses. That is, those paying for the improvements will enjoy and benefit from the capital improvements. General obligation bonds and revenue bonds are the most common options. General obligation bonds are paid back from general tax revenues and require voter approval, and revenue bonds are paid back from specific revenues, such as utility rates or user fees.

> *Examples:* Shreveport and Caddo Parish already use general obligation and revenue bonds to raise money for capital improvements. The Master Plan and the Phase III Fiscal Report include recommendations for best practices in preparing capital improvement plans and bonding.

- ***Increase sales taxes and dedicate the proceeds*.** Often when communities need to increase revenues, the first sources considered are the largest existing revenue sources. The City of Shreveport's largest revenue source is the sales tax. A small increase in the sales tax can result in a significant amount of revenue—and in the case of sales tax revenue is generated by visitors and workers, not just residents. The City's current Combined Local Sales Tax Rate is 4.6 percent, with the consumer experiencing an 8.6% rate when the state 4% rate is added. Bossier's Combined Local Sales Tax Rate is 5% for a total of 9%. For example, increasing Shreveport's local rate by 0.4 percent (40 cents on a $100 purchase)—matching the City of Bossier's total rate—*would not put Shreveport at a competitive disadvantage,* while at the same time potentially generating hundreds of millions of dollars in revenue.

> *Examples:* The City of Shreveport has on several occasions raised its ad valorem and sales tax rates with voter approval to fund specific initiatives such as in 2003 when City voters approved a 0.25 percent sales tax rate increase to fund fire and police salaries and equipment. The Oklahoma City MAPS Program, a one-cent sales tax increase approved by voters for a variety of projects in the downtown in 1993, was a resounding success. A 21-member citizen committee made recommendations to the city council and provided oversight to all projects. An economic impact study[1] on the improvements identified significant additional private and institutional investment in the City's core linked to the public investment. The original MAPS project was followed by MAPSforKids in 2001 and MAPS3 in 2009. MAPS3 included funds for citywide trails, sidewalks and

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[1] http://www.greeleygov.com/CommunityDevelopment/Documents/FEE%20SCHEDULE%202010.pdf
Greeley Road fee map:
www.greeleygov.com/buildinginspection/Documents/Fee%20Schedule/DevelopmentFeeZones.pdf

[2] http://www.surpriseaz.gov/DocumentView.aspx?DID=2007

health/aquatic centers, as well as river improvements and downtown transportation, park and convention projects. Another example is the "Penny for Pasco" program in Pasco County, Florida. Voters approved a one-cent Local Option Surtax for the county, the county school board, and local municipalities within the county, for specific purposes within each jurisdiction. For example the tax proceeds in the county were to be used for transportation (50%); acquisition of environmental lands (25%); public safety improvements (20%); and contingencies (5%).

- ***Establish new and/or increased fees*.** Comprehensive user fee programs can be developed with a long-term perspective where an agency establishes policy goals for the user fee program, including the appropriate direct and indirect costs to be recovered through the fees and the level of cost recovery for each department or division. The combination of a user fee system and a cost allocation plan can be used to recover all or a portion of the operating and capital costs of providing a public service that directly benefits the fee payer. Principles to guide the establishment or increase of fees include:
    - Establish fees at a level that permits lower income groups to participate in services that they might not otherwise be able to afford.
    - Consider community-wide benefit versus specific benefit for certain services such as recreation programs, City facility rental use, and senior activities. Set fees according to this benefit trade-off.
    - Determine who is the service recipient and who is the service driver. For example, code enforcement activities benefit the community as a whole, but the service is driven by an individual or single business owner violating City code.
    - Consider elasticity of demand in pricing certain City services. Increasing the price of some services results in a reduction of demand for those services, and vice versa. For example, most youth and senior programs are extremely price sensitive and significant increases to current fees will likely result in a significant reduction in demand for those programs.
    - Price services to encourage or discourage certain behaviors. Some examples of this would be to establish a low fee for a water heater permit to encourage homeowners to ensure their water heater is properly installed and functioning. Setting false alarm response fees on an incrementally higher scale would discourage multiple false alarms and costly City response.
    - Establish a formal review process of the comprehensive fee schedule. By adopting review intervals, City staff can monitor and adjust fees to changes in service delivery functions, resources and costs thus avoiding the potential for significant fee level spikes.
    - Consider future tracking of all fee generating services to determine work flow patterns and compare revenue generation amounts at current fee levels versus future or proposed fee levels.

Examples: In South Carolina, the Charleston County Park and Recreation Commission supports 70% of a $20 million operating budget through user fees.[3] In contrast, current revenue from SPAR activities is approximately $200,000, reflecting 1.1 percent of the SPAR budget. To put this in further perspective, the City generates approximately the same amount of revenue from building demolitions as it does from SPAR activities. There is potential here for increased cost recovery given the number of City-owned and operated facilities as well as recreation and athletic programs. SPAR has the opportunity to recoup

[3] www.nrpa.org/uploadedFiles/Learn_and_Grow/Conferences/Congress_09_Session_Handouts/227_Keeping%20Your%20Agency%20Off%20the%20Chopping%20Block_PowerPoint.pdf

operating costs through user fees and charges for services, particularly at its *public assembly* venues. Another example of fee potential is solid waste. The City has a fee-based residential recycling program. Instead of charging for recycling, the City should institute a solid waste fee designed to cover the cost of pickup and encourage recycling and less landfill use.

What kinds of criteria should we use to assess our options?

- *Revenue potential.* How much revenue could potentially be raised?
- *Technical ease.* How easy is it to pursue the revenue strategy and how easy is it to administer? What is the impact on staff time and operating costs?
- *Proportionality.* What is the relationship between the revenue source and the activity affected?
- *Public acceptance*. What is the likely level of public acceptance?

The table below presents typical responses to these criteria. When specific revenue strategies and situations are under consideration, this matrix can be used to evaluate conditions in Shreveport and Caddo Parish.

Evaluation of Revenue Strategies

	Revenue Potential	***Technical Ease***	***Proportionality***	***Public Acceptance***
Bonds	High	Voter approval	Low	Positive/ Neutral*
Increase Existing Taxes and Dedicating Proceeds	High	Voter approval	Low	Positive/ Negative**
Impact Fees	Moderate/High	Study required; ongoing administration	High	Positive
New and/or Increased User Fees	Moderate	Study required	High	Neutral/ Negative
Utility Rates & Connection Fees; Stormwater Utility	Moderate	Study required	High	Positive/ Neutral
Annexation Fees	Moderate/Low	Study required; ongoing admin	High	Positive
Excise Tax	Moderate	Legal analysis/study required	Low/Moderate	Positive/ Neutral*
Tax Increment Financing	Low/Moderate	Study required	High	Positive
Special Assessment/Benefit Districts	Low/Moderate***	Study required	High	Positive*
Gas Royalties/Lease Payments	Moderate	Admin requirements	Low	Positive****

** Depends on the projects/purposes.*

*** Depends on projects and structure of tax increase (e.g., finite period for specific projects)*

**** Depends on geographic area assessed and purpose.*

***** Likely depends on locations.*