

Bossier Plan Chapter 13

Implementation

The foundation for improving quality of life in Bossier is in place. The community has a strong vision and goals to guide the process. Each of the issues important to the community has been analyzed and opportunities for action have been proposed. Policy statements have been developed that summarize the many issues heard throughout the process into six simple principles. Now, the final and most important hurdle: *implementation*.

Implementation is considered the most critical stage of the planning process because it is the point at which the Comprehensive Land Use and Development Plan will be launched from theoretical discussions into reality. This is the stage at which many planning processes halt and is the single most significant reason that many planning processes are said to “only create documents that sit on a shelf and collect dust.” Goals, objectives, action statements and policies that sounded “visionary” and “groundbreaking” during the months of problem solving must now stand up to the rigors of competing for resources and attention. Funding, staffing, available time, and proper attention must now be paid to taking the mountain of action statements produced by the planning process and turning them into regulations, programs, capital improvements, agreements, additional studies, incentives, and nearly every other type of activity or process. Questions now arise such as “Which actions should be implemented first?” “Who is responsible?” “How long should it take?” “How much should it cost?” “How do we know if we are successful?”

The Implementation Chapter has been designed to address these issues and ease the transition between planning and implementation. Its purpose is to put the work conducted throughout the planning process into focus by combining the various action statements and placing them into an Implementation Plan that addresses questions such as timing and responsible entities. Additionally, the chapter offers options and recommendations that have proven

*Thoughts lead on to purposes; purposes go forth in **action**; actions form habits; habits decide character; and character fixes our destiny*

- Tyron Edwards

useful in other communities in implementing a comprehensive plan. The chapter is comprised of three sections, each with a specific role in establishing implementation measures

for the jurisdiction of the Bossier City-Parish Metropolitan Planning Commission.

Strategies for Implementation - includes a number of methods to ensure a successful implementation process.

Ongoing Planning - asserts the need for a “living” plan and processes that can be established to ensure that the plan continues to reflect the needs of the community.

Implementation Plan - a compendium of actions stated throughout the Comprehensive Land Use and Development Plan with added information needed for implementation.

The implementation chapter concludes the Bossier Comprehensive Land Use and Development Plan, but it by no means concludes the process. The first step has been taken on a long journey that, in the end, could be a legacy to those in Bossier with the vision to boldly plan for change and for the future.

Introduction

Area Profile

Vision & Goals

Market Assessment

Land Use

Parks & Open Space

Transportation

Utilities & Infrastructure

Housing

Image & Design

Facilities & Education

Policies & Strategies

Implementation



Strategies for Implementation

Implementing the Comprehensive Land Use and Development Plan will be more than simple changes in land regulations. The Plan represents a paradigm shift to a community that aggressively applies its vision and principles in daily decision-making and actions. Those efforts will require both will and a consistent reminder of the importance of supporting the plan.

Form an Implementation Task Force

Momentum must not be allowed to falter once the plan has been adopted. Immediately following approval of the plan, the MPC, Bossier City Council and Bossier Parish Policy Jury should establish an Implementation Task Force. The role of the Implementation Task Force is to refine and prioritize the Implementation Plan and initiate action. The membership of the task force may include key members of both City and Parish staff; liaisons of the MPC; representatives of Bossier Parish School Board; select members of the development and business communities; individuals from other public agencies and institutions; leaders from organized neighborhoods and civic groups; and residents of the MPC planning area.

While the implementation plan is a beginning, the Implementation Task Force will be charged with the tough task of honing actions beyond the information provided in the Plan. The task force will determine methods or programs to be used to implement the proposed actions, specifically identifying which agencies/departments will be responsible



for their implementation, estimate costs, identifying proposed sources of funding and establish a time frame in which the recommended action will be accomplished.

