

Stewardship and Implementation of the Plan

H
1
2
3
4
5
6
7
8
9
10
11
12



personal vision statements:

13

“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
<i>Regular review of master plan implementation</i>	<ul style="list-style-type: none"> • Continue the work of the Community Advisory Group (CAG) members to be public stewards of the master plan • Establish regular public review of progress
<i>Incorporation of the master plan in decision-making at multiple levels</i>	<ul style="list-style-type: none"> • 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
<i>Capital improvement plan and capital budget consistent with the master plan</i>	<ul style="list-style-type: none"> • Establish best practices in capital improvement planning and budgeting.
<i>Improved internal and external accountability</i>	<ul style="list-style-type: none"> • Provide effective and meaningful access to information about government activities and performance • Enforce municipal laws and regulations more effectively.
<i>A system for government property maintenance and management</i>	<ul style="list-style-type: none"> • 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.

A. The Purpose of a Plan Is to Organize for Action

The *Great Expectations: Shreveport-Caddo 2030 Master Plan* expresses the values and aspirations of Shreveport-Caddo residents for quality of life and prosperity during the next 20 years. It is the result of an intensive community dialogue that started with the public opinion survey, the Visioning Forum and the Speak-Out Meetings, which resulted in a vision for the future and a set of principles to guide decision making. This unprecedented community process continued through a series of workshops and open houses across the Master Plan Area and the Working Group meetings focusing on specific plan elements. Throughout, the process was overseen by the Community Advisory Group made up of a diverse group of community members. Assisted by the consultant team, Shreveporters have now created a framework of goals, policies, strategies and actions designed to achieve their ambitious vision. It is time to bring the Plan to life.

As a 20-year plan, the Great Expectations Master Plan includes many recommendations and strategies, some of which can be implemented quickly and others that require new levels of organization, collaboration, and transparency. This chapter of the master plan discusses overall stewardship of the Great Expectations Master Plan to keep it useful and current and the specific activities that are needed to implement the plan. It includes methods to incorporate the plan into day-to-day decision making and to assess progress and make needed revisions so that the plan remains relevant. The last section of this chapter is a set of action plans corresponding to each of the plan elements. Although there is more focus on actions that the MPC, City and Parish can take to implement the plan, many actions will also need the participation of private sector partners.

The recommendations of this master plan are aligned with the priorities of the state and federal governments, particularly the six “Livability Principles” jointly adopted by the U.S. Departments of Transportation

and of Housing and Urban Development, and the Environmental Protection Agency:¹

- Provide more transportation choices.
- Promote equitable, affordable housing.
- Enhance economic competitiveness.
- Support existing communities.
- Coordinate and leverage federal policies and investment.
- Value communities and neighborhoods.

This alignment enhances funding potential for implementation of the master plan. Moreover, the plan’s extensive community participation process brings great legitimacy to the consensus on goals and policies. Representatives of diverse interests, from elected officials to business leaders to residents, aligned around the same message can have a powerful effect in bringing local concerns into decisions by the state and federal governments.

B. Stewardship of the Plan

The Shreveport-Caddo planning process has benefited from the complete support of the Metropolitan Planning Commission Board, Executive Director and staff; the City of Shreveport Mayor, City Council and staff; and the Parish Commission and staff in making the process open to public participation and discussion. The citizen co-chairs and members of the Community Advisory Group, as well as all the participants in Working Groups worked hard to create a successful master plan that is ambitious and forward-looking but still grounded in the values and realities of Shreveport-Caddo as a place and as a community. Now the city has a master plan that opens up strategies for a long-term future of economic growth linked with sustainability and enhanced livability. The participation of so many people who took time to be involved in creating this master plan bodes well for future implementation.

But—individuals move in and out of government and the day-to-day demands on the attention of elected

¹ <http://www.dot.gov/affairs/2009/dot8009.htm>

officials and staff can push the plan into the background as a decision-making tool. And throughout the planning process, some citizens expressed their concerns about implementation, enforcement, and accountability. Successful implementation of the Shreveport-Caddo plan will require communication, collaboration and coordinated activity from many government departments, from elected leaders, and from partners in the private and nonprofit sectors. It is important to create systems and procedures to make sure that the plan is used to guide decision-making, that it is evaluated regularly to see if strategies are working and if it continues to reflect community goals.

