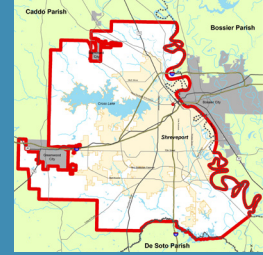




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WHY WE DEVELOPED THIS PLAN

Our last comprehensive master plan was in 1957—and it shaped our road system and development for many years. The Great Expectations Plan is designed to put Shreveport-Caddo on a new strategic path for the 21st century toward more jobs, more households, smarter growth patterns, and a better quality of life for all.



Shreveport-Caddo 2030 Master Plan Area

Shreveport is the biggest center of employment, retail, media, and health care for a region of a million people.

We are the center of a growing natural gas energy economy. The Plan gives us a framework for seizing the opportunities before us to make our community better, while preserving all the things we love about Shreveport and Caddo Parish.

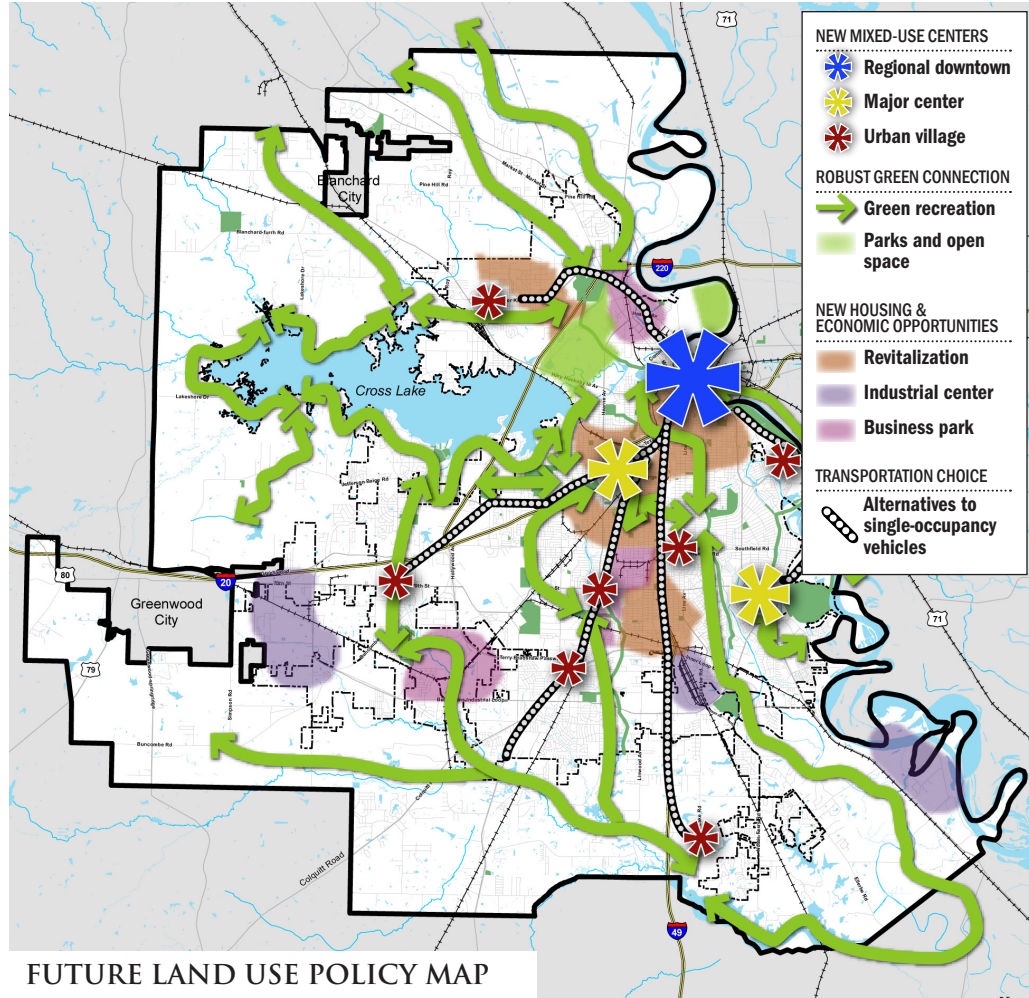
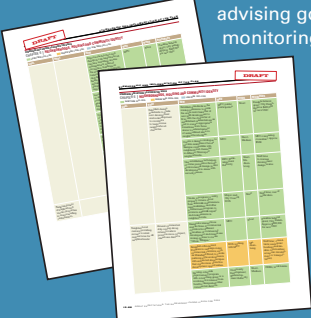
HOW WE DEVELOPED THIS PLAN

