

The Community Speaks

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personal vision statements:

*“I envision a safe, clean,
serene, nurturing city that
allows each citizen to learn,
grow, and live life to its full
potential.”*

A. Introduction

Effective master plans are rooted in an understanding of the values, aspirations and concerns of the communities whose future they are intended to guide. The Shreveport-Caddo 2030 Great Expectations Plan benefitted from a conscious commitment to extensive public outreach and citizen engagement that provided thousands of participants an opportunity to share their hopes and aspirations for Shreveport-Caddo's future.

The public process incorporated a variety of outreach techniques and activities, allowing residents to participate in ways that worked best for them. Residents provided feedback to the planning team by participating in a community survey, attending citywide and neighborhood meetings, and contributing comments online through the project website. Some participated in advisory and working groups. The planning team used the community's feedback and guidance to shape all aspects of the plan, from creating a Vision and Principles for Shreveport-Caddo that reflected the aspirations of the community, to the strategies and actions needed to achieve that vision.



The Community Advisory Group (CAG) and working groups met regularly with the planning team throughout the master plan process to provide information and guidance, and to ensure that the plan elements reflected the values and priorities of the community.

B. Committee Structure

Several committees made up of knowledgeable people from the public, private and nonprofit sectors, including neighborhood representatives, worked with the planning team to provide guidance throughout the planning process.

Community Advisory Group (CAG)

At the beginning of the planning process in the late spring of 2009, the MPC decided not to directly appoint a group of citizens to advise the consultant team and serve as a sounding board. Instead, the MPC asked the consultant team to devise an open method that would result in a broadly representative advisory group.

The consultant team organized a public meeting on June 16, 2009, publicizing the meeting through the

media and e-blasts to organizations. Approximately 75 people attended the meeting. After a brief presentation, participants chose one of 14 groupings or caucuses representing different areas of community life—for example, Neighborhood Associations, Environment, Education, Housing, Economic Development, Arts and Culture, and so on. The participants in each of the caucuses then chose several members to represent that interest area on the Community Advisory Group (CAG).

The CAG met regularly with the consultant team throughout the planning process, drafted the elements of the vision and principles, gave advice on and participated in public outreach; participated in public meetings; and reviewed and commented on the draft plan. Many members of the CAG also attended Working Group meetings focused on specific topics.

The Community Advisory Group and working groups met regularly with the planning team throughout the master plan process to provide information and guidance, and to ensure the plan elements reflected the values and priorities of the community.

Working groups

The consultant planning team, with assistance from the Metropolitan Planning Commission, invited groups of people with topic-specific knowledge to advise the planning team on different sections of the plan. Each working group met at least four times between January and June 2010; shared information and ideas with the planning team; and reviewed draft plan materials.

- **Housing, Neighborhoods and Revitalization** group members advised the planning team on issues relating to neighborhood character, redevelopment of disinvested areas, housing policies and strategies, and revitalization of neighborhood commercial areas.
- **Economic Development** working group members provided information and guidance about existing industry sectors, emerging sectors, and workforce development issues, strategies and actions.
- **Historic Preservation, Arts and Culture** advised the planning team on issues, priorities and strategies pertaining to historic preservation, the arts and cultural heritage promotion.
- **Green Systems** working group members advised on issues of sustainability and conservation; parks and open space; community gardens, urban agriculture and food systems; environmental quality and natural resources; and other related aspects of the plan.
- **Public Facilities, Services, Infrastructure and Transportation** group members worked on issues involving government-owned and operated facilities (except for schools), public safety, community centers, water, sewer, drainage, utilities, and current land use practices as they pertain to the sustainability of these services and facilities. Transportation specialists provided information and guidance on roadway, public transit, and alternative transportation issues.
- **Downtown and the Waterfront** working group advised the planning team about urban design principles,

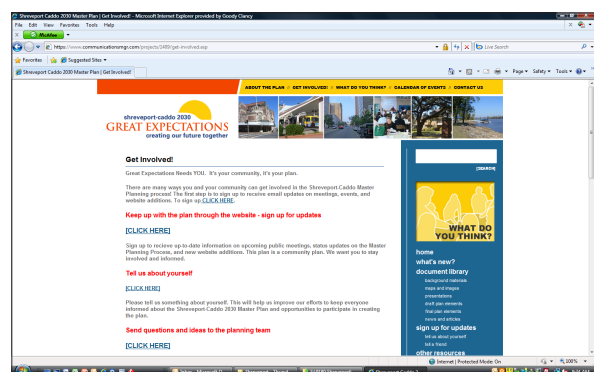
transportation and parking, housing and commercial revitalization, entertainment and the arts, and enforcement and regulatory strategies for downtown Shreveport and its waterfront.

C. Public Outreach

Public outreach opportunities were designed to offer a variety of ways for residents to participate so that the planning team would receive input from a broad cross section of the Shreveport-Caddo community. Because people prefer to contribute and receive information in different ways, whether in person, online or by telephone, a certain amount of redundancy was built into the process to allow more people to participate. Outreach opportunities included:

SHREVEPORT-CADDO 2030 GREAT EXPECTATIONS WEBSITE

The master plan project website, www.shreveportcaddomasterplan.org, provided general plan information, background materials, a project calendar, and was used to make announcements about upcoming public events around the plan. Visitors to the site had the opportunity to sign up for email updates and meeting reminders to they could remain up-to-date with the plan's progress and activities. Public meeting materials including visuals, presentations, and result summaries were posted to the site so that citizens could engage with the plan throughout the process. On August 16, 2010, the full draft master plan was made available on the website for public review.



MEDIA AND COMMUNITY OUTREACH

The local media were notified of Shreveport-Caddo Master Plan developments throughout the planning process. The planning team took out newspaper and radio advertisements to publicize large meetings, and local print and television media outlets reported on the major events and issues, and interviewed members of the planning team and the Community Advisory Group.

All public meetings for the master plan were also promoted with e-blasts and flyers (up to 60,000 per meeting) that were distributed through the school system and at public locations throughout the planning area, including libraries and churches. Members of the planning team visited churches and community organizations in person to promote major planning events.