THE METROPOLITAN PLANNING COMMISSION

The Metropolitan Planning Commission (MPC) has responsibility for planning to preserve and enhance the welfare of the entire MPC area of jurisdiction—the City and the five-mile radius of unincorporated Caddo Parish—as well as each neighborhood and district. According to state law, the MPC is the entity that has primary responsibility for the master plan. It is the MPC’s role and responsibility to look at development projects from the point of view both of the entire area and of the neighborhoods or districts that host new projects; to promote citizen participation in planning, so that resident and other stakeholder interests are appropriately protected and advanced; and to ensure that projects fit into the physical fabric of the city and parish, creating a public realm and a design identity that fits harmoniously into its context, respects the landscape and historic resources, and improves livability.

Providing the MPC with more effective tools for carrying out its mission is a critical aspect of this master plan. These tools include a new and up-to-date unified development code (containing zoning and other regulations affecting development), a systematic place-based approach to working with neighborhoods and property owners, sufficient staff and funding to carry out the MPC’s planning functions, regular training and learning opportunities for the MPC Board members, and a greater role in ensuring that public and private investment reflects the goals of community-based planning.

As this plan is being prepared in 2010, the MPC’s work is focused on reviewing and ruling on project proposals and rezoning applications, with the exception of the master plan project. The MPC’s rulings are only advisory opinions, with the final decision in the hands of the City Council and Parish Commission. These entities make final land use decisions, generally with deference to the elected official from the affected council or commission district. Because they have not had the benefit of a thorough planning process that considers and balances the interests of all stakeholders and the city or parish as a whole to guide their decisions, Council or Commission land use decision-making is sometimes perceived as political. In several recent land use court cases, the Court of Appeals has ruled against the Shreveport City Council for what it perceives as capricious decision making, and is now applying strict scrutiny to all Shreveport land use cases that come before it. A modern unified development code that includes strong and appropriate development standards and design guidelines will allow more development to occur without the need for time-consuming discretionary approvals, leaving the MPC and the elected officials to focus only on those projects whose impacts require more intense scrutiny.

Planning cannot stop with the adoption of the master plan. Framework plans for the Planning Districts and Subdistricts, neighborhood and area plans, as recommended in Chapter 6, as well as planning around changing uses for closed schools or other public buildings, require that the MPC has the time, staff and expertise to think ahead and to convene other agencies around efforts to ensure that the city and parish receive the maximum quality of life and economic benefits from change. The fact that the MPC is isolated from agencies that have funding to implement programs and projects results in a tendency to focus primarily on reacting to project proposals and regulatory issues. It makes it more difficult to adopt a citywide and areawide planning perspective and to collaborate more effectively with other agencies such as Code Enforcement and Safety and Permits in attacking blight and vacancy. In many cities, planning departments incorporate programs such as CDBG-funded housing rehabilitation and homeowner assistance; historic preservation programs and regulatory bodies; and brownfields redevelopment programs.

As it does its work, the Shreveport Redevelopment Authority recommended in Chapter 11 will engage in redevelopment planning in revitalization areas, but the MPC will need to have a role in that process as well. With active planning for the future, the City and Parish will begin to shape and drive change towards the goals that Shreveport-Caddo citizens want to achieve.

Cities with a history of disinvestment sometimes fear being seen as “making demands” on potential investors, whether private or public. However, by convening stakeholders and working to ensure that any development project enhances its context (thereby improving its value), the city and the project proponent typically will have a speedier and more successful outcome. Instead of responding in an uncoordinated way to criticisms, complaints, and even lawsuits, leadership defines a framework and the public goals for large projects, and by doing so multiplies the positive impact of private or public investments for the city.

CAPITAL IMPROVEMENT PLANS AND CAPITAL BUDGETS

Capital Improvement Plans (CIP) play an essential role in implementation of a master plan. Unlike some states, Louisiana has no requirement linking planning, minimum levels of service, capital improvement programs, and financial feasibility. Throughout this master plan, deficiencies in facilities and services have been discussed, particularly in the context of the high cost burden of sprawl development.

The master plan sets forth a vision for Shreveport-Caddo’s future and a set of goals, strategies, and action steps to implement the strategies and achieve the goals. As a policy plan intended to give broad guidance for decision making over the next twenty years, it does not, in its current form, enumerate a large number of specific capital projects. Rather, the plan focuses on policy and organizational initiatives to more effectively achieve the goals, and it identifies the kinds of projects that are preferred, given the goals of the plan. As the master plan is reviewed and revised over the years, and as area/neighborhood plans are adopted as part of the plan, the master plan may include more specific project

information. This will also depend on implementation of recommendations to make the city’s financial policies, plans and operations more transparent.

