

PART IV

Five-Year Strategy

CONTENTS

THE IMPORTANCE OF STRATEGY

VISION AND ACTION THEMES

USING THE IMPLEMENTATION GUIDE

FIVE-YEAR PRIORITIES

QUESTIONS ANSWERED IN THIS CHAPTER

HOW DOES THE MASTER PLAN'S VISION
TRANSLATE TO ACTION ITEMS?

WHAT ARE THE MAJOR ACTIONS THE CITY OF
SHREVEPORT SHOULD UNDERTAKE IN THE
NEXT FIVE YEARS?

Implementing the Master Plan requires concerted, strategic effort.

This chapter connects the citywide vision and recommendations in the Future Land Use Map and Greenprint to a coordinated implementation strategy. Building from the vision are five Action Themes and Five-Year Priorities that describe important focuses for the coming years, as well as Goals, Policies, and Strategies.

The four Five-Year Priorities are high-impact actions to quickly implement key recommendations. They are to:

- ◇ Establish a Culture of Neighborhood Planning;
- ◇ Link the Master Plan and Capital Planning;
- ◇ Build Staff and Community Capacity;
- ◇ Launch a Professional Redevelopment Authority.

The Importance of Strategy



Implementing the Master Plan requires concerted, strategic effort.

The legal enabling authority for planning is rooted in protecting and furthering the public health, safety, and welfare. While municipal planning has historically focused on land use and transportation, **the reality is that implementing a master plan requires support and action from the whole community.**

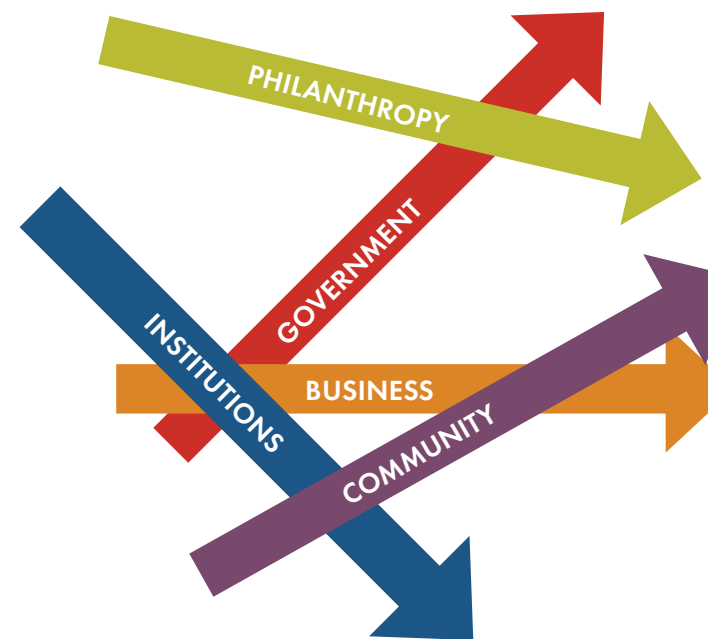
The plan's Vision, developed by the community for the Great Expectations Master Plan and validated during the One Shreveport process, provides a common agenda for collaboration. Although the community overwhelmingly supported the vision's continued relevance, feedback indicated strong perceptions that the Great Expectations Master Plan was not being successfully implemented.

One Shreveport reframes the Great Expectations plan's implementation strategy, with three focuses:

- ◆ aligning diverse but related actions by using new Action Themes to create clear, memorable themes for collaboration;
- ◆ building staff capacity and governance structures to more effectively implement the Master Plan's city-led recommendations; and
- ◆ facilitating partnerships through a Collective Impact approach to achieve the community's vision.

With the City of Shreveport serving as the backbone organization championing and maintaining the plan, this process will develop metrics for shared measurements, identify mutually reinforcing activities that build on each other, and establish a culture of continuous communication to support the plan over time.

Moving from **individual impact...**



Shreveport's sectors work towards the public good while pursuing their unique missions and programs.

While they support various aspects of the One Shreveport vision, there is not a shared, common agenda for action.

As a result, there are missed opportunities for collaboration and alignment, in addition to potential conflict.

towards a spirit of **collective impact.**



In a Collective Impact approach, aligned efforts leverage the expertise of different sectors and stakeholders, working towards a common agenda, and reinforcing each other's activities for expanded impact.

In essence, we can do more together - as **One Shreveport.**

Vision and Action Themes

The community's **Vision** includes ten principles that describe where we want to be in 20 years.

Building from this Vision are five **Action Themes** that describe important focuses for the coming years.