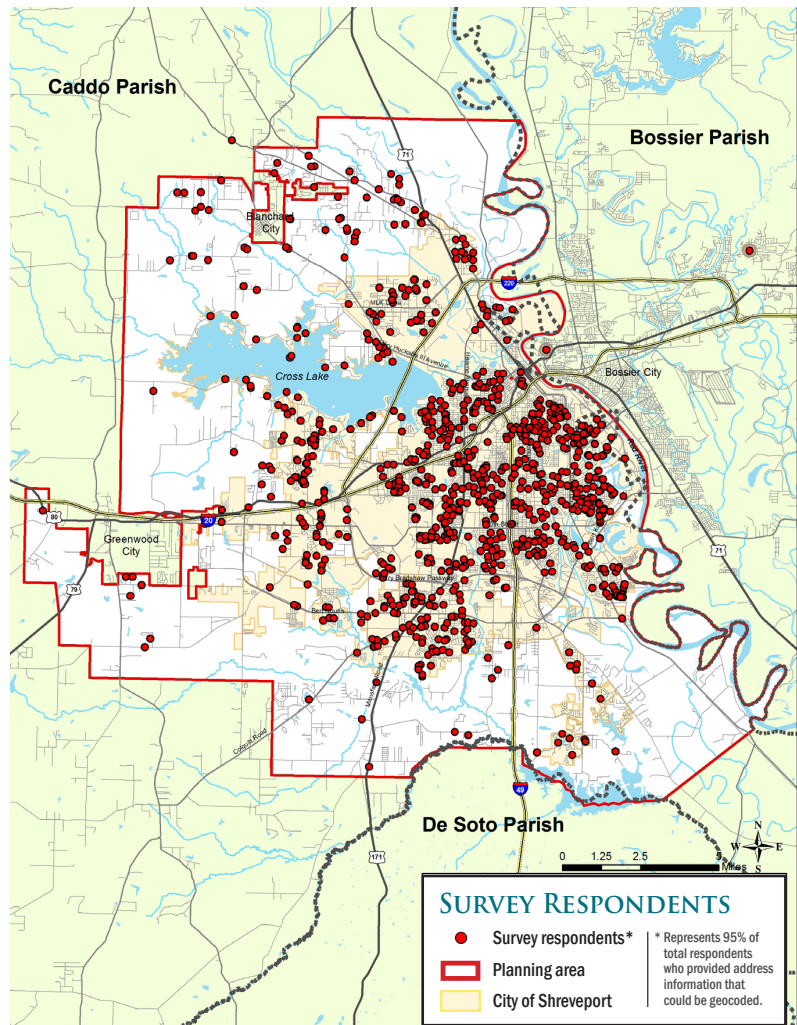
PUBLIC OPINION SURVEY

Over 1,200 Shreveport-Caddo residents participated in a public opinion survey conducted by a polling firm, ETC Institute, during the early stages of the planning process in July and August 2009. The survey was designed to elicit residents' opinions about current conditions in Shreveport-Caddo, what they like best and least about their community, and what issues the City and Parish should focus on in the future. The survey aimed to "take the temperature" of the community to help the planning team understand what was most on people's minds.

Surveys were mailed with return envelopes and then follow-up telephone calls were made to ensure a statistically significant sample. There was a sufficient number of surveys to ensure participation from all parts of the master plan area. The



MAP 2.1 GEOGRAPHIC DISTRIBUTION OF SURVEY RESPONDENTS



Sources: ETC Institute, Goody Clancy, 2009

results of the random sample have a 95% confidence level ($\pm 3\%$), and demographic characteristics reflected the community well.

Survey respondent characteristics

- 57 percent were female; 43 percent, male
- 52 percent were white; 45 percent, black; 3 percent other races
- 66 percent owned their residence; 34 percent rented
- 82 percent lived in the City of Shreveport, the rest in parish areas
- 70 percent had lived in the Shreveport area for 20 years or more

Respondent's household incomes

- Less than \$14,999 (21%)
- \$15,000 to \$29,999 (17%)
- \$30,000 to \$44,999 (16%)
- \$45,000 to \$59,999 (12%)
- \$60,000 to \$74,000 (9%)
- \$75,000 to \$99,999 (6%)
- \$100,000 or more (9%)
- Not provided (10%)

Major survey findings

The survey asked respondents to answer a series of questions about a wide range of topics, from their thoughts on “big picture” issues facing Shreveport-Caddo in the future, to where development should be located, to how much time they spent in their cars. Survey results for all questions appear in the Appendix. Highlights of the survey findings include:

FIGURE 2.1 IMPORTANCE OF VARIOUS ISSUES TO THE FUTURE OF THE SHREVEPORT AREA BY PERCENTAGE OF RESPONDENTS (EXCLUDES “DON'T KNOW”)

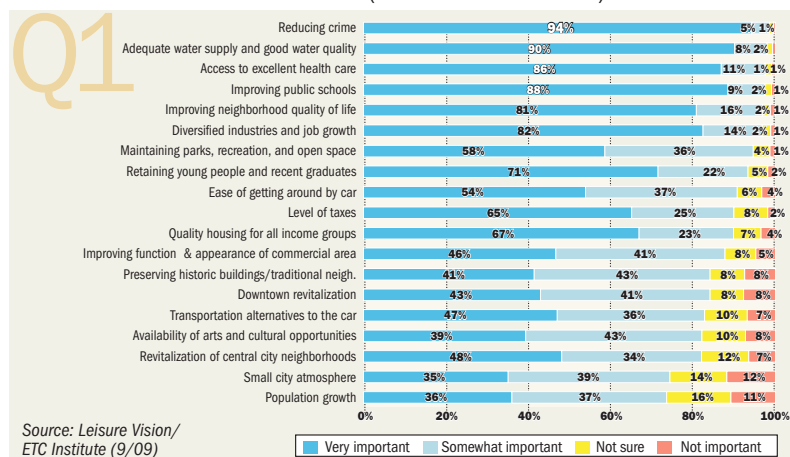


FIGURE 2.2 FOUR ISSUES IT IS MOST IMPORTANT FOR THE SHREVEPORT AREA TO IMPROVE % OF RESPONDENTS WHO RANKED ITEM IN THEIR TOP FOUR