With the completion of the Shreveport-Caddo Master Plan, reference to the master plan and the extent to which proposed capital improvements contribute to implementation should become part of the capital planning process. Caddo Parish prepares a five-year CIP and although the City’s charter similarly requires a five-year CIP, capital improvement information is presented in the form of an annual capital budget in which there are a number of general capital categories that continue for many years.

Best practices in capital improvement planning according to the Government Finance Officers Association include:²

- Identification of needs through a process that includes using projections, plans, and citizen input with attention to assets that require repair, maintenance or replacement; improvements needed to support redevelopment or growth; improvements that have revenue-generating potential or support economic development; and changes in community policies.
- Determination of the full extent of project costs including consideration of scope, timing, and appropriate methods of estimating costs and potential revenues; possible inflation impacts for multi-year projects; operating costs associated with a project and the sources of operating funding; estimate of all major cost components, including land acquisition, design, construction, contingency and post-construction; and evaluation and mitigation for non-financial impacts (such as environmental impacts).
- Priority-setting for capital requests by using criteria and a rating system based on policies, plans and studies; input from major stakeholders and the public; legal requirements and mandates; operating budget impacts; and analytical techniques, such as cost-benefit analysis.
- Development of financing strategies taking into account anticipated revenue and expenditure trends; cash

² GFOA, “Best Practice: Preparing and Adopting Multi-Year Capital Planning (2006),” www.gfoa.org.

flow projections; legal constraints; estimated funding amounts from all funding alternatives; and the impact of financing strategy on debt ratios, taxpayers, ratepayers, and so on.

The complex process of setting priorities can be made more transparent by developing a set of criteria and a rating system. Criteria can include categories such as public health and safety; legal requirements; implementation of adopted plans; percentage of people served; benefit to economic development; resource efficiency; impact on operating budget; project life expectancy; availability of financing; public support; and so on.

The capital improvement budget should include the following information:³

- A definition of capital expenditure for that entity. For example, equipment, buildings, land or other goods expected to last at least 10 years or costing more than a defined amount.
- Summary information of capital projects by fund, category, etc.
- A schedule for completion of the project, including specific phases of a project, estimated funding requirements for the upcoming year(s), and planned timing for acquisition, design, and construction activities.
- Descriptions of the general scope of the project, including expected service and financial benefits to the jurisdiction.
- A description of any impact the project will have on the current or future operating budget.
- Estimated costs of the project, based on recent and accurate sources of information.
- Identified funding sources for all aspects of the project, specifically referencing any financing requirements for the upcoming fiscal year.
- Funding authority based either on total estimated project cost, or estimated project costs for the upcoming fiscal year. Consideration should be given to carry-forward funding for projects previously authorized.
- Any analytical information deemed helpful for setting capital priorities (this can include any cost/benefit comparisons, and related capital projects).

GFOA also recommends making periodic reports on all ongoing capital projects available to decision makers and the public. The reports should include a comparison of actual expenditures to the original budget, level of project completion; and identification of any changes in scope, schedule, or anticipated completion time

ACCOUNTABILITY, PERFORMANCE MEASURES AND DATA SYSTEMS

A number of cities, including Baltimore, New York, and Washington, DC, have instituted performance-measurement systems throughout city government. Washington's system, CapStat, is one of the models for both performance accountability and information sharing. Washington puts operational data from multiple agencies on its website for download and a live data feed—274 datasets in all. According to one industry publication, Washington went “From Worst to First” in government information systems in seven years:

“DC Stat . . . collects data from dozens of city agencies . . . to identify ways to increase revenue, cut costs and improve services. In one example, DC Stat tools identified \$12 million in annual revenue that had gone uncollected due to a lack of coordination between information for the District’s Chief Financial Officer and local housing inspectors. DC Stat was also used to identify “Hot Spots” where police resources were then targeted, reducing violent crimes by 25 percent, and “New Communities” where investments were made to reduce unemployment and increase home ownership.”⁴

As this quotation points out, effective data collection and integration not only can inform public servants and help them improve performance, it can also save the city money and even find new revenues.

³ GFOA, “Best Practice: Incorporating a Capital Project Budget in the Budget Process (2007),” www.gfoa.org.