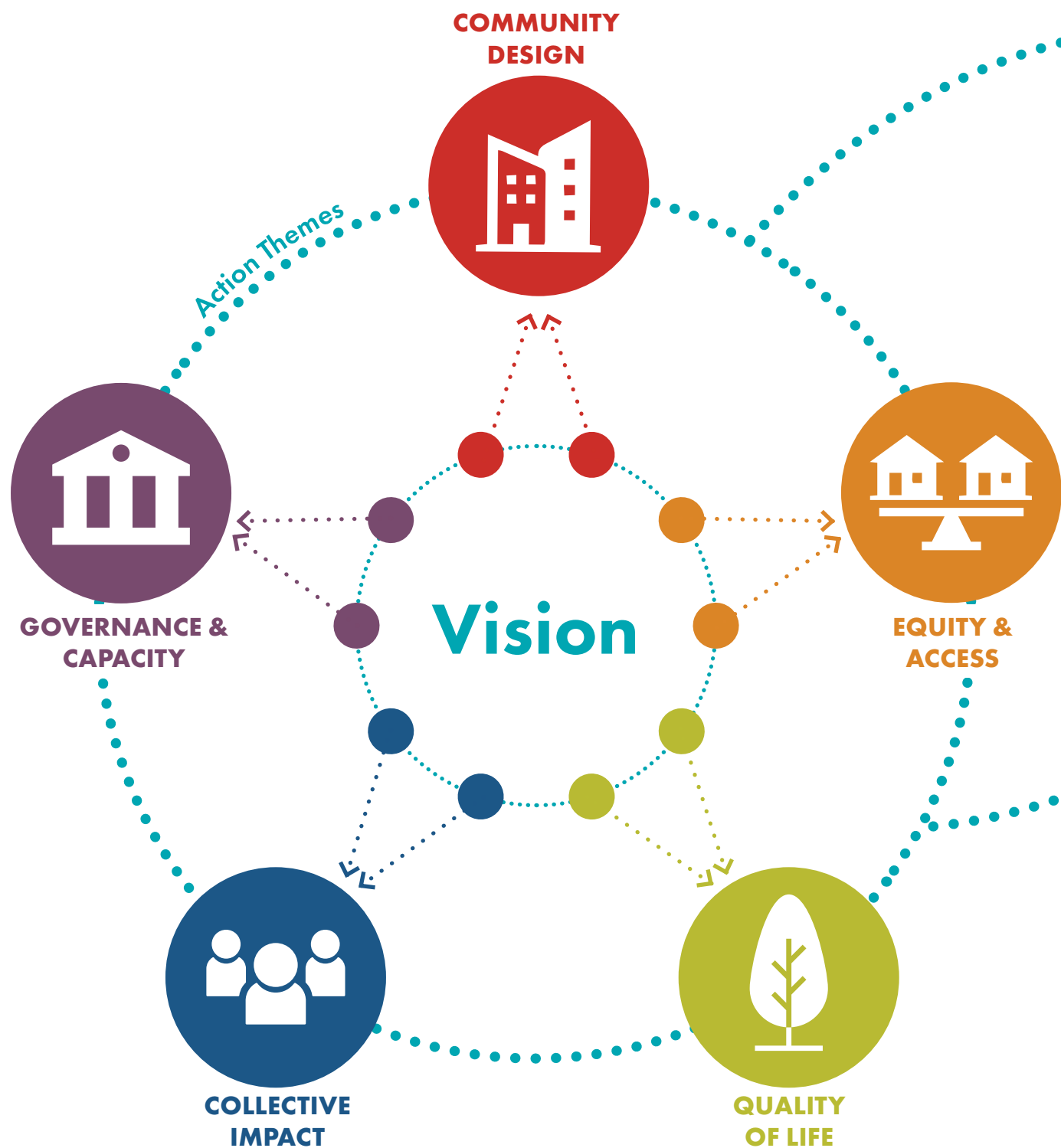


One Shreveport 2026-2030 Action Themes

 <p>COMMUNITY DESIGN</p>	<p>Over the next five years, Shreveport will lead ambitious planning and design efforts to revitalize and enhance its neighborhoods through thoughtful infill development and high-quality capital projects.</p>	<p>Related Vision Principles</p> <p>High standards of quality in development and design.</p> <p>Connected people and places.</p>
 <p>EQUITY & ACCESS</p>	<p>Over the next five years, Shreveport will work with intention to address disparities across neighborhoods and ensure that all residents, including its most vulnerable, benefit from public programs and projects.</p>	<p>Related Vision Principles</p> <p>Fairness and opportunity for everyone.</p> <p>Strengthened assets and enhanced opportunities.</p>
 <p>QUALITY OF LIFE</p>	<p>Over the next five years, Shreveport will create "neighborhoods of choice" through targeted parks, recreation, and open space improvements, celebration of neighborhood history and culture, and abatement of blight.</p>	<p>Related Vision Principles</p> <p>Good stewardship of our natural and cultural heritage.</p> <p>A green and healthy community.</p>
 <p>COLLECTIVE IMPACT</p>	<p>Over the next five years, Shreveport will engage private, philanthropic, and community-based stakeholders to develop strategic partnerships to support a robust economy, highlight our incredible assets, and move our community forward.</p>	<p>Related Vision Principles</p> <p>A business-friendly environment.</p> <p>Strong local and regional partnerships.</p>
 <p>GOVERNANCE & CAPACITY</p>	<p>Over the next five years, Shreveport will improve communication, education, and collaboration to, from, and within local government and the community.</p>	<p>Related Vision Principles</p> <p>A community of learners.</p> <p>Communication, transparency, and community participation.</p>

Vision, Priorities, and Goals

The **Vision** and **Action Themes** guide the steps that Shreveport must take to achieve this plan's vision. They include **Five-Year Priorities** - high-impact actions to quickly implement key recommendations - and **Goals, Policies, and Strategies** to inform long-term decisions.



Five-Year Priorities

Shreveport must work more effectively to achieve lasting, positive neighborhood change. Four priorities include detailed actions to improve plan implementation across the entirety of City government. These actions are organized using the Action Themes.

- ESTABLISH A CULTURE OF NEIGHBORHOOD PLANNING
- LINK THE MASTER PLAN AND CAPITAL PLANNING
- BUILD STAFF AND COMMUNITY CAPACITY
- LAUNCH A PROFESSIONAL REDEVELOPMENT AUTHORITY

Goals, Policies, and Strategies

The plan's Goals support a wide range of implementation partners and topics and are grouped by seven Elements that reflect their specific subject matter.

Each Goal includes supporting Policies, Strategies, and Actions to help the City of Shreveport and its partners assess and coordinate potential actions over the long term.