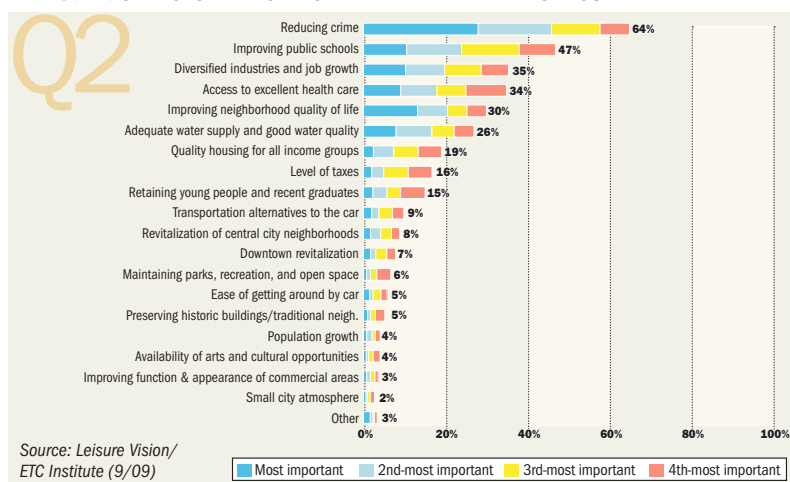
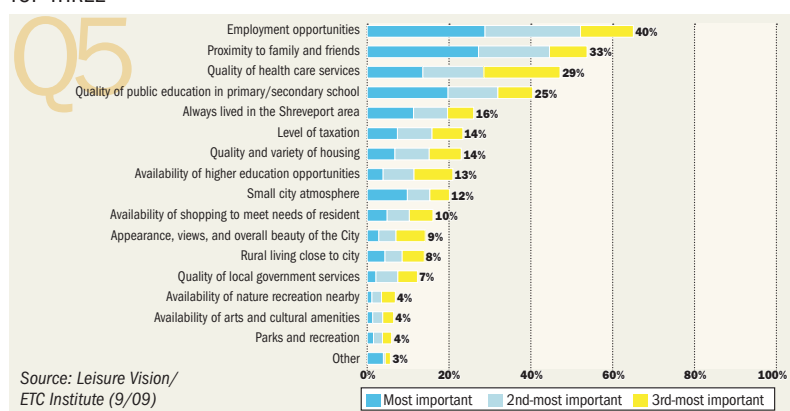


FIGURE 2.3 ITEMS RESPONDENTS FEEL WILL HAVE THE MOST IMPACT ON THEIR DECISION TO STAY IN SHREVEPORT % OF RESPONDENTS WHO RANKED ITEM IN THEIR TOP THREE



- Respondents identified the most important issues facing Shreveport-Caddo as:
 - > Reducing crime (94%)
 - > Assuring an adequate water supply and good water quality (90%)
 - > Improving public schools (88%)
 - > Access to excellent health care (86%)
- Respondents ranked these as the four most important areas for the Shreveport area to improve:
 - > Reducing crime (64%)
 - > Improving public schools (47%)
 - > Diversifying industries and promoting job growth (35%)
 - > Improving neighborhood quality of life (25%)
- Respondents saw the condition of their own neighborhoods as:
 - > 59% percent felt the condition of their neighborhood is staying about the same.
 - > 24% felt their neighborhood was getting worse.
 - > 14% felt their neighborhood was getting better.
- Importance to the Shreveport area's future of revitalizing central city neighborhoods: Residents throughout the planning area believe revitalization of central city neighborhoods is important to the area's future.
- Residents mentioned these as the most important reasons they decide to stay in, or come to live in, the Shreveport area?
 - > Employment opportunities (60%)
 - > Quality of health care services (54%)
 - > Quality of public education in primary and secondary schools (52%)

FIGURE 2.4 HOW RESPONDENTS RATE SEVERAL ITEMS THAT MAY INFLUENCE THEIR PERCEPTION OF THE SHREVEPORT AREA
% OF RESPONDENTS (EXCLUDES "DON'T KNOW")

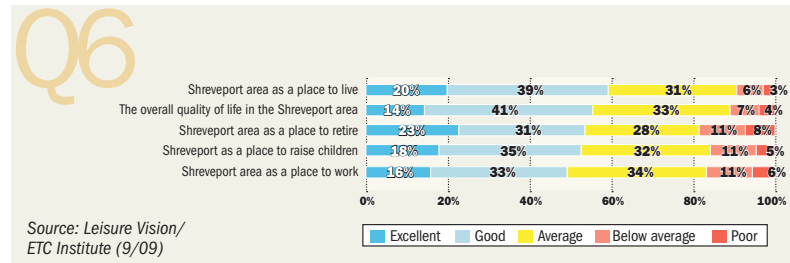


FIGURE 2.5 RESPONDENT LEVEL OF AGREEMENT WITH STATEMENTS ABOUT THE FUTURE OF THE SHREVEPORT AREA
% OF RESPONDENTS (EXCLUDES "DON'T KNOW")