⁴ *Intelligent Enterprise*, Dec. 1, 2005. <http://www.intelligententerprise.com/showArticle.jhtml?articleID=174300381>

C. Strategies and Actions to Achieve the Goals

Goal 1

Regular review of Master Plan implementation

Policies:

- *Continue the work of the Community Advisory Group (CAG) members to be public stewards of the master plan.*
- *Establish regular public review of progress.*

STRATEGIES

A. Make regular review of the master plan a public process.

Actions

- 1. 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.**

Just as an advisory group played an important role during the planning process, the implementation phase of the master plan needs a representative group to serve as the steward and outside monitor of progress in implementing the plan. The Master Plan Advisory Committee should be seen as advisory to the MPC, City government, and Parish government, with a planner in the MPC serving as staff to the committee. The Committee initially should be composed of members of the Community Advisory Group who wish to continue into the implementation process. They should then devise a system to ensure a continuing representative membership on the Committee. The Committee should meet quarterly, at a minimum, one of those times being in advance of annual public hearings on master plan progress, in which the Committee would participate.

The topical Working Groups of the CAG can continue as subcommittees of the Master Plan Advisory Committee, with a focus on promoting both citizen and governmental action on high priority actions. Each Working Group/subcommittee would meet quarterly before each Advisory Committee/CAG meeting, so that the Working Group can report and give updates to the CAG as a whole. The Master Plan Implementation Planner (See Strategy 2.A.1) would staff all of these meetings and also report regularly to committee members on City and Parish actions affecting implementation of the master plan.

- 2. Review implementation progress in annual public hearings at the MPC and a joint City Council and Parish Commission hearing.**

The public hearings should review how the plan is being used, the way the Vision, Principles and Goals have shaped decision-making, successes and obstacles to implementation, and new circumstances that may affect the plan's goals and principles. This will keep the plan current as officials and the public are reminded of its contents and discuss any needed changes.

- 3. Schedule a public process every five years to confirm or revise the Vision, Principles and Goals and review progress on implementation.**

A master plan must reflect the needs and aspirations of community residents. It must be a flexible document that can change according to circumstances. A series of public meetings in conjunction with public surveys and/or web-based opportunities for public input should be held at least every five years. The process should include a summary of progress made on implementing the plan, unforeseen circumstances—both opportunities and obstacles—that affect implementation. After a review of the Vision, Principles and Goals of the plan, the public should then be asked to confirm, revise, remove or add to these aspects of the plan.

4. Update the master plan more thoroughly at least every 20 years.

Many communities update their comprehensive plans every ten years, but at a minimum, the plan should be thoroughly updated at least every 20 years. This should include a major public participation process and detailed attention to every plan element.

Goal 2

Incorporation of the Master Plan in decision-making at multiple levels

Policies:

- *Consult the plan in preparing and approving other planning and implementation activities by government agencies.*
- *Continue to seek mutually-beneficial joint City-Parish planning, programs and implementation.*

STRATEGY

A. Provide staff, resources and training at the MPC to support implementation of the master plan

Actions

1. Make an MPC staff member into the Commission's expert on the master plan to serve as coordinator of implementation.

An experienced planner should be hired to become the MPC's expert on the master plan—the Master Plan Implementation Planner. This person should have a master's degree or equivalent in planning and municipal experience, and ideally be a member of the American Institute of Certified Planners. During the first years of plan implementation, this implementation planner should:

- > Become thoroughly familiar with the plan and implementation recommendations.
- > Organize documents, materials, mailing lists, and digital resources transferred from the consultant team.

- > Work with the IT Department to make the website a continuing, interactive resource.
- > Keep abreast of funding opportunities for master plan implementation.
- > Support the CAG/Master Plan Advisory Committee and Working Groups/ subcommittees on topical issues: work with co-chairs, develop agendas, schedule and call quarterly meetings; send meeting notices and other information to the groups.
- > With the CAG/Advisory Committee and Working Groups develop citizen activities to advance implementation of master plan recommendations; use mailing lists to attract additional people with a known interest in the master plan to participate in working groups; and develop priority implementation activities for citizen action.
- > Serve as an interdepartmental communication vehicle on master plan issues: meet regularly with City and Parish departments and with elected officials.
- > Make presentations on the plan to citizen groups to explain implementation actions under way and encourage citizen participation.
- > Serve as the contact point for neighborhood groups or others with an interest in implementation activities.
- > Create a monthly or bimonthly e-newsletter on master plan implementation activities for circulation within city and parish governments, to citizens, and to the media.
- > Prepare an annual report on master plan implementation for the MPC, the City and Parish councils, and organize annual public hearings on master plan implementation.