The work of the Implementation Task Force should be short term, but should also occur annually. The product of the task force should be a strategic proposal of actions to accomplish or initiate within the year. Departments and organizations charged with completing tasks, or aiding in their completion, can use the proposal in the budget process and in determining other needed resources. City Council, the Police Jury and other governing bodies can utilize the proposal for overall budget and resource decisions as well as establishing benchmarks for departmental performance.

Maintain Citizen Involvement

Citizen participation has been a cornerstone of the process to create the Plan. It is, however, even more essential to ensure the success of the Plan. In order for the Plan to be successfully implemented it must continue to enjoy the support and understanding of the general public and civic leaders of Bossier City and Bossier Parish. To do this, leaders within the community must pledge their support to maintain public involvement, awareness and commitment of the purpose and importance of the Plan.

The vision, goals, objectives, actions and policies of the Plan are a representation of the ideals of citizen and local leaders that placed significant effort playing a role in the planning process. Citizens should continue to be involved in implementation and maintenance of the Plan. Advisory committees, public meetings and community workshops, town hall meetings, open houses and public forums, newsletters, media releases, and public notices should be used to inform and involve citizens in continued planning. Methods and activities for public participation should be carefully chosen and designed to achieve meaningful and effective involvement.

Quality is Key

The Plan is designed to improve and enhance the quality of life for current and future residents. It is meant to provide a standard of excellence by which future development, programs and activities can be measured. It is this level of quality that is highly desired by stakeholders in the community, whether it is in terms of housing, infrastructure, parks and recreation areas,

neighborhoods, business districts, gateways and corridors, or simply Bossier's approach to its future.

Quality is consistently mentioned throughout the Comprehensive Land Use and Development Plan. It is a standard to which all elements of the Plan should be held. New facilities should be designed as landmarks with an understanding of their ability to positively impact the surrounding environment. Gateways for the community should represent the character of the community. Programs created as part of the plan should establish best practices for other communities to follow.

Make Success Quick and Constant

A strategy used by successful organizations is to seek results early in the implementation process. By doing so, stakeholders are able to see the benefits of their involvement. Momentum is a result, which naturally solicits more involvement by persons desiring to be involved in a successful program. In the Implementation Plan provided below, there are various recommended actions that do not bear significant budgetary obligation. These programs and activities provide an immediate opportunity to make an impact on the community, and thus on the successful implementation of this Plan.

Success is a powerful tool for marketing the Plan. As such, serious consideration should be given to making sure that successes are consistent throughout the implementation process. Some actions will take longer to complete than others. Those projects should commence in a timeframe that will allow for both balancing resources and constant success.

Solve Problems Creatively

As the planning process unfolded, participants in the process were challenged to "think outside of the box" and consider such nontraditional concepts as establishing "urban villages," "concurrency requirements" and reduced street width. In order to seek continuous improvement it is necessary to be creative and innovative in an approach to solving key issues and problems. It is this ability to overcome what may ordinarily be considered obstacles that will demonstrate the community's willingness to achieve the overall vision, including the use of creative solutions. An example may include a public-private partnership to seek objectives and results that may not be possible without a joint venture, such as the development of an otherwise constrained property.

Share Responsibility and Rewards

The structure of the MPC is strongly positioned to coordinate many of the implementation tasks associated with this plan. However, implementation of the Plan should not rest on any one individual, entity or organization. Instead, the vast array of stakeholders that play a role in the future of the community, including the general public, should always remain centrally involved in the process. Government entities such as the City of Bossier City, Bossier Parish, Bossier City-Parish Metropolitan Planning Commission, and the Bossier Parish School Board should remain heavily involved and consider the plan's goals, objectives and overall direction when considering various issues. Similarly, as successes occur, the rewards and benefits of the program should be shared appropriately among stakeholders.