The Great Expectations Plan was developed by the Shreveport-Caddo community in a process with broad public participation of citizens from all over the city and nearby parts of Caddo Parish. The planning process touched thousands of people, whether through the public opinion survey, the visioning events, neighborhood workshops and open houses, topical workshops, or the scenario open houses. Residents from all walks of life gave many hours of their time to serve on the Community Advisory Group and the six Working Groups that helped shape the plan.



HOW WE'LL PUT THE PLAN TO WORK

The purpose of a plan is to prepare for action. The Great Expectations plan includes a detailed implementation plan setting out the What, How, Who, and When for specific actions to achieve the goals of the plan. A Master Plan Advisory Committee made up of citizens will serve as the stewards of the plan, advising government and other partners and monitoring progress. Annual public hearings will give citizens a report on implementation and the plan will be used in capital improvement planning, work plans, and to guide land use decision making. Partnerships with residents, businesses, medical and educational institutions, and nonprofits will be critical to success.



FUTURE LAND USE POLICY MAP

GREATER SHREVEPORT'S VISION FOR THE 21ST CENTURY

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

Our neighborhoods—safe, clean and welcoming—are connected by shared civic spirit and by a network of inviting public spaces and transportation choices. Downtown and nearby neighborhoods in the city core are vibrantly alive with residents and businesses in historic and new buildings. A revitalized waterfront district links Cross Bayou and the city center to Shreveport's origins on the banks of the Red River. Underutilized properties throughout the city have been restored to community use

with housing, shops, offices, or parks and other public spaces. Downtown and our diverse neighborhoods offer attractive and affordable choices for young singles and couples, families with children, empty-nesters, and retirees.

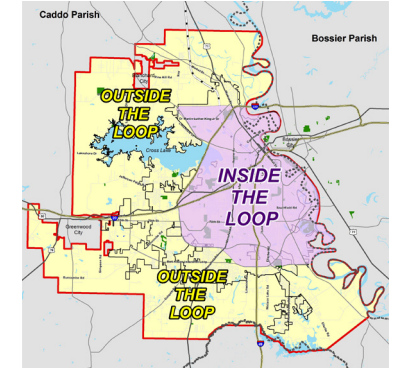
Because of its culture of excellent education and access to lifelong learning from the cradle to the senior years, the Shreveport-Caddo area has the qualified workforce to support an expanding 21st-century economy. Established and emerging industries—natural gas, manufacturing, education, biomedicine, cyber security, green building and energy, health care, tourism, film production, and digital media—rely on local talent, and entrepreneurial start-ups nurture

new industries. As a transportation crossroads of rail lines and highways, including an extended I-49, and with a successful river port, we reach out to the nation and the world.

Shreveport is the "greenest" and healthiest city in the South, committed to resource and energy sustainability and enhancing access to healthy lifestyles. Our landscape is enriched by a natural network of greenways and bayous offering recreation in nature.

Shreveport's youth and college graduates, as well as newcomers, are proud of their beautiful city, cohesive community, and culture of opportunity. All citizens choose to be part of an innovative city on the move.

MEETING OUR **GREAT EXPECTATIONS** THROUGH **KEY THEMES** OF THE PLAN



A bold approach to taking charge of our future
 To achieve the Vision, we need ambitious goals for new jobs and an ambitious program to extend a high quality of life to every place and every person in our community. Shreveport has shown boldness before—from Captain Shreve taking on the great logjam, to the first underwater drilling in Caddo Lake, to the successful pursuit of an Air Force base. The master plan is a roadmap for a new era of opportunity and leadership—this is our 21st-century moment for bold initiatives.

Grow Smarter
 Attract new residents and investment to Shreveport "inside the loop" to live in vibrant, connected, walkable communities. Major mixed-use centers and urban villages will have enough density to support express bus service, and eventually bus rapid transit, along major streets to employment centers.