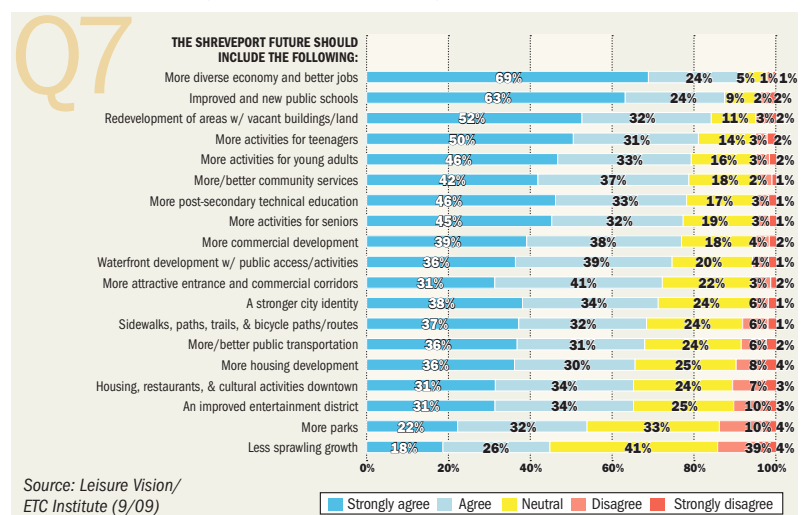
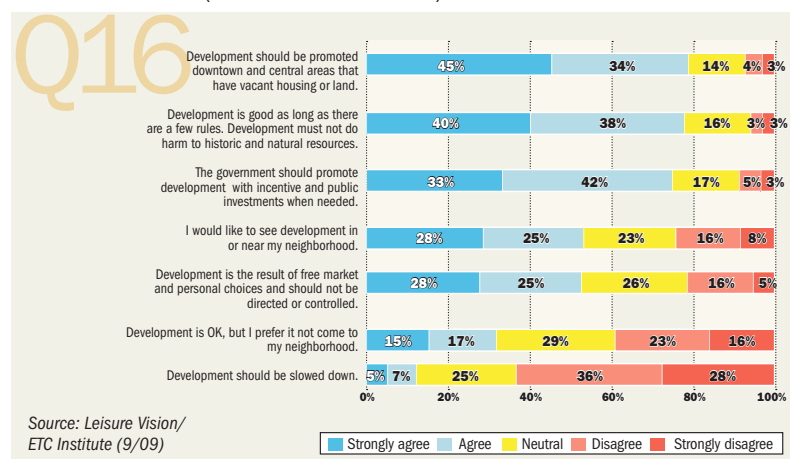
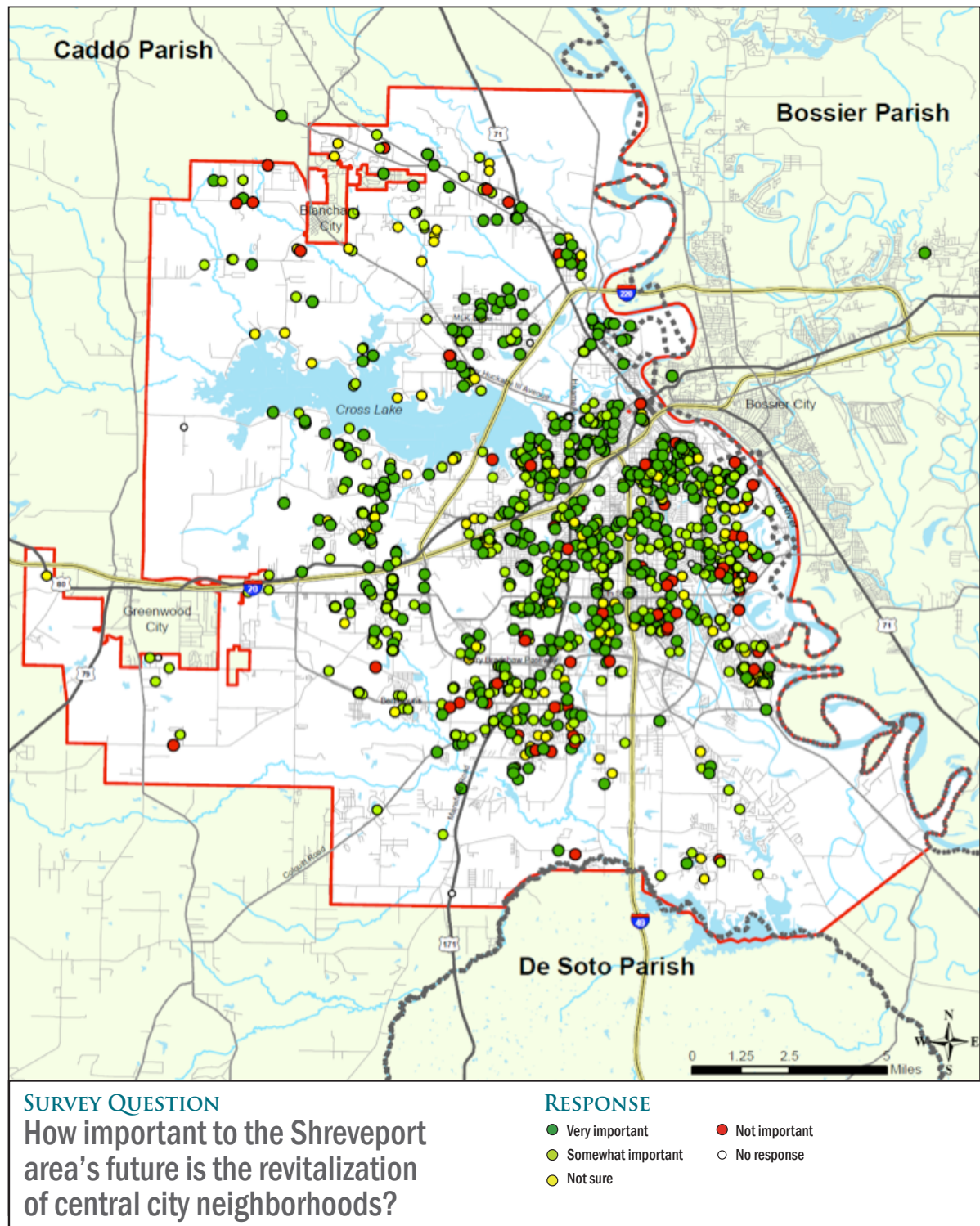


FIGURE 2.6 RESPONDENTS' OPINION ABOUT DEVELOPMENT IN THE SHREVEPORT PLANNING AREA, NOW AND IN THE FUTURE
% OF RESPONDENTS (EXCLUDES "DON'T KNOW")



MAP 2.2 HOW IMPORTANT IS REVITALIZATION OF CENTRAL CITY NEIGHBORHOODS?



- > Availability of higher education opportunities (43%)
- Respondents listed the factors that most strongly influence the decision to stay in Shreveport:
 - > Employment opportunities (40%)
 - > Proximity to family and friends (33%)
 - > Quality of health care services (29%)
 - > Quality of public education in primary and secondary schools (25%)
- Respondents identified the factors that most influenced their perception of the Shreveport area (percentages reflect answers of “good” or “excellent”):
 - > Shreveport area is a good place to live (59%)
 - > The overall quality of life in the Shreveport area is good (55%)
 - > Shreveport area is a good place to retire (54%)
- Residents agreed that these issues were important to the future of the Shreveport area. (percentage of respondents who chose “Agree” or “Strongly Agree”):
 - > A more diverse economy and better jobs (93%)
 - > Improved and new public schools (87%)
 - > Redevelopment of areas with vacant buildings/land (84%)
 - > More activities for teenagers (81%)
- Respondents felt these issues should receive the most emphasis from local leaders:
 - > A more diverse economy and better jobs (45%)
 - > Improved and new public schools (35%)
 - > More activities for teenagers (21%)
 - > Redevelopment of areas with vacant buildings or land (21%)

Respondents thought that development should be promoted downtown and in central areas of the city,

that development was good if there are rules, and that government should provide development incentives when needed.

Respondents throughout the planning area would like to see development promoted in downtown and central areas that have vacant housing or land.