2. Organize annual training opportunities for the MPC Board.

MPC Board members are not professional planners, but their responsibilities will become more complex as the master plan is implemented, for example, in the creation of a new Unified Development Code. The MPC should provide

education and training opportunities for the Board, which could be made available through a variety of methods: attendance at conferences, webinars, training CDs, and other materials available from the American Planning Association and Planning Commissioners' Journal; annual or semi-annual retreats with invited speakers; and so on.

3. **Use the plan annually in preparing and approving departmental work plans, operational budgets and capital budgets.**
The city will be using the new plan for capital improvement programming. A number of cities also use their master plans in the annual budget process and in development of departmental work plans. Among other things, this helps to ensure a certain level of understanding throughout city departments of what is in the master plan and how it is being implemented. A statement of how the work plan reflects the priorities of the master plan should be required.
4. **Use the plan in preparing and approving One-Year and Five-Year HUD Consolidated Plan documents, redevelopment grant proposals, and similar documents.**
The required plans for HUD formula grants should also be consistent with the master plan and a statement on how the work plan reflects the master plan should be required.
5. **Use the plan to develop an up-to-date Major Street Plan.**
In the absence of a master plan, new streets and roads have been designed and built in reaction to development pressures. A new Major Street Plan should be integrated with the Future Land Use Plan to set forth a desired pattern of road development.
6. **Use the plan in working with the Shreveport-Bossier Metropolitan Planning Organization on the Long-Range Transportation Plan and other transportation planning documents.**

Federal and state funding for a variety of transportation activities becomes available through the MPO planning process and can include funding for multi-use trails for bicyclists and pedestrians, public transportation innovations, and improvements to state and federal roads and bridges.

7. **Use the plan to seek opportunities for cost-efficient implementation of the plan through joint City-Parish programs and activities.**
The City and Parish already collaborate in a number of ways to bring more efficient government services to residents. Implementation of the master plan provides another opportunity to pursue further efficiencies.
8. **Identify master plan-related actions on agendas of the City Council and Parish Commissions.**
9. An icon or identifying note in agendas of decision-making bodies is a way to show how the master plan is being implemented.

Goal 3

Capital improvement plan and capital budget consistent with the Master Plan

Policy:

- *Establish best practices in capital improvement planning and budgeting.*

STRATEGIES

- A. Regularize the Capital Improvement Planning process according to best practices.**

Actions

1. 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.

Departments preparing preliminary capital improvement lists should prepare a narrative explanation of how the project is consistent with the master plan as part of a general discussion of why a project is needed. This does not have to be excessively burdensome; it simply requires documentation that the plan was consulted and the aspects of the plan deemed to provide compliance. Because the master plan is a policy plan, there are many general categories of goals, policies, and strategies under which a variety of capital projects would legitimately reside.

2. Publish regular reports on the progress of capital budget projects.

Information on the progress of capital budget projects should be provided to decision makers and made available to the public on the City’s website.

maintenance activities at parks), in other cases they must go beyond counting to measure the impact of activities in improving quality of life.

2. Create an online information warehouse open to the public and enhance the E-government capacity.

Both the City and the Parish have made some efforts to provide public information online and to make it possible to conduct government business online. A system like the Washington DC CapStat information warehouse offers a much bigger window on government activities, provides more transparency, and can therefore build more trust.

Goal 4

Improved internal and external accountability

Policies:

- *Provide effective and meaningful access to information about government activities and performance.*
- *Enforce municipal laws and regulations more effectively.*

STRATEGIES

A. Measure government performance and make information available to the public.

Actions

1. Create a performance measurement system and share the results with the public.

Create meaningful measurement systems for government activities. While meaningful measures for some activities will consist in counting inputs and outputs (e.g., weekly

B. Focus on more consistent and effective enforcement of municipal laws and regulations.

Actions

1. Provide the tools, training and funding needed for effective enforcement of the City’s laws and regulations.

Throughout the master plan process citizens called for more effective enforcement of existing regulations. Enforcement and accountability should be priority values for creating a more livable and prosperous Shreveport-Caddo and visible enforcement of laws is critical to confidence in the area’s future. Certain kinds of enforcement actions can involve fees or fines, which then can fund the training and tools needed. (See Chapters 6 and 11.)