The Role of the Public

Bossier's citizens contributed to the development of the plan's goals, objectives and actions by participating in public meetings, focus groups and via the project's web site. The ideas and comments contributed by citizens during the plan's development process were incorporated and shaped the resulting proposals and recommendations. Citizens should continue to be involved in implementation and maintenance of the Comprehensive Plan. The Metropolitan Planning Commission, stakeholder groups, public meetings and community workshops, town meetings, public forums, newsletters, media releases, and public notices are all mediums that should be utilized to inform and involve citizens in the planning process. Actual methods and activities for public participation should be carefully chosen and structured to yield meaningful and effective involvement.

Role of the Metropolitan Planning Commission

The Bossier City-Parish Metropolitan Planning Commission should prepare an Annual Report of Progress for submittal and presentation to the City Council and the Police Jury. Status of implementation for the various aspects of the Comprehensive Plan should be central to this report. Significant actions and accomplishments during the past year should be recognized and recommendations should be made for needed actions and programs to be developed and implemented in the coming following

year. The annual report should be coordinated with the development process of City and Parish annual budgets so that recommendations will be available early in the budgeting process and requests for capital improvements and major programs can be reviewed.

Several tasks set forth in the Implementation Plan will be the initial responsibility of the MPC. Preparation of studies, ordinances and some programs will likely be completed by the MPC prior to submission to City Council or the Police Jury. In other cases, the MPC will play a strong role as the "Plan Cheerleader." The MPC and associated staff will be responsible for ensuring that the Plan impacts daily decision-making and actions by other stakeholders.

The Role of the Bossier City Council

The role of the Council is commonly one of checks and balances relative to the actions by the MPC. While this should remain the case, the Comprehensive Land Use and Development Plan seeks stronger roles from City Council, including coordination and implementation of specific actions.

Many of the tasks presented as action statements in the Plan require the participation of various city departments and outside partners. City Council can ensure that departments continue to follow the spirit and policies of the Plan and implement the needed actions. Active support of Council will also be a strong signal to potential private and public partners that elected officials believe in the merits of the Plan.

The Council will also play a significant role in the ability of entities to carry out regulatory, programmatic and capital improvements cited in the Plan. In many cases, the Council will be offering final approval of projects and their costs during the budget process. The ability to provide resources to many of the tasks required to implement the Plan will rest, at least partially, with Council.

The Role of the Bossier Parish Police Jury

With the largest amount of land available for development that is both cheaper and less regulated, the Bossier Parish Police Jury is poised to receive the most pressure to deviate from the vision and goals of the Comprehensive Land Use and Development Plan. As a result, the importance of the Police Jury to the success of the Plan is tremendous.

Additionally, Police Jury shares many of the responsibilities of the City Council. It brings balance and judgment to the

planning process while also coordinating and funding relevant program and capital improvements proposed in the Plan.

The Role of the Bossier Parish School Board

Quality education is a necessity for Bossier. Equally important to the Plan, however, is the location and use of school facilities. By enhancing their neighborhood school concept, the School Board should have the ability to continue to provide quality education in a setting that creates and maintains a sense of community ownership. To do this and assist in other action statements, the BPSB should be recognized as a partner in the successful implementation of the Plan.

Integrative Planning

Opportunities for integrating the Plan's recommendations into other business practices and programs of the City, Parish, School Board, and other government entities play a vital element toward widespread recognition of the Plan as a decision-making tool. For instance, the Plan's recommendations should be widely used in decisions pertaining to infrastructure improvements, proposed new development and redevelopment, expansion of public facilities, services and programs, and the annual capital budgeting process. The Plan should be referenced often to maintain its relevance to local decisions and to support the decisions that are being made.

Finance Creatively

There are a variety of financing tools and techniques that are available to the City and Parish, which are not commonly used by municipalities. These tools, under the right circumstances, may be used effectively to finance public improvements and to provide incentives to private businesses. Access to grants and loans from public and private sources is a prime example from the standpoint that they are rarely used to the extent possible. Literally millions in available resources go unutilized every year, the majority of which are available to government entities or partner nonprofit organizations.