- STRONG NEIGHBORHOODS
- TRANSPORTATION CHOICE
- HEALTHY PEOPLE AND ENVIRONMENT
- ARTISTIC, HISTORIC, AND CULTURAL WEALTH
- THRIVING ECONOMY AND WORKFORCE
- QUALITY CITY SERVICES
- "WHOLE COMMUNITY" IMPLEMENTATION

Using the Implementation Guide

The five **Action Themes** organize and draw connections across diverse actions.

The **Action Themes** guide coordination across the plan's Priorities and Goals, helping to identify areas of overlap and connection between topics that may otherwise seem disjointed. While they may seem broad, their scopes go beyond a single organization or department's responsibility, emphasizing the importance of collaboration in implementing the plan.

- ◊ Community Design
- ◊ Equity and Access
- ◊ Quality of Life
- ◊ Collective Impact
- ◊ Governance and Capacity

The four **Five-Year Priorities** for the City of Shreveport are to:

- ◊ Establish a Culture of Neighborhood Planning
- ◊ Link the Master Plan and Capital Planning
- ◊ Build Staff and Community Capacity
- ◊ Launch a Professional Redevelopment Authority

Each Priority is organized with a brief narrative about why it matters, with identification of **Key Partners** and **Resources** required to achieve the Priority.

Specific **Five-Year Actions** to achieve the Priority and build capacity are organized using the five Action Themes. Each Priority also includes related **Metrics** that we can use to measure the success of the plan's implementation. Measurement is important for accountability and tracking changes that may impact the success of the overall plan. The **Related Goals** also reinforce the Priority's connections to other planning topics and long-term considerations.

In Part V of the plan, the **Implementation Guide** provides a refined policy framework. It is organized by several numbered **Goals** that describe a desired outcome or end result: for example, "a smarter growth development pattern within the master plan area."

Seven **Plan Elements** support the organization of Goals by describing high-level topics and themes for the City and decision-makers.

- ◊ Strong Neighborhoods
- ◊ Transportation Choice
- ◊ Healthy People and Environment
- ◊ Artistic, Historic, and Cultural Wealth
- ◊ Thriving Economy and Workforce
- ◊ Quality City Services
- ◊ "Whole Community" Implementation

Each Goal has multiple **Policies** that will be used to guide decision-making by the City Council, including decisions on rezonings and capital improvement projects. These guidelines can be used to evaluate the merit of a specific proposal: for example, does the proposal support our goal by "[preserving] and [supporting] the character of stable residential neighborhoods?"

In addition to the Policies, each Goal is supported by **Strategies** and coordinated sets of **Actions** that identify specific tasks for the MPC and its partners to execute during the next 5-10 years.