Celebrate Our Uniqueness
 We have the only real, urban downtown in our region, a rich history, a beautiful landscape, and a culture that makes us unique. Downtown can be a neighborhood where you can live in a historic building in the heart of the West Edge arts district, in a new Cross Bayou neighborhood, or a cottage community in Ledbetter Heights.

Invest in People
 Human capital is the key to good jobs and prosperity in the 21st century. This means investing in retaining and attracting talent, a hospitable environment for entrepreneurs, intensified partnerships to enhance workforce development, new opportunities in post-secondary education, and a new commitment to excellent public schools.

Invest in Place
 Businesses locate where people want to be, and good neighborhoods, a great open space system, and a vibrant cultural life are key attractions in successful 21st-century communities. Investing in place means everything from making sure that our basic infrastructure and services are reliable and in good condition to a "green agenda" of greenways, clean water and air, and energy efficiency.





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WHAT'S IN THE GREAT EXPECTATIONS 2030 MASTER PLAN? IMAGINE—PLAN—ACT

The Shreveport-Caddo Master Plan covers a broad range of topics in 13 chapters about current trends, the planning process and all aspects of community life that they affect the way our city and parish can develop in the future.

IMAGINE—What kind of place do we want to be in the 21st century?

Setting the Stage. Shreveporters' vision for the future, guiding principles for planning, the public process, and where we are starting from today.

- 1 Great Expectations: the Shreveport-Caddo Vision for 2030
- 2 The Community Speaks
- 3 Population and Land Use Trends

PLAN—How do we get there?

Six Area-Wide Elements. From "going green" to neighborhoods, economic development and infrastructure: analysis, strategies and actions on specific topics.

- 4 Natural Heritage: Green Systems and Sustainability
- 5 Cultural Heritage: Historic Preservation, Arts, and Culture
- 6 Living in Shreveport-Caddo: Neighborhoods and Housing
- 7 Prosperity and Opportunity: Economic Development
- 8 Getting Around: Transportation, and Mobility
- 9 Public Systems: Infrastructure, Facilities, and Services

Two Focus Area Elements: Strategies and actions to create a live-work-play-study downtown and to revitalize the inner core with coordinated actions to achieve critical mass.

- 10 Unique Identity: Focus on Downtown
- 11 Smarter Growth: City Revitalization

ACT—How do we get started?

Two Implementation Guidance Chapters. A new development framework for step-by-step actions to achieve the vision and monitor progress.

- 12 Future Land Use, Zoning and Urban Design
- 13 Stewardship and Implementation of the Plan

THE BIG PICTURE

Shreveport needs new regulatory and planning systems that are more *user-friendly, predictable and transparent*, more efficacious in enforcement codes and quality-of-life ordinances, more effective in eliminating blight and vacancy, and more productive in promoting development inside the loop.

- Create a **new Unified Development Code** (zoning and other development regulations) consistent with the Master Plan that promotes quality development, predictability for both neighbors and property owners, and streamlined procedures.
- Establish a **new culture of planning** that increases predictability for everyone through a system that provides for consultation with neighborhoods and property owners in creating zoning and for potentially high-impact developments.
- Establish **quality of life ordinances and enforcement systems** to include a rental housing code, a ticketing system for certain kinds of code violations, and a **special environmental court to hear housing and code enforcement cases** (similar to courts operating in Monroe and other Louisiana cities).
- Establish **development-impact fees** so that new development pays for increases in infrastructure and service costs.
- Establish **revitalization incentives** for private investment where development is desired: waived impact fees, tax abatements, and infrastructure investments.

DOWNTOWN AND THE WATERFRONT

The Master Plan framework for downtown has several components: securing the urban and historic character of downtown; bringing new activity through educational and civic institutions and strengthening the arts and culture hub already developing in the West Edge; establishing a strong residential component by reusing historic buildings and creating new neighborhoods in Cross Bayou and Ledbetter Heights; better connecting downtown's different districts; developing public green space; and revitalizing Texas Avenue as an events and "main street" corridor.

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

HISTORIC PRESERVATION, ARTS, AND CULTURE

Shreveport-Caddo has a rich history and cultural heritage that deserves wider acknowledgement and celebration among residents and visitors alike. We need to heighten our efforts to preserve significant historic structures and build on Shreveport's place as a cultural crossroads in music, art, and 20th-century history.