PUBLIC MEETINGS

Numerous public meetings were held throughout the master plan process to give residents the opportunity to share their hopes and aspirations for Shreveport-Caddo’s future, and provide additional information and feedback to shape the plan. Meetings included:

Citywide vision forum

On Saturday, August 22, 2009, at the Shreveport Convention Center, nearly 500 people from a broad range of backgrounds and neighborhoods shared their hopes and aspirations for the future of the master plan area—creating the elements for a twenty-year vision for the Shreveport-Caddo 2030 Master Plan. Participants exchanged ideas in randomly-assigned small groups, discussing current issues, community values, opportunities, and challenges. Each participant wrote a personal vision, creating a rich trove of inspiring visions to inform the overall community vision. All the personal visions were posted on the project website.

Common themes from the personal vision statements included:

- self-sustaining neighborhoods that are age-, race- and income-integrated;



In August 2009, nearly 500 people shared their hopes and aspirations for the community at the Citywide Vision Forum.

- neighborhoods with easy access to work areas and commerce areas;
- exceptional schools in every neighborhood, and a range of educational opportunities, from trade schools through advanced degrees;
- a vibrant downtown where people live, work and play;
- a lot of planned usable greenspace (parks, playgrounds, open space);
- connections between communities;
- stronger economic opportunities for all citizens; and
- better affordable housing.

Key opportunities for Shreveport-Caddo's future included:

- improvements in public education;
- community renewal and pride;
- diverse employment and growth of entrepreneurial skill;
- transportation choices;
- housing options; and
- recreation expansion.

The biggest challenges identified by participants included:

- K-12 education (high drop-out rate, facilities);
- improving workforce development opportunities;
- revitalizing neighborhoods and eliminating blight;
- negative perception of level of public safety; and
- public transportation issues.

(For a complete summary of the forum, see the Appendix.)

"Speak out!" vision meetings

The Community Advisory Group, a group of citizens who advised the planning team, organized a series of visioning sessions in each of the master plan area's nine high schools to give residents additional opportunities to contribute to the master plan vision. These sessions were held in September 2009 and attracted over 325 people. The program for these visioning meetings was similar to the August 22 Citywide Vision Forum held at the Shreveport Convention Center, to provide comparative information. At the meetings, community members talked about common elements of vision as well as a list of important opportunities to turn that vision into



This word cloud represents the relative frequency of mentions of the top issues facing Shreveport, according to Speak Out participants.

reality. Meeting in different parts of town allowed a fresh look at both the commonalities and uniqueness of different areas. It was a week of adding new voices—time for more face-to-face conversation about the future of Shreveport. (All findings from the meetings appear in the Appendix.)

The top themes that emerged from these Speak Out meetings were:

- **Top issues that Shreveport needs to solve**
 - > Problems with education—allowed to select two issues each, 52% of participants chose this item
 - > Business development—32%
 - > Poverty—28%
 - > Lack of safety—26%
 - > Infrastructure—24%
 - > Affordable housing—13%
- **Top opportunities for Shreveport-Caddo's future**
 - > Education improvement
 - > Jobs and small businesses
 - > Transportation—I-49, roads, and airport
 - > Higher education/workforce development
 - > Community involvement
 - > Restore downtown
 - > Recreation—family places

The conversations consistently highlighted connections among education and economic health, transportation choices and neighborhood vitality, and health and environment. Meetings in each area elicited comments about improving all levels of primary and secondary schools and adding more opportunities for higher education

FIGURE 2.7 **UNIQUE TOP OPPORTUNITIES, BY LOCATION**
(IDENTIFIED BY HIGH SCHOOL WHERE MEETING TOOK PLACE)

BOOKER T. WASHINGTON H.S.—More small business in the area
BYRD H.S.—Historic preservation, especially musical heritage
CAPTAIN SHREVE H.S.—Increased support for the arts
FAIR PARK H.S.—Clean and beautiful city
GREEN OAKS H.S.—Better race relations
HUNTINGTON H.S.—Focus on econ. development—port, river, film
NORTHWOOD H.S.—Barksdale and opportunities
SOUTHWOOD H.S.—Activities for young people
WOODLAWN H.S.—Having a voice in city decisions

FIGURE 2.8 **RACE RELATIONS
SURVEY RESULTS**

PERCENTAGE OF RESPONDENTS...	...WHO FELT RELATIONS ARE:
38%	Getting better
34%	Staying the same
17%	Getting worse
11%	Not sure

and workforce development training. Transportation issues noted during the sessions included completion of I-49, improving road maintenance, bike

lanes/pedestrian trails, public transportation, rail, ports, airport, and Shreveport's potential as a distribution center. Significant emphasis was placed on pursuing development opportunities in key locations (downtown, port, military) and key areas (cyber, Haynesville Shale, film/digital media, and biomedical) to create more jobs and strengthen the region's economy.

Personal vision statements

A sampling of visions for Shreveport's future from the Speak-Out meeting series: *"Market our strengths to ourselves and outside... Capitalize on beauty and history of city... Small town feel with big-city living... Opportunities where our children can elect to stay... Need a niche... Center of excellence for communications, healthcare, and energy... all homes 'front-porch' places... Connected network of self-enhancing neighborhoods... Inner city with house on every lot... Middle-class opportunities... Race relations based on individuals—not opposing groups."*

District open houses

In September and October 2009, six open house meetings were held at libraries throughout the planning area so that residents could learn more about the master plan process, find out what happened at the Citywide Forum Speak

Out vision meetings, review the results of the public opinion survey, and review and comment on the draft vision and statement of principles.

Neighborhood workshops

In November and December 2009, more than 200 people attended nine interactive public workshops at various locations area to identify the challenges and opportunities unique to neighborhoods within different geographic areas of the city. Participants discussed what they felt were the best and worst aspects of their section of the city, as well as the top improvements needed for housing, commercial areas, transportation and infrastructure. Key findings from each subarea included:

- **Central neighborhoods.**

Top improvements needed:

- > More quality, affordable housing
- > Uses for vacant lots
- > More neighborhood retail
- > Street maintenance
- > Drainage issues
- > More pocket parks

Best things about the area:

- > Historically significant
- > Convenient—centrally located
- > Diversity
- > Active neighborhood associations

Worst things about the area:

- > Perception of crime
- > Too many adjudicated properties
- > Streets and drainage not maintained
- > Pockets of poverty

- **East neighborhoods**

Top improvements needed:

- > Make area more walkable/bikeable
- > More neighborhood retail centers
- > Revitalization—housing and commercial areas
- > Drainage and sewer problems



Neighborhood workshops provided residents an opportunity to discuss top improvements needed in their neighborhoods.