Finally, the **Additional Resources** included in this section provide additional context or background research to inform plan implementation.

Establish a Culture of Neighborhood Planning

Launch a comprehensive neighborhood planning program that directs coordinated city, community, and private action towards neighborhood revitalization.



Justification

Neighborhood planning implements the Master Plan by translating its higher-level land use and policy recommendations into targeted implementation strategies and action items. It also helps identify capital project needs and opportunities to leverage planned projects - like facility renovations, sidewalk extensions, or park improvements - to support quality of life and economic development goals.

Beyond developing projects, a culture of neighborhood planning also encourages ongoing dialogue and engagement with community members. Having staff lead neighborhood engagement and outreach in partnership with City Council members improves relationships and information sharing, building understanding about how local government works. Neighborhood planning can be led with City staff resources, with some assistance from on-call professionals where staff does not have technical capabilities, such as market research or landscape architecture.

A neighborhood planning process should result in a Neighborhood Plan or Area Plan that is ultimately adopted as a component of the Master Plan. A neighborhood planning process template is included in Sample Neighborhood Planning Process, see pg. 275. A plan should include the following topics:

- ◊ Land Use and Development
- ◊ Mobility
- ◊ Quality of Life
- ◊ Economic Development
- ◊ Community Engagement

Key Partners

- ◊ MPC planning staff have the technical knowledge and training to lead planning projects.
- ◊ Administration support will be needed to coordinate departmental resources and capital needs.
- ◊ Neighborhood organizations and leaders will be critical partners in engaging neighborhood residents.
- ◊ SIRA should lead the development of adjudicated property strategies.

Resources

- ◊ Plan for staff time in the MPC's annual budget or discretionary work program to manage neighborhood plans.
- ◊ Consider allocating operating budget funds for "quick wins" such as quick-build demonstration projects, neighborhood cleanups, or maintenance backlogs.

Pilot Program Recommendations

Within the first year, complete three neighborhood plans in priority areas that complement the Block By Block initiative. Suggested neighborhoods include:

- ◊ Cedar Grove
- ◊ Highland
- ◊ Mooretown

Five-Year Actions

COMMUNITY DESIGN	<ul style="list-style-type: none"> ◊ Complete and maintain an inventory of adjudicated property for each neighborhood that describes acreage, improvement status and value, zoning, and geographic distribution. ◊ Create a dashboard to track neighborhood-level development and building activity. Goal 34: Government Accountability, see pg. 276
EQUITY & ACCESS	<ul style="list-style-type: none"> ◊ Develop a neighborhood planning prioritization framework to ensure that neighborhood planning resources are fairly distributed across the city based on need and geography. Goal 2: Quality Neighborhoods, see pg. 200
QUALITY OF LIFE	<ul style="list-style-type: none"> ◊ Develop a park and streetscape audit protocol to inventory current condition and quality, and use this in neighborhood plans to identify capital needs and quality of life issues. ◊ Work with the Historic Preservation Commission and community groups to incorporate historic and cultural narratives in neighborhood plans. Goal 22: Historic Identity, see pg. 246
COLLECTIVE IMPACT	<ul style="list-style-type: none"> ◊ Use the neighborhood planning process to identify the highest and best use of adjudicated properties and potential opportunities for SIRA support. ◊ Monitor vacancies and market trends in neighborhood commercial centers.
GOVERNANCE & CAPACITY	<ul style="list-style-type: none"> ◊ Convene an internal Neighborhood Planning Task Force to provide oversight and coordination for the neighborhood planning program. ◊ Develop an organizational Public Engagement & Communications Plan template that identifies internal and external stakeholders, engagement methods, and participation targets, and use this for each neighborhood plan. Goal 33: Engaged Residents, see pg. 274

Measuring Success

- ◊ Increased number of residents engaged through neighborhood planning processes.
- ◊ Number of neighborhood plans developed.
- ◊ Number of neighborhood plan projects and new development projects implemented.

Related Goals

- ◊ Goal 2: Quality Neighborhoods, see pg. 200
- ◊ Goal 5: Community-Driven Revitalization, see pg. 208
- ◊ Goal 6: Facilitating Redevelopment, see pg. 212
- ◊ Goal 8: Neighborhood Centers, see pg. 216
- ◊ Goal 22: Historic Identity, see pg. 246
- ◊ Goal 33: Engaged Residents, see pg. 274
- ◊ Goal 34: Government Accountability, see pg. 276

FIVE-YEAR STRATEGY

Goal 3: Healthy Housing

Quality housing to meet the diverse needs of households at all income levels and all stages of the life cycle and support strong neighborhoods.