- Create a **"one stop shop" for information and guidance on historic preservation** within the Metropolitan Planning Commission (MPC) and create the basic infrastructure within government for historic preservation.
- Establish a citizens' **Historic Resources Advisory Committee** to lead preservation efforts.
- Establish regulations and incentives that **make restoration and reuse of historic structures financially feasible.**
- **Raise public awareness among residents and visitors about Shreveport's history and culture** with interpretive signs, heritage trails with different themes for self-guided digital tours, and events.
- **Increase the visibility of art and artists** through activities such as a "public art in public projects" ordinance, an annual "open studios" program, more music venues, and additional neighborhood-based arts and cultural events.
- **Intensify the arts and culture presence in the downtown West Edge** through new offices for the

Shreveport Regional Arts Council (SRAC) in the historic fire station, as well as other physical improvements and market downtown to artists as a place to live and work.

PROSPERITY AND OPPORTUNITY: ECONOMIC DEVELOPMENT

Economic development recommendations revolve around four key priorities: supporting established and emerging industries; improving the education system for all; organizing local resources for economic development work; and developing new businesses by building entrepreneurial capacity.

- **Create a public-private Caddo Career Education Trust** to support innovative education and workforce training partnerships with possible funding from part of local collections in natural gas extraction, small dedicated millage, and philanthropic donations.
- **Create a Shreveport-Caddo Economic Development Corporation** to focus on business retention and local economic development.
- **Shift biomedical efforts to recruitment of researchers and their teams.**
- **Promote formation of "angel" investment funds from local investors** in early-stage, high-growth industries.
- **Target the needs of natural gas producers and service firms** to assist in site finding and permitting, meeting workforce needs, and developing a local workforce.
- Develop a **coordinated regional marketing initiative for the health care industry** as a regional center of specialized care.
- In the **film and media sector,** expand marketing to production and post-production industries and develop a buy- and hire-local initiative.
- **Strengthen and coordinate the adult workforce development system.**

NEIGHBORHOODS, HOUSING AND REVITALIZATION

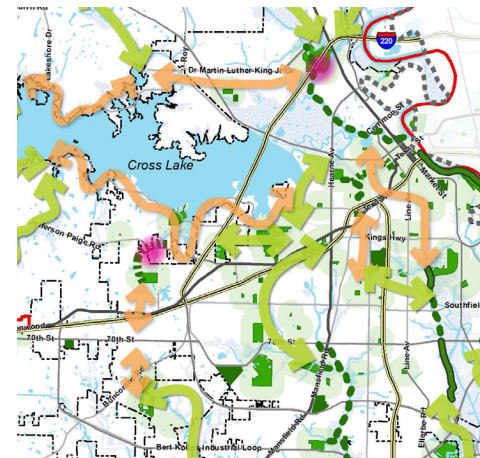
Good neighborhoods make good cities and all should be "neighborhoods of choice." What that means is that every neighborhood, regardless of household income, should provide safety, decent and sanitary housing, well-maintained infrastructure, environmental and aesthetic amenities such as street trees, and easy access to parks, public spaces, and neighborhood retail and services.

- Create a **community-based Housing Policy Advisory Council,** including representatives of government staff, neighborhood organizations, for-profit and non-profit housing developers, realtors, and representatives of economic development organizations.
- Establish a **rental housing code** to ensure that rental properties are fit for habitation.
- Promote **more diverse housing choices**—for example, condominiums, townhouses, live-work units, and lofts.
- Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods** in disinvested areas.
- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.



- **Focus redevelopment activities strategically** in locations that build on existing assets and provide critical mass, such as the medical district neighborhoods, and target coordinated housing, infrastructure, transportation, park, and service investments to create a successful mixed-income neighborhood.

A GREEN AGENDA: SYSTEMS AND SUSTAINABILITY



With abundant land, trees and water in rolling hills, Shreveport-Caddo has the opportunity to create a signature open space network encompassing greenways, "blueways" (water connections), natural open space, and recreation areas.