Ongoing Planning

A good plan is one that continues to reflect the current conditions and character of the community. As new issues arise, the Bossier Comprehensive Land Use and Development Master Plan will require modifications and

refinements to remain relevant and resourceful. Over time, some action statements will be found impracticable or outdated while other plausible solutions will emerge. Refinements and changes should occur consistently, but with minor changes occurring annually and more significant modifications taking place every five years. In some cases, simple changes to action statements may be necessary. In others, entire goals may need to be modified. Even the overall vision of the plan should be consistently scrutinized to ensure that it is reflective of the hopes and needs of the community.

At the same time, while changes are necessary, any change should be strongly considered for its long term impact upon the community and the guiding vision. Adjustments should be thoroughly documented and justifiable to both the general public and Bossier's leaders. Throughout all, the vision should remain the central theme and provide a unifying element. The plan's value rests in the pledge of citizens and leaders to follow Bossier's vision for the future and to apply that consensus toward sustained efforts that focus on the betterment of the community.

Annual Plan Amendment Process

Annual plan amendments will provide the opportunity for relatively minor plan updates and revisions such as changes to future land use designations, implementation of actions, and review of plan consistency with ordinances and regulations. Plan amendments should be prepared and distributed in the form of an addendum to the adopted Comprehensive Land Use and Development Plan. Identification of potential plan amendments should be an ongoing process by the Metropolitan Planning Commission as well as City and Parish staff throughout the year. Requests for plan amendments can also be submitted by citizens, property owners, community organizations and other governmental entities. Proposed plan amendments should be reviewed and approved by the MPC. Plan amendments should be adopted in a manner similar to the plan itself. This process includes public hearings and consideration of action by the MPC, City Council and the Police Jury. Plan amendments are typically adopted by resolution.

Major Updates of the Comprehensive Plan

A major update of the Plan should take place every five years. Each update will ensure renewal and continued use of the Plan by the MPC, City and Parish officials and staff. Annual

plan amendments from the previous four years should be incorporated into the next major plan update. Plan updates will be a significant undertaking involving public officials, departments, stakeholders and citizens. Consultant services may be utilized if needed. The result of the major plan updates will be a revised comprehensive plan for the City, including identification of new or revised information that may result in an updated set of vision, policies, goals, objectives and action statements.

Implementation Plan

The Implementation Plan is an enhanced summary of the action statements and activities discussed throughout the Comprehensive Land Use and Development Plan. More than a simple compilation of actions, the Implementation Plan sets the foundation for carrying out activities by addressing important components of priority, time and responsibility. It is designed to spur success, as well as begin a system of accountability in implementation by assigning specific tasks to appropriate entities.

The Implementation Plan is divided into five sections according to type of action proposed:

Programmatic Improvements – Programmatic Improvements refer to action statements that require development or implementation of a particular program. Programs can be implemented for each of the various elements of the Comprehensive Land Use and Development Plan, but are most prevalent in Parks & Open Space, Housing and Facilities & Education chapters.

In comparison to other types of action statements, Programmatic Improvements can have a significant range from inexpensive to very expensive. Cost is impacted by a number of variables, most particularly staff requirements and longevity of the program. Most programmatic improvements will be renewed annually based upon performance, impact and available resources. Programmatic improvements are developed and maintained by a number of parties, including public, private and nonprofit entities.

Examples of Programmatic Improvements include:

- ◆ a program to acquire easements or development rights in Sensitive Development Areas;

- ◆ coordination to expand after-school programs for youth;
- ◆ a park and ride program to provide ridership opportunities to and from communities in the planning area;
- ◆ coordination with local lenders and manufactured housing builders/retailers to develop a home “upgrade” option that allows purchase or trade-in to replace older manufactured housing; and,
- ◆ incentives to encourage development contiguous with existing urban development to minimize disturbance of the surrounding rural character.

Regulations, Standards and Policies – Regulations, standards and policies refer to action statements that are met through changes in governance. Regulatory changes involve altering the existing code of ordinance. Standards impact ordinances, but do not necessarily have to a written component of an ordinance. Standards may also be voluntary, privately enforced or based on meeting a series of incentives. Policies generally guide the active use of regulations and standards.