Accessible, affordable, safe, and sanitary housing fundamentally shapes residents' quality of life. Stable housing allows residents to lead healthy lives within their financial means.

Shreveport can shape its housing by supporting ample supply and variety to ensure opportunities for all households and ensuring its housing stock is well-maintained and safe. The City of Shreveport also works to support housing stability and home ownership for residents through programming and financing programs.

Policies

- Policy 3.1. Support the planning, regulatory and funding initiatives needed to provide a diversity of housing types, rental and ownership, market-rate and subsidized, to meet community needs.
- Policy 3.2. Support for a community-based system to develop and implement housing policy that includes stakeholders from government, the nonprofit sector, and the private sector.
- Policy 3.3. Ensure the city's housing stock is maintained in good condition and complies with applicable codes.

Strategies and Actions

Strategy 3.A. 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.

- Action 3.A.1. Expand first-time homebuyer and credit-counseling programs and explore employer-assisted housing programs with major employers.
- Action 3.A.2. Establish a marketing program and a one-stop housing center for all government-assisted homeownership, rehabilitation, and rental programs.
- Action 3.A.3. Expand access to the Bank On Northwest Louisiana program and personal finance training to support homeownership.
- Action 3.A.4. Support the development of permanent supportive 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.
- Action 3.A.5. Make investments in infrastructure and amenities where housing development is desired.
- Action 3.A.6. Work with SIRA and the development community to establish a program with pre-approved plans, fee waivers, and expedited approval processes to encourage housing infill in line with neighborhood plans (see also Goal 7: Locally Rooted Design, see pg. 214.)

Strategy 3.B. Establish community partnerships to leverage local resources and ensure housing policies and programs are grounded in community needs.

Action 3.B.1. 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.

Strategy 3.C. Encourage proactive maintenance and rehabilitation of the city's housing stock to preserve existing supply for future use and ensure that homes are fit for habitation.

- Action 3.C.1. Consider strengthening the city building code to the standards of the federal Section 8 (HCV) housing code.
- Action 3.C.2. Expand housing rehabilitation programs with strategies such as revolving loan pools to bring dilapidated properties back into a state of good repair.
- Action 3.C.3. Continue to support existing Community Development Rehabilitation Assistance programs such as Paint Your Heart Out Shreveport and the Major Systems Repair and Minor Repair programs.
- Action 3.C.4. Enforce and monitor the Residential Registration Property Program to ensure that rental properties are fit for habitation.



This fourplex near Centenary College looks like a large single-family home, but actually contains 4 dwellings. Source: Asakura Robinson

FIVE-YEAR STRATEGY

IMPLEMENTATION GUIDE

Establish a Culture of Neighborhood Planning

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- ◇ Mobility
- ◇ Quality of Life
- ◇ Economic Development
- ◇ Community Engagement



Photo Credit: DNA Workshop

Key Partners

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- ◇ Administration support will be needed to coordinate departmental resources and capital needs.
- ◇ Neighborhood organizations and leaders will be critical partners in engaging neighborhood residents.
- ◇ SIRA should lead the development of adjudicated property strategies.

Resources

- ◇ Plan for staff time in the MPC's annual budget or discretionary work program to manage neighborhood plans.
- ◇ Consider allocating operating budget funds for "quick wins" such as quick-build demonstration projects, neighborhood cleanups, or maintenance backlogs.

Pilot Program Recommendations

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- ◇ Highland
- ◇ Mooretown

Five-Year Actions

COMMUNITY DESIGN	<ul style="list-style-type: none"> ◇ Complete and maintain an inventory of adjudicated property for each neighborhood that describes acreage, improvement status and value, zoning, and geographic distribution. ◇ Create a dashboard to track neighborhood-level development and building activity. Goal 34: Government Accountability, see pg. 270
EQUITY & ACCESS	<ul style="list-style-type: none"> ◇ Develop a neighborhood planning prioritization framework to ensure that neighborhood planning resources are fairly distributed across the city based on need and geography. Goal 2: Quality Neighborhoods, see pg. 198
QUALITY OF LIFE	<ul style="list-style-type: none"> ◇ Develop a park and streetscape audit protocol to inventory current condition and quality, and use this in neighborhood plans to identify capital needs and quality of life issues. ◇ Work with the Historic Preservation Commission and community groups to incorporate historic and cultural narratives in neighborhood plans. Goal 22: Historic Identity, see pg. 240
COLLECTIVE IMPACT	<ul style="list-style-type: none"> ◇ Use the neighborhood planning process to identify the highest and best use of adjudicated properties and potential opportunities for SIRA support. ◇ Monitor vacancies and market trends in neighborhood commercial centers.
GOVERNANCE & CAPACITY	<ul style="list-style-type: none"> ◇ Convene an internal Neighborhood Planning Task Force to provide oversight and coordination for the neighborhood planning program. ◇ Develop an organizational Public Engagement & Communications Plan template that identifies internal and external stakeholders, engagement methods, and participation targets, and use this for each neighborhood plan. Goal 33: Engaged Residents, see pg. 268