- Create an **area-wide greenway plan** integrated with a network of on-street bicycle and pedestrian routes to connect community destinations and reduce air pollution.
- Require **new development to facilitate new parks and greenway linkages.**
- Work toward providing **public access to green space within walking distance for every resident inside the loop.**
- Establish **conservation setbacks from wetlands and bayous for water quality protection and greenway opportunities** and develop systems for natural drainage, including new water retention areas and park land in areas such as Bayou Pierre and Wallace Lake.
- Provide **adequate funding for park maintenance and operations,** including seeking private partnerships and sustainable practices.
- Work toward a goal of **30% tree canopy coverage in 2030 for the City of Shreveport** through restoration, urban forestry, and tree and landscape requirements.
- Support LSU AgCenter efforts to establish a **model urban agriculture system** in Shreveport through measures such as appropriate zoning and land with a water supply for community gardens.
- **Reduce greenhouse gas emissions** by at least 20% by 2030 through implementation of the City Energy Efficiency and Conservation Strategy.
- Continue to work with energy companies and regional water management groups to **ensure safe and prudent water use for Haynesville shale activities.**

PUBLIC SYSTEMS: FACILITIES, SERVICES, INFRASTRUCTURE, AND TRANSPORTATION

Sprawl without population growth combined with inadequate maintenance funding has produced unsustainable infrastructure and service costs.

- Fund and implement **comprehensive master plans for sewer, water supply and stormwater management.**
- Work with other jurisdictions to create a **multiparish water-supply utility district.**

The Power of Place

High quality of life—resident satisfaction in daily living—is the foundation of successful 21st-century communities, and it is profoundly affected by neighborhood conditions, access to green spaces and water, cultural opportunities, and community connections. "Place-based" investments include:

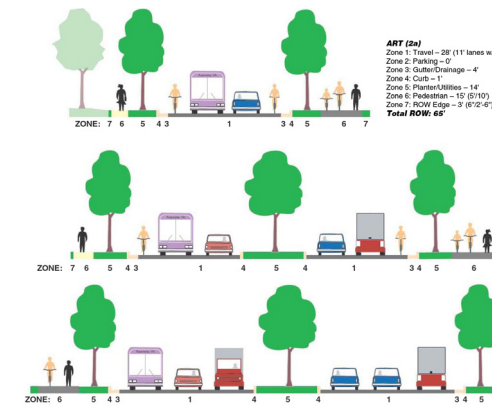
- > Neighborhood housing, amenities, and connections
- > Revitalization of disinvested areas by comprehensive redevelopment that creates new neighborhoods
- > Infrastructure systems that support community life, from the gray infrastructure of streets, water, and sewer lines, to the green infrastructure of parks, greenways, and natural water networks.

- Set long-term priorities for infrastructure by funding and implementing a **municipal asset-management system** linked to an up-to-date GIS (geographic information systems) database.
- **Integrate transportation and land use planning,** technology, and management strategies for efficient roadway and transit networks to provide alternatives to auto travel.
- Establish a **"complete streets" policy** for road improvements in order to provide for pedestrians, bicyclists, and transit.
- Develop policies to **make Parish and City facilities, buildings, and operations models of resource efficiency** and sustainable practices.
- **Implement a solid-waste fee, encourage recycling and composting, and reduce the solid waste stream by at least 20%** from 2010 levels in order to extend the life of the landfill and save resources.

THE MASTER PLAN AS A LIVING DOCUMENT

The master plan must be consulted regularly.

- Create an MPC position for a **long-range planner to be the in-house expert on the master plan.**
- Create a **citizens' Master Plan Advisory Committee** to monitor progress.



The Great Expectations Master Plan Team

Community Advisory Group
 David Aubrey and Phillip Rozeman, Co-Chairs

Six Master Plan Working Groups

Metropolitan Planning Commission
 Dale Colvin, Chair
 Charles Kirkland, Executive Director
 Roy Jambor, Master Plan Project Manager

City of Shreveport
 Cedric Glover, Mayor
 Joyce Bowman, City Council Chair

Caddo Parish Commission
 John Escude, President

Consultant Team
Goody Clancy, lead consultant,
 ETC Institute, Franklin Industries, Hanson Consulting, JaLiVe, JQuad Planning Group, Kimley-Horn, Mt. Auburn Associates, Neil Erwin Law, PlaceMatters, Providence Engineering, Ron Thomas & Co., TischlerBise, W-ZHA