2. Publicize and take full advantage of online utilities to aid city and parish government.

A number of online utilities are emerging that can empower both citizens and government. One example is www.ClickFix.com, in which citizens can report potholes, litter, or other problems online or through mobile applications. (See the City of Boston example at www.cityofboston.gov/DoIT/apps/citizensconnect.asp) for municipal action.

Goal 5

A system for government property maintenance and management

Policy:

- *Plan for maintenance, repair and replacement of assets.*

STRATEGY

A. Implement an asset-management system.

Action

1. **Make it a high priority to establish and begin implementing an asset-management system within the next three years.**

Chapter 9 includes a recommendation to acquire and implement an asset-management system for City- and Parish-owned physical systems and structures such as streets, buildings, street trees, park equipment, and so on. This recommendation is repeated here in order to emphasize the importance of changing the “culture of emergency” that has inevitably developed in recent decades as the City in particular struggled with economic constraints and has neglected capital and maintenance needs. This problem is not unique to Shreveport, as news of bridges falling down, water pipes bursting, and parks closing can be found in cities around the country. In grappling with the consequences of postponed maintenance and capital improvements, many communities have instituted an asset-management system.

The Government Finance Officers Association recommends the following steps for creating a system for capital maintenance and replacement:⁵

- > Develop and maintain a complete inventory of all capital assets in a database (including GIS), including information such as location, dimensions, condition, maintenance history, replacement cost, operating cost, etc.

⁵ GFOA, Capital Maintenance and Replacement (2007) (CEDCP), Recommended Practice brief. www.gfoa.org.

- > Develop a policy for periodic evaluation of physical condition.
- > Establish condition and functional performance standards.
- > Develop financing policies for maintenance and replacement and consider earmarking fees or other revenue sources.
- > Allocate sufficient funds in the capital program and the operating budget for routine maintenance, repair and replacement.
- > Prepare an annual report on capital infrastructure including:
 - Condition ratings for the city
 - Condition ratings by asset class and other relevant factors
 - Indirect condition costs (for example, events like water main breaks that indicate condition)
 - Replacement life cycle by infrastructure type
 - Year-to-year changes in net infrastructure asset value
 - Actual expenditures and performance compared to budgeted expenditures and performance
 - Report trends in spending and accomplishments in the CIP.

Implementation of this kind of system over time will strengthen the foundation of quality of life.

Comprehensive asset management systems not only assist in planning for capital improvements but very often result in savings of taxpayers’ money:⁶

- > **Sacramento Regional County Sanitation District (482,000 customers):**
In implementing an asset-management approach, managers at the Sacramento Regional County Sanitation District reassessed

⁶ U.S. General Accounting Office (GAO), *Water Infrastructure: Comprehensive Asset Management Has Potential to Help Utilities Better Identify Needs and Plan Future Investments*, March 2004. (<http://www.gao.gov/new.items/d04461.pdf>)

a proposed investment in new wastewater-treatment tanks and decided on a less expensive option, thereby saving the utility approximately \$12 million. During this reassessment, managers found that increasing preventive maintenance on existing tanks would lower the risk of shutdown more cost-effectively than adding a new set of tanks. Utility officials commented that their implementation of asset management helped change their decision-making process by, among other things, bringing together staff from different departments to ensure more complete information, and more effectively using the data to understand investment options.

> **Orange County Sanitation District (2.3 million customers):**

The Orange County Sanitation District estimated the overall savings it will achieve using comprehensive asset management. Specifically, an engineering firm projected that asset management would reduce lifecycle costs for the district by about \$350 million over a 25-year period. Among other data, the engineering firm used the utility's available operating expenditure information (operations, maintenance, administration, and depreciation data) and capital improvement program expenditures (growth/capacity, renewal/replacement, and level of support data) to model the projected life-cycle cost savings.

D. Implementation and Action Plans

The most important implementation tool that city or parish government has is the ability to decide where and how to make public investments—in infrastructure, in programs, and in development assistance. Public investments coupled with the plan tell the development community that local government will do what it can to support new private investment that will implement the plan. A representative list of regulatory, financial and incentive-based types of tools includes:

- **Zoning and development regulations.** Most people think of zoning as the preeminent implementation tool for a land use plan, and it is certainly one of the foundations for effective implementation of a plan. Complete reform and modernization of the MPC zoning ordinance and other regulations in a Unified Development Ordinance developed on the foundation of community-based planning will provide higher-quality development and more predictability for residents, property owners, and developers.
- **Urban design strategies and design review.** Better design of public and semi-public places, as well as the way that private property meets public spaces, is critical to achieving the more functional, walkable, and distinctive community called for in the Great Expectations Shreveport-Caddo 2030 Vision and Principles.
- **Major Street Plan.** Since Shreveport has been operating for many years without a planning framework for physical development, the Major Street Plan required by state government has not been kept up and used. The master plan now provides that framework and will guide planning for the area's road network.
- **Capital Improvement Plan (CIP).** The master plan goals, principles and recommended actions should be consulted as the capital improvement plan is modified every year.
- **Federal and state transportation funds.** The Long-Range Transportation Plan and the TIP (Transportation Improvement Program) are prepared by the Shreveport-Bossier Metropolitan Planning Organization, which is administered by NLCOG. Decision-making for Shreveport-Caddo transportation needs within the MPO should be coordinated to achieve master plan goals.
- **General obligation bonds.** Choices for bond financing should be coordinated with the CIP and the master plan.

- **Enterprise fund rates and bonds.** Enterprise funds for water and sewer should move towards a rate structure that supports operations and maintenance and can service bonds needed for capital improvements. Additional enterprise funds, such as for solid waste (including recycling), should be studied for possible implementation.
- **Grant programs.** Federal entitlement funds, such as the Community Development Block Grant (CDBG), HOME, and Energy Efficiency Block Grants can provide support for implementation of master plan recommendations. There are also a number of competitive federal and state grant programs. Having a community-based master plan is a competitive advantage for winning discretionary federal and state grants, because it sends a message that the community knows what it wants and has developed a strategy to get there.
- **Private and nonprofit funds.** Shreveport-Caddo has a number of generous philanthropists and organizations that so far have not focused on aspects of the physical development of the city. There could be many opportunities for partnership, however, in improving parks and public spaces, contributing to revitalization, and other Shreveport-Caddo goals.
- **Redevelopment districts.** Designated redevelopment districts will provide the recommended professionally managed Shreveport Redevelopment Authority with its area of action and the potential to institute incentives.
- **Tax abatements.** Property tax abatements can be granted as an incentive for desired projects.
- **Tax Increment Financing (TIF).** TIF districts are created by the City Council to underwrite infrastructure improvements designed to encourage redevelopment. The increase in tax revenues above pre-investment taxable value is directed to pay for the cost of the public improvements. Chapter 10 recommends expansion of the downtown TIF area. TIFs should be studied for their potential in other parts of the city.
- **Land assembly/land banking.** Facilitating land assembly and land banking is an important way that government can assist businesses and developers. In addition to a land bank for distressed properties to be created by the recommended Shreveport Redevelopment Authority, the City and Parish could work through the proposed Shreveport-Caddo Economic Development Council to facilitate land assembly, land swaps, and similar activities.

Paying for Master Plan implementation: fiscal sustainability and revenue strategies

Operating and capital shortfalls present unique challenges for a jurisdiction. It is often easier to “solve for a capital shortfall” than to find new revenue sources for operating expenses. Many jurisdictions can turn to more types of revenues to fund capital improvements (such as impact fees, excise taxes, special assessments) than are available for ongoing operating expenditures. In fact, some municipalities—including Shreveport—may have funding to build capital facilities but insufficient funds for ongoing operations. It is especially challenging in the current economic climate, given the slow economic recovery expected from the Great Recession of 2007–2009 and the lagging impacts that typically affect local governments. However, the Shreveport area has been more fortunate in weathering the recent economic downturn than many regions of the country. Further, positive trends appear to be increasing, and the master plan’s 20-year horizon assumes that opportunities for growth will continue to exist.

To cover operating shortfalls, many localities first decrease levels of service. This is occurring across the country in the form of layoffs, furloughs, closing of non-essential facilities, and other actions. Second, jurisdictions are exploring alternative revenue sources and strategies. The most common responses for enhancing local coffers are increases in user fees and implementation of new user fees.

Fortunately, the City of Shreveport has not had to undertake drastic cost-cutting measures. Funding for vehicles (other than for police), equipment, and training has been curtailed over the last several years, but major layoffs or furloughs have not occurred—although 200 vacancies have remained unfilled. Despite economic challenges, major crime has decreased in the city through targeted public safety efforts and code enforcement. Utility rates have been increased in recent years and the City has seen a recent increase in property values. The City has taken a conservative approach and has made efforts to live within its means. That said, if the goals identified in the master plan are to be achieved, the City and Parish will have to identify new fiscal strategies and revenue strategies to provide improved infrastructure and services.