Measuring Success

- ◇ Increased number of residents engaged through neighborhood planning processes.
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Related Goals

- ◇ Goal 2: Quality Neighborhoods, see pg. 198
- ◇ Goal 5: Community-Driven Revitalization, see pg. 204
- ◇ Goal 6: Facilitating Redevelopment, see pg. 206
- ◇ Goal 8: Neighborhood Centers, see pg. 210
- ◇ Goal 22: Historic Identity, see pg. 240
- ◇ Goal 33: Engaged Residents, see pg. 268
- ◇ Goal 34: Government Accountability, see pg. 270

Link the Master Plan and Capital Planning

Revamp capital project identification, planning and design, prioritization, and funding processes to create leverage and elevate project outcomes.

Justification

Capital planning and budgeting is one of local government’s most important functions: anticipating needs and allocating funds to ensure critical infrastructure such as streets, water and sewer utilities, parks, and city buildings and facilities are effectively operating and serving residents.

The city maintains a five-year capital improvements program (CIP) that is updated with the annual budget process and includes a prioritized list of projects to be implemented over a five-year period. In addition to the CIP, the city also develops an annual operating budget and an annual capital improvements budget. Small projects, such as routine maintenance, are typically included in the operating budget rather than as identified capital projects. Due to budgetary constraints, not all identified or needed capital projects are funded or prioritized in the CIP.

The master plan is not currently used to inform capital project identification, design, or funding, however, capital projects are a critical tool for achieving the plan’s long-term visions for neighborhood revitalization. Integrating the master plan in capital planning processes can create additional benefits through improved project coordination and design. Additionally, capital projects with planning processes that demonstrate community involvement and alignment with multiple community priorities, such as economic development, can be more competitive in grant applications.



Photo Credit: Shreveport-Bossier City Advocate

Key Partners

- ◊ The Administration or designated capital improvement program manager should lead the coordination of these recommendations with departments that manage or fund major capital projects and expenditures such as Public Works, Water and Sewerage, and SPAR.
- ◊ City Council may desire to adopt updated capital planning policies or procedures for the annual budget process.
- ◊ MPC staff can provide assessments of consistency with plan recommendations.

Resources

- ◊ Plan for staff time before the annual budgeting process to develop and incorporate recommendations into the process.

Pilot Program Recommendations

Within the first year, create a Capital Planning Coordinating Committee with representatives from major capital departments as well as representatives from the MPC and Economic Development.

Five-Year Actions

COMMUNITY DESIGN	<ul style="list-style-type: none"> ◊ Conduct project scoping meetings for major projects that include representation from MPC staff and assessments of consistency with existing plan recommendations. ◊ Add a representative from the MPC as a nonvoting member of the Architectural and Engineering Selection Committee.
EQUITY & ACCESS	<ul style="list-style-type: none"> ◊ Develop CIP project prioritization criteria that account for documented need, socioeconomic vulnerability, or historic disinvestment or underinvestment. ◊ Identify Strategic Investment Areas based on the Master Plan and that consider geographic distribution.
QUALITY OF LIFE	<ul style="list-style-type: none"> ◊ Assess park, sidewalk and bike path, and facility needs for a potential Quality of Life bond referendum to implement the recommendations from the Parks and Recreation Comprehensive Master Plan, the Safe Streets For All Regional Action Plan, and the Regional Active Transportation Plan.
COLLECTIVE IMPACT	<ul style="list-style-type: none"> ◊ Require project information sheets for CIP requests that address each project’s consistency with the Master Plan, departmental plans, and area needs. ◊ Engage economic development stakeholders in the development of capital funding strategies to identify opportunities for additional funds or leverage.
GOVERNANCE & CAPACITY	<ul style="list-style-type: none"> ◊ Create a citywide inventory and GIS template to index identified and planned projects in GIS to allow for spatial referencing and improved reference. ◊ Continue the Citizens Capital Improvements Committee created for the 2024 bond election as a standing advisory body for the development of the 5-Year CIP.

Measuring Success

- ◊ Reduced time from project identification to funding and construction.
- ◊ (If a scoring rubric is used:) Increase in project scoring over time.