- > Use adjudicated properties for parks and/or community gardens
- > Improve transit routes
- Best things about the area:
 - > Safe, stable and vibrant area
 - > Trees and greenery
 - > Jobs are located in the area
 - > Convenient—access to everything is easy
- Worst things about the area:
 - > Few restaurants
 - > Uncontrolled fast growth—need better planning
 - > Poor access to river
 - > Sprawl without revitalization of existing areas
- **West Neighborhoods**
 - Top improvements needed:
 - > A comprehensive housing plan
 - > Improved retail choices (particularly restaurants and grocery stores) with better design
 - > Want mixed-use, village style development
 - > Better public transportation
 - > Better maintained parks and more bike trails
 - > Street, water and sewer infrastructure upgrades
 - Best things about the area:
 - > The residents
 - > Good neighborhoods
 - > Community parks and libraries
 - Worst things about the area:
 - > Low quality retail/commercial
 - > Low water pressure
 - > Poor road conditions
 - > Not enough economic development
- **North Neighborhoods**
 - Top improvements needed:
 - > Housing diversity
 - > Lack of neighborhood retail
 - > Drainage
 - > Poor condition or lack of sidewalks
 - > Public transportation facilities (no bus shelters)
 - > More outdoor activities
 - Best things about the area:
 - > W-K Community Center
 - > Southern University
 - > Proximity to city, but has a rural feel
 - > Neighborhood association
 - Worst things about the area:
 - > Drainage
 - > Lack of retail
 - > Housing conditions
 - > Litter
- **Downtown and the Waterfront**
 - Participants at the downtown workshop discussed downtown's top assets, opportunities and challenges, which included:
 - > Assets
 - Historic buildings and architecture
 - The Cross Bayou and Red River waterfronts
 - Cultural attractions
 - > Opportunities
 - Revitalization of downtown's historic structures
 - A larger university facility
 - Revival of Texas Avenue
 - Downtown housing

- > Challenges
 - Code enforcement/barriers to revitalization
 - Perception of crime/safety
 - Lack of collaboration between various groups seeking revitalization

Revitalization strategies workshop

In November 2009, a workshop focusing on neighborhood revitalization strategies took place at the Willis-Knighton Community Center. At the workshop, participants learned about revitalization best practices, then gathered around maps to discuss and identify priority revitalization areas. Attendees identified numerous areas within core areas of the city, including Hollywood, Cedar Grove, Allendale, and others as priority areas. Key issues identified by attendees included:

- Number of vacant and adjudicated properties
- Shortage of park space
- Poor drainage infrastructure
- Need for public transportation improvement (frequency, better connections to shopping)
- Lack of neighborhood retail and services

Open house for solutions meetings

In March 2010, the Shreveport-Caddo Master Plan and Caddo Parish Public Schools 20/20 Vision jointly sponsored two citywide meetings at the convention center to discuss strategies and actions to achieve the master plan Vision and to kick off the School Master Plan participation process. Meeting attendees circulated among topical

stations to indicate their interest in goal and strategy statements they wished would be true in 2030 and to discuss issues with members of the consultant team.

Statements that received positive interest in each category included:

- **Build Community**

Priority Goals

- > All housing is in good condition and up to code, or is in the process of improvement or replacement.
- > Quality-of-life investments—ranging from consistent code enforcement and community policing, to physical improvements—enhance the character and livability of all neighborhoods, whether they are stable, changing in some way, or in need of revitalization.
- > Compact neighborhood centers provide access to retail and services.
- > The integrity and character of significant historic structures and neighborhoods is protected, maintained and enhanced.
- > The arts and culture community is vibrant and thriving, attracting both locals and visitors.
- > Ensure that new and rehabilitated housing developments create neighborhoods and not projects.
- > Establish and enforce quality-of-life regulations through a ticketing system or similar method.
- > Amend commercial strip zoning along arterial roads to promote more compact, mixed-use districts.



Residents worked with the planning team to identify and discuss priority revitalization areas.



- > Create a one-stop shop for restoration and adaptive reuse of historic structures.
- > Establish a program for public art in infrastructure projects, such as a “one percent for art” program.
- > Develop a tree canopy and restoration plan.
- > Establish regulations for urban agriculture (community gardens and business enterprises).
- > Make natural gas the signature of Shreveport area fuel use.

• **Go Green**

Priority Goals

- > The Shreveport area has a system of high-quality, well-maintained green infrastructure—parks, greenways, natural areas, waterways—and the greenway system connects neighborhoods with parks, schools, community destinations and downtown.
- > Waterway corridors and other natural areas are usable as habitat networks.
- > The City of Shreveport has at least a 30% tree canopy in all developed parts of the city.
- > Residents have easy access to fresh foods and locally produced foodstuffs are available in a variety of outlets.
- > Municipal and parish operations and buildings are models of resource- and energy-efficiency and “green” procurement policies.

Priority Strategies and Actions

- > Create an area-wide greenway plan integrated with a network of on-street bicycle and pedestrian routes.
- > Establish natural drainage systems where feasible by using bayous, drainage ditches and existing or constructed wetlands for natural stormwater management and public amenities.

• **Renew Systems**

Priority Goals

- > Shreveport has reliable and efficient water, sewer and drainage infrastructure.
- > Excellent drinking water is adequate to meet current and future needs.
- > A “complete streets” policy seeks to integrate safe and attractive facilities for all users—pedestrians, bicyclists, transit and private vehicles—in order to create an efficient and effective transportation network.
- > The public transit system is convenient, fast and efficient.
- > Solid waste has been reduced significantly from 2010 levels in order to extend the useful life of the landfill.

Priority Strategies and Actions

- > Prepare or update and implement water, sewer and drainage master plans.
- > Evaluate options for reducing capital, service and maintenance costs for new infrastructure to serve development outside the loop/revitalization areas, such as impact fees and infrastructure pricing differentials, to allow application of existing funds for maintenance and rehabilitation of deteriorated infrastructure.