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 several 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. A conservative estimate of the cost of the capital improvements needed 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 residents.
- **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 own 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 many cases, partial funding for capital improvements may 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 new growth and would also create incentives for redevelopment inside the loop, where there are existing services and, in many cases, infrastructure.

- **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 amount of services they use—water and sewer represent obvious examples. Water and wastewater services are organized as “enterprise funds,” which means that the operation and maintenance of a system are supported by the rates paid by users in exchange 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 for paying 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 development’s fair share of the cost of providing additional facilities. They can be structured to encourage development in particular locations—in this case, to help direct development and redevelopment to the city’s core. Impact fees are regulatory measures to ensure orderly growth that happen also 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 impact 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 it.

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.⁷ The City of Surprise, Arizona (population 115,000), adopted fee differentials for roads, including a \$0 (no fee) road development fee in the old downtown.⁸

- **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, visitors and workers, not just residents, generate revenue. The City's current combined local sales tax rate is 4.6 percent, with the consumer experiencing an 8.6 percent rate when the state 4 percent rate is added. Bossier's combined local sales tax rate is 5

percent, for a total of 9 percent. *Increasing Shreveport's local rate by, for example, 0.4 percent (40 cents on a \$100 purchase) would not put Shreveport at a competitive disadvantage.* It would match Bossier City's rate while 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 in 1993 to support a variety of downtown projects, was a resounding success. A 21-member citizen committee made recommendations to the city council and provided oversight for all projects. An economic impact study 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 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

⁷ www.greeleygov.com/CommunityDevelopment/Documents/FEE%20SCHEDULE%202010.pdf. For the Greeley Road fee map: www.greeleygov.com/buildinginspection/Documents/Fee%20Schedule/DevelopmentFeeZones.pdf

⁸ www.surpriseaz.gov/DocumentView.aspx?DID=2007

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 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 in 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 spikes.
- > Consider future tracking of all fee-generating services to determine work-flow patterns and compare revenue generation 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.⁹ 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 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 operates 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.

⁹ www.nrpa.org/uploadedFiles/Learn_and_Grow/Conference/Congress_09_Session_Handouts/227_Keeping%20Your%20Agency%20Off%20Chopping%20Block_PowerPoint.pdf

TABLE 13.1 EVALUATION OF REVENUE STRATEGIES

	REVENUE POTENTIAL	TECHNICAL EASE	PROPORTIONALITY	PUBLIC ACCEPTANCE
Bonds	High	Voter approval	Low	Positive/Neutral*
Increasing existing taxes and dedicate proceeds	High	Voter approval	Low	Positive/ Negative**
Impact fees	Moderate/High	Study required; ongoing admin	High	Positive
New and/or increased user fees	Moderate	Study required	High	Neutral/
Negative				
Utility rates and 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 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

Implementation matrices

The implementation matrices for Chapters 4-13, which begin on page 13.22, provide more specific guidance about how to put the plan to work and begin transforming ideas into action. The plan has a long-term horizon, looking ahead to 2030, but it also includes a number of short- and medium-term actions that are necessary prerequisites to long-term results. Each action plan includes goals, strategies (“what”), actions (“how”), responsible parties (“who”), a target timeline (“when”) and potential resources.

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
	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.	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
		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 time; 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.	Expand and support Shreveport Green's tree-planting program to provide and plant trees for public property and residents.	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
		Expand tree and landscaping requirements for new development and roadway projects.	Explore creating a volunteer group to plant and care for trees.	Shreveport Green; SPAR	Short term	Staff time; volunteers
			Revise land use and zoning codes to include more tree and landscaping requirements.	MPC; City Council	Short term	Incorporate in new UDC
		Expand tree and landscaping requirements for new development and roadway projects.	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 archaeology 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	Marketing 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
	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.	Redevelopment Authority; City government	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 government; 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 Opportunities 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
		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
	Enhance the existing Intelligent Transportation Systems (ITS) infrastructure and backbone to support the implementation of ITS-based technologies throughout the Master Plan Area.	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 District	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
	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 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
	Continue to enhance programs to protect Cross Lake from point and nonpoint source pollution.	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 Commission; 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
		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
	Further explore an equitable system of charges for residential garbage pick-up.	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
	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
	Enhance downtown's retail environment.	Develop expertise in layered financing opportunities to assist development of residential properties downtown.	DDA work with Redevelopment Authority	Medium term	Staff time
		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;

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