Related Goals

- ◊ Goal 1: Smarter Development, see pg. 196
- ◊ Goal 6: Facilitating Redevelopment, see pg. 206
- ◊ Goal 10: Complete Streets, see pg. 214
- ◊ Goal 27: Core Capital Investments, see pg. 254
- ◊ Goal 29: Efficient, Accessible Operations, see pg. 260
- ◊ Goal 32: Networked, Maintained Plans, see pg. 266

Build Staff and Community Capacity

Reorganize staff resources to break down departmental silos, create a comprehensive focus on neighborhood revitalization, and improve internal and community communications.

Justification

Neighborhood development requires more than land use planning and zoning to achieve its goals: it requires the strategic use of capital projects and economic development and financing tools, as well as a culture that sustains ongoing community engagement and builds trust and credibility.

Plan implementation responsibilities in Shreveport are uniquely divided among local government entities, including the City of Shreveport and the Metropolitan Planning Commission (MPC). The organizational separation of the MPC and City creates challenges in coordinating staff resources, managing accountability and reporting structure, and public communications.

A reorganization of staff departments should focus on improving:

- ◇ Efficiency in permitting and plan review;
- ◇ External communications and community engagement effectiveness;
- ◇ Coordination of land use and capital planning needs;
- ◇ Coordination of neighborhood revitalization and community and economic development efforts;
- ◇ Vacant and adjudicated property reuse.



Photo Credit: Shreveport-Bossier City Advocate

Key Partners

- ◇ City and MPC administration
- ◇ Public Works (Permits & Inspections)
- ◇ Community Development
- ◇ Property Standards

Resources

- ◇ Plan for staff time to develop operational strategies.
- ◇ Additional efficiencies may be created by combining departments through improved communication and potentially reduced administrative requirements.

Pilot Program Recommendations

- ◇ Convene a structure for working groups or "strike forces" to develop strategies and test improved information-sharing and collaboration on initiatives that span multiple departments.
- ◇ Create a Neighborhoods Working Group to assess the viability and usefulness of establishing an Office of Neighborhoods or similar organization to champion neighborhood revitalization and partnerships.
- ◇ Assess the legal, financial, and operational implications of moving the MPC's functions to a City department.

Five-Year Actions

COMMUNITY DESIGN	◇ Develop key performance indicators (KPIs) for development permitting and review processes.
EQUITY & ACCESS	◇ Create a Vacant, Abandoned, Adjudicated, and Deteriorated (VAAD) Property Working Group that includes SIRA, Property Standards, MPC, and Economic Development staff to provide support for SIRA's expanded functions. See also Launch a Professional Redevelopment Authority, see pg. 188.
QUALITY OF LIFE	◇ Create an Active Transportation Working Group that includes MPC, Traffic Engineering, SPAR, and SporTran staff to coordinate implementation of the Greenprint. See also Goal 10: Complete Streets, see pg. 214.
COLLECTIVE IMPACT	◇ Host regular roundtables and listening sessions with planning, permitting, and inspections stakeholders to receive feedback and input on development procedures and regulations. See also Goal 26: Ease of Doing Business, see pg. 252.
GOVERNANCE & CAPACITY	<ul style="list-style-type: none"> ◇ Develop programs for regular staff cross-training and information sharing. ◇ Create a Public Engagement Working Group that includes staff from Communications and departments leading public outreach and education activities to develop improved protocols for effective communication. See also Goal 33: Engaged Residents, see pg. 268

Measuring Success

- ◇ Improved performance on development review KPIs.
- ◇ Reduced time from property standards complaints to adjudicated property disposition, where applicable.
- ◇ Increased participation in community engagement activities.

Related Goals

- ◇ Goal 6: Facilitating Redevelopment, see pg. 206
- ◇ Goal 10: Complete Streets, see pg. 214
- ◇ Goal 26: Ease of Doing Business, see pg. 252
- ◇ Goal 27: Core Capital Investments, see pg. 254
- ◇ Goal 32: Networked, Maintained Plans, see pg. 266
- ◇ Goal 33: Engaged Residents, see pg. 268

Launch a Professional Redevelopment Authority

Activate SIRA’s ability to clear title, facilitate land assembly and redevelopment, and return vacant, adjudicated, and blighted properties to productive use in line with the community’s vision.

Justification

Many of Shreveport’s neighborhoods face significant challenges related to vacant property. More than 6,500 properties in Shreveport are “adjudicated,” which means that their tax sale titles have been acquired by the city or parish governments. Tax adjudication often occurs when properties are vacant and abandoned. In addition, approximately 2,000 structures throughout the city are on a demolition list because they are vacant and in poor condition. This includes single-family homes, multi-family apartment properties, and commercial properties. The projected declines in Shreveport’s population may foreshadow more vacant properties in the future.