- > Adopt and include examples and typical applications of best practices in access management, traffic calming and stormwater management in zoning and subdivision regulations.
 - > Adopt measures to reduce solid waste—for example, fees for trash pickup, expanded recycling, and a municipal compost system.
- **Promote Opportunity and Prosperity**
 - Priority Goals
 - > The Shreveport-Caddo area meets or surpasses benchmarks (Southern states, national average, or other measures) in economic measures such as employment growth, unemployment rate, labor force participation, average employee earnings, and per-capita income.
 - > Shreveport is a regional center of high-value, high-wage professional, technical and creative enterprises.
 - > The area has a strong entrepreneurial environment that supports new business ventures and small business growth.
 - > The public school system provides an excellent education for all Shreveport-Caddo students who graduate at high rates and are prepared to acquire post-secondary credentials and good jobs.
 - > Quality, cutting-edge workforce development programs provide a skilled labor force to support a growing economy.
 - Priority Strategies and Actions
 - > Develop the knowledge industries that provide good, well-paying jobs by coordinating efforts, including intensive education and workforce development initiatives.
 - > Launch a funding campaign to endow clinical research chairs at LSU Health Sciences Center to translate basic research into patentable products that can spur the creation of new biomedical businesses.
 - > Establish an entrepreneurial support system to help early-stage businesses survive and grow, through coaching from experienced businesspersons and peer support, perhaps modeled on the Entrepreneurial League System in central Louisiana.
- > Establish a Downtown Higher Education Center used by multiple institutions to expand post-secondary education offerings to local students, on the model of the Learning Center for Rapides Parish in Alexandria, which houses a wide range of on-site and remote programs from the developmental to graduate level.
 - > Strengthen school-business partnerships to create more career exploration, work experiences, and mentoring opportunities for all K-12 students.

Scenarios public meetings

In May, 2010, seven open house-style meetings were held in area libraries for residents to review, discuss and vote on proposed scenarios for achieving the community's vision for Shreveport-Caddo. At each meeting attendees circulated among five topical stations (Build Community, Build Prosperity and Opportunity, Go Green, Renew Systems, and Downtown). Each station laid out three scenario approaches and the different levels of job and household growth that could result from each, how the scenario could be achieved, and what actions would be needed to achieve it. The scenarios were:

- “Cautious—current trends improved”
- “Focused—selected initiatives”
- “Bold—full engagement”

After reviewing the scenarios, participants voted for their preferred scenario in each category. The results were clear: Shreveport-Caddo residents wanted a plan that is BOLD and that fully engages the community to achieve their vision of Shreveport-Caddo as the “dynamic, creative and flourishing powerhouse of the ArkLaTex region.”

FIGURE 2.9 SCENARIO RESULTS (PERCENT OF VOTES)

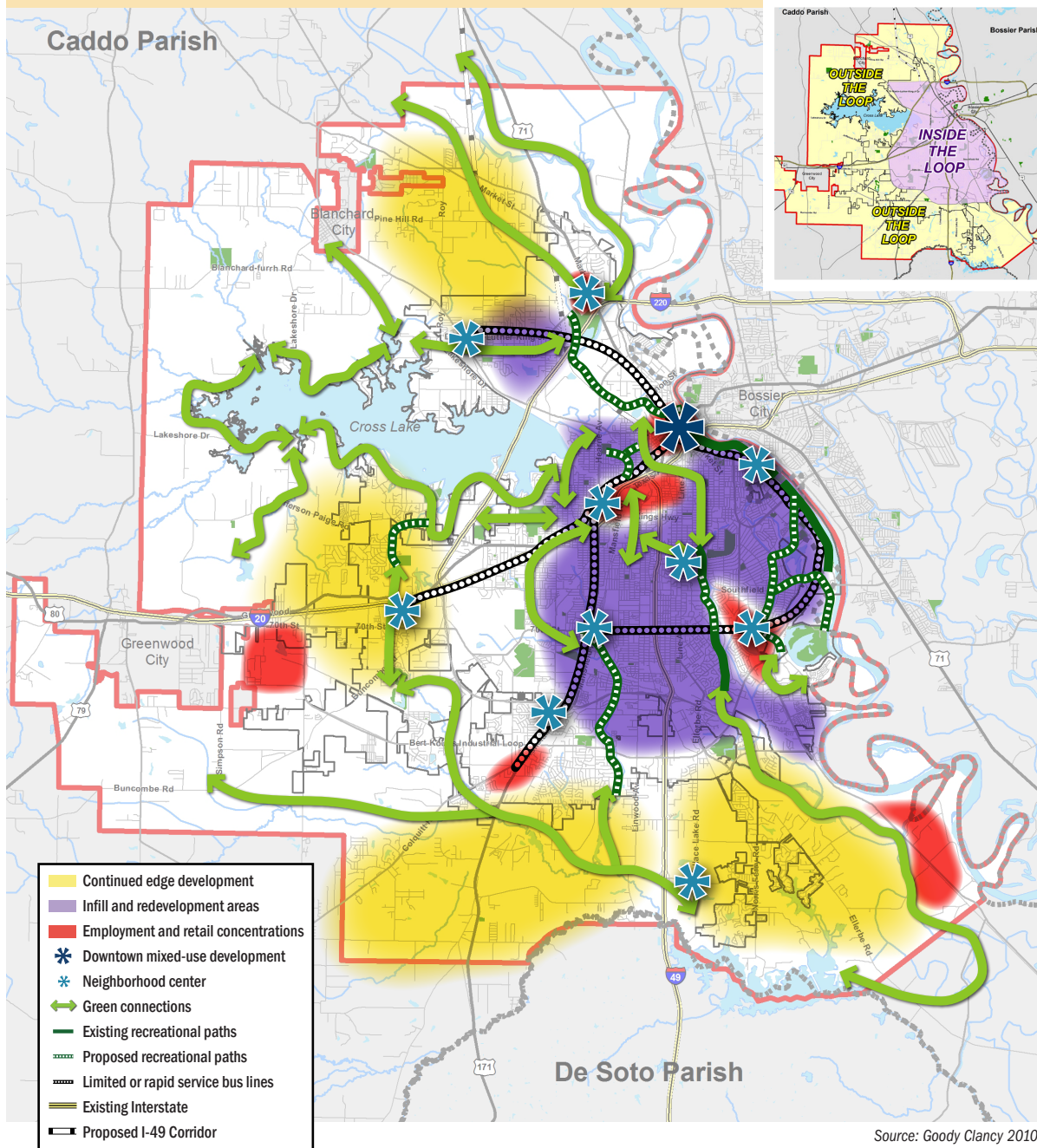
TOPIC	CAUTIOUS	FOCUSED	BOLD
Build Community	20%	34%	46%
Downtown	13%	30%	57%
Build Prosperity and Opportunity	7%	28%	64%
Go Green	21%	26%	54%
Renew Systems	17%	27%	56%

Note: Due to rounding, totals may not equal 100%.

This is the scenario preferred by participants at the May meetings. All of the scenarios presented are discussed in Chapter 12 and the Appendix.