One key role of a redevelopment authority is to return vacant and abandoned properties to productive use. This increases the tax base for the City, providing more needed funding for capital improvements and infrastructure, for schools, and for other important public assets. Repurposing vacant properties also improves safety and quality of life for residents throughout Shreveport’s neighborhoods. In addition, with the right types of programs and funding, redevelopment authorities can support the development of attainably-priced homeownership and rental homes; assist small businesses and commercial corridors to grow; provide green spaces and green infrastructure that prevents flooding; and create more economic opportunity for the city.

SIRA is an important asset for the City and its neighborhoods, but it needs to grow its capacity. This means it needs staffing, a clear strategy to create marketable titles to vacant properties, and more funding for programs in order to reduce vacancy in Shreveport.

Key Partners

- Property Standards should partner with SIRA to assess properties on the demolition list for their structural condition and viability for rehabilitation. This may be concentrated in specific areas that would be defined through strategic planning.
- The Administration should provide advice and consultation as SIRA develops its strategic plan.
- MPC staff may be able to provide assistance with some of the research and market analysis involved in the strategic plan. This work is required so that SIRA can select geographic priority areas for its programs, in order to prioritize its resources for the greatest impact.

Resources

- City Council may consider allocating funding for specific projects that are needed for SIRA’s first year of start-up work, including work with an experienced real estate attorney to create a strategy for quieting title that will lead to real investment; and work with a third-party advisor to create a full five-year strategic plan that includes community outreach and engagement.
- Philanthropic resources may also assist with initial projects if necessary, as the required degree of funding is likely less than \$100,000 in total.
- SIRA will need additional ongoing resources to hire leadership-level staff, clear property titles, insure properties, conduct sales, and carry out targeted programs that require subsidy such as affordable homeownership or rental development. The degree of resources required will be determined through the strategic planning process.

Pilot Program Recommendations

- Within the first year, finalize a strategy for creating marketable title to vacant properties that includes adequate title insurance to attract lenders, investors, and community purchasers. This will involve consultation with a real estate attorney, a title company, lenders, and developers or investors.
- Within the first year, finalize a five-year strategic plan that uses market analysis and vacant property research, together with community engagement and stakeholder outreach, to select particular geographic areas of focus and program types, and create a budget for achieving desired outcomes.

Five-Year Actions

COMMUNITY DESIGN	<ul style="list-style-type: none"> Conduct a participatory strategic planning process with neighborhood groups and community organizations in Shreveport that helps decide where and how to target SIRA’s resources. Coordinate with the City of Shreveport on its neighborhood planning processes, the Block by Block initiative, and Choice Neighborhoods plans and investments. This will indicate areas where SIRA may be able to leverage City resources and vice versa.
EQUITY & ACCESS	<ul style="list-style-type: none"> Coordinate education and legal assistance to proactively address heirs’ property and title issues. Develop programs that focus on attainable homeownership, economic opportunity, and quality of life in neighborhoods that have a significant number of vacant properties. Promote the City of Shreveport’s dollar lot program as an affordable opportunity to maintain and become the owner of vacant properties.
QUALITY OF LIFE	<ul style="list-style-type: none"> Reduce vacancy through a variety of programs to improve community safety and quality of life. Consider temporary neighborhood greening programs to reduce dumping and visible signs of blight in neighborhoods.
COLLECTIVE IMPACT	<ul style="list-style-type: none"> Assess vacant homes and structures in partnership with the City of Shreveport to determine which can be potentially rehabilitated and resold to preserve neighborhood fabric, and which need to be demolished for safety.
GOVERNANCE & CAPACITY	<ul style="list-style-type: none"> Hire leadership-level staff with knowledge of community development, land banking, and redevelopment authorities to build the organization’s capacity. Determine the best and least costly way to create marketable title through quieting title to vacant and blighted properties.

Measuring Success

- Finalized five-year strategic plan and budget based on research and community outreach.
- Completed process for creating marketable title, implemented successfully through acquisition and disposition of abandoned properties.
- Funding and resources allocated for program implementation based on strategic plan.
- Number and total acreage of vacant properties repurposed.
- Neighborhood-level impacts on vacancy based on geographic priority areas established in strategic plan.
- Amount of revenue added to City and Parish tax bases through revitalization.

Related Goals

- Goal 2: Quality Neighborhoods, see pg. 198
- Goal 5: Community-Driven Revitalization, see pg. 204
- Goal 6: Facilitating Redevelopment, see pg. 206
- Goal 8: Neighborhood Centers, see pg. 210
- Goal 22: Historic Identity, see pg. 240
- Goal 33: Engaged Residents, see pg. 268
- Goal 34: Government Accountability, see pg. 270