Bold—full engagement

- 50% of new growth “inside the loop”
- “Transit ready” neighborhood centers
- Robust greenway network



This is the scenario preferred by participants at the May meetings. All of the scenarios presented appear in the Appendix.

BUILD COMMUNITY

- New infill development captures a higher share of total new households
- Compact mixed-use neighborhood centers provide housing choice and expand transportation alternatives



DOWNTOWN

- A seven day a week, 18-hour neighborhood with 7,500 households
- The cultural capital of the ArkLaTex region
- A flourishing retail and dining destination



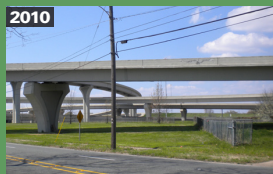
BUILD PROSPERITY AND OPPORTUNITY

- Over 70,000 new jobs in 20 yrs
- A highly diversified economy with natural gas industries and health care leading the way
- A highly trained, highly paid workforce



GO GREEN

- An interconnected green network of nature areas, parks, waterways, and natural drainage areas
- A park within walking distance of most residents
- Restoration and maintenance of tree canopy
- Significantly reduced carbon footprint of city



RENEW SYSTEMS

- Pricing differentials and impact fees offset infrastructure costs
- A long term sustainable water supply utilizing the Red River
- Transit improvements including express bus or BRT that connect residential and job centers



Celebrate the future draft master plan meeting

On Saturday, August 28th, 2010, nearly 200 people from around the planning area gathered at the Shreveport Convention Center for an event to celebrate the future of Shreveport-Caddo as envisioned in the draft Master Plan that they helped to create. The meeting introduced the public to the newly released draft plan and included presentations by the consultant planning team and Community Advisory Group members, small group discussions, a question and answer period, and topic discussion tables. Door prizes donated by local companies and organizations were also raffled off to lucky winners.

The meeting featured an opportunity for attendees to provide feedback on the draft plan. Each participant was randomly assigned to a table where key recommendations presented in the draft plan were discussed. Divided into two parts, “The Big Picture” and “People, Places and Uniqueness,” participants reviewed and answered questionnaires highlighting draft plan recommendations, ranked their importance individually, then discussed the questions as a group to provide a group ranking.

Figures 2.10 and 2.11 include the survey questions, individual responses and rankings, and table rankings for both parts. Participants were encouraged to write questions on index cards and a number of these were answered during the meeting by the consultant team and CAG co-chairs. All questions were answered in a document posted on the website.



Over 200 people gathered at the Shreveport Convention Center to learn about the Draft Master Plan and provided feedback during small group discussions.

FIGURE 2.10 PART ONE: THE BIG PICTURE – SUMMARY RESULTS

QUESTION	INDIVIDUAL RESPONSES					TABLE RANK
	% YES	% NO	% MAYBE	% DON'T KNOW	RANK	
1. Do you support the idea of encouraging private development “inside the loop” through incentives such as waived fees, limited term tax abatements, land assembly and title clearing?	84.2%	3.3%	7.5%	3.3%	1	1
2. Do you think that development “outside the loop” should pay its own way for extending infrastructure to reach the development and for the higher cost of services?	50.8%	21.7%	20.0%	2.5%	3	4
3. Do you support a complete rewrite of the zoning and development regulations that would require high quality standards; would not be easily changed unless it was consistent with the goals for a particular area; but would also allow for a faster process to permit routine development?	73.3%	4.2%	15.0%	4.2%	2	2
4. Do you support the idea of new code enforcement initiative, like an “environmental court: that would hear code enforcement cases?	69.2%	9.2%	13.3%	3.3%	5	5
5. Do you think it should be a high priority to start planting more trees, both through public works projects and through donation and adopt-a-tree programs?	74.2%	8.3%	14.2%	0.8%	6	6
6. Do you think that it should be a high priority to start developing an area-wide greenway system, using vacant lands, that would include bikeways and pedestrian trails, natural areas, drainage areas, and new parks to accompany new development?	84.2%	1.7%	10.8%	0.8%	4	3

FIGURE 2.11 PART TWO: PEOPLE, PLACES AND UNIQUENESS – SUMMARY RESULTS

QUESTION	INDIVIDUAL RESPONSES					TABLE RANK
	% YES	% NO	% MAYBE	% DON'T KNOW	RANK	
1. Do you support the idea if creating a public-private Caddo Career Education Trust for innovative education and workforce programs using funds from natural gas receipts, a small millage, and private donations?	55.2%	14.4%	22.4%	7.2%	3	1
2. Do you support the idea of a joint Caddo Parish-City of Shreveport economic development organization, funded from casino revenues, to focus on existing businesses, as well as assisting and attracting new ones?	60.0%	18.4%	12.8%	6.4%	4	3
3. Do you support the ideas of a professional Shreveport Redevelopment Authority, with start up funds and income from the dormant mortgage authority, to take charge of reducing blight and revitalizing inner core neighborhoods to be “neighborhoods of choice?”	71.2%	8.0%	13.6%	7.2%	1	2
4. Do you support the idea of creating mixed use and mixed income centers that can make it possible to have more transportation alternatives, such as express buses and, eventually, bus rapid transit?	74.4%	3.2%	16.0%	3.2%	6	6
5. Do you think it should be a high priority for the City, Downtown Development Authority and the MPC to take the steps needed to attract more private residential investment downtown – including new zoning and regulations, a development framework for Cross Bayou, and improved parking management for residents and visitors?	83.2%	1.6%	12.0%	0.8%	2	4
6. Do you think that more support for preservation of historic buildings and places in downtown and older neighborhoods is important to the city and region as a whole – for example, more historic preservation resources at the MPC, tax abatements for reuse of historic buildings, creation of heritage trails for tourists as well as locals?	85.6%	2.4%	11.2%	0.0%	5	5

D. Public Review and Adoption

The presentation of the draft master plan was followed by two months for public review and comment, September and October 2010. The draft plan was made available on the project website and hard copies of the plan were made available at eleven public libraries, the mayor's office, and the MPC office. The Executive Summary was widely distributed.

The MPC held three evening public hearings on the plan: September 29, October 20, and November 3, 2010. Comments received during the review process were documented. The consultants provided responses and proposed revisions. These were then reviewed by CAG members and MPC staff, who recommended that the proposed revisions be included.

On November 3, 2010, the MPC Board voted to accept the proposed revisions. Final adoption of the Great Expectations Shreveport-Caddo 2030 Master Plan by the MPC Board took place on December 1, 2010.