Regulations, standards and policies appear to be most prevalent in addressing land use issues.

The costs associated with action statements related to regulations, standards and policies are largely short term. Long term costs come with added or reduced staff, hours, and capital required to implement changes. Policies that require development of a program for operation have been categorized as programmatic improvements.

Examples of actions related to regulations, standards and policies include:

- ◆ changes to subdivision and zoning regulations that will permit mixed use, cluster development necessary to implement an urban village;
- ◆ utilizing development guidelines, standards and incentives as a means of maintaining quality design and preservation of local character;
- ◆ establishing policies and regulations regarding the use and development of flood and drainage ways, abandoned railroad, vacated alleys, and other rights-of-way and easements;
- ◆ adopt/reinforce a driveway ordinance to include guidelines regarding the design, construction, location,

and width of principle and minor arterials and collector roadways; and,

- ◆ Neighborhood retail and service uses should be located at intersections of arterial or collector streets.

Capital Improvements – Capital improvements involve all action statements in which development or revitalization of a physical element occurs. Capital improvements generally require some form of construction and can range from the massive, such as development of a regional park, to the specific, such as placement of new play equipment within the regional park. Like the scale of the project, the costs for capital improvements can also be broad, ranging from very expensive to limited. However, unlike programmatic improvements, the majority of expense is incurred at the outset for purchase and construction. This may include land, labor, equipment, or materials. Long term costs for capital improvements are generally related to maintenance.

Capital improvement action statements are most prevalent when dealing with parks, open space, the transportation network, infrastructure, utilities, and facilities. Examples of capital improvement action statements include:

- ◆ acquire and develop 58 acres of neighborhood and community parks within identified deficiency areas;
- ◆ extend Shed Road to Bellevue Road in the Red Chute area;
- ◆ implement grade separation on Benton Road at the KCS line;
- ◆ complete a water system loop in River Bend subdivision;
- ◆ incorporate sidewalks into all neighborhoods; and,
- ◆ implement library expansion plans.

Further Plans and Studies – Further plans and studies represents action statements that have established a need for further development in a specific area. Such plans and studies are supplementary to the Comprehensive Land Use and Development Plan. Some should be considered as potential appendices of the plan while others represent separate and independent efforts. Action statements requiring further plans and studies may

include traditional plans such as neighborhood studies or may be focused on such efforts as grant proposals or trail design. Some actions statements require significant added study in order to prepare for a programmatic, capital or regulatory improvement. In those cases, the action has been categorized under Further Plans and Studies.

Compared to capital improvements and programmatic improvements, development of further plans and studies is relatively inexpensive. Because several action statements are far reaching, further studies and plans can be found in every element of the Comprehensive Land Use and Development Plan. Examples include:

- ◆ identify areas of repetitive structure flooding where mitigation activities may result in publicly owned space;
- ◆ prepare a parish-wide parks, recreation and open space master plan with specific needs for facilities and improvements within Bossier Parish;
- ◆ develop a capital improvements program for parks, recreation areas and facilities in Bossier City and Bossier Parish;
- ◆ seek federal and state financial assistance grants for pedestrian and bicycle transportation projects;
- ◆ study and improve movement of goods between Bossier Industrial Park, the Port, and airport facilities; and,
- ◆ examine local regulations and the approval process to determine if either contributes substantial cost to housing.

Ongoing Coordination and Management - Ongoing coordination and management action statements are those that require continued efforts, often between organizations. Unlike many other action statements, most actions requiring ongoing coordination and management are relatively inexpensive, although staff resources are necessary to allow for meetings, monitoring results, preparing reports, and other management activities. Ongoing coordination and management actions can range from coordination between stakeholders to managing facilities and programs. While many of these action statements also include some programmatic, capital or regulatory improvement, the significant majority of the task is focused upon the process that creates the product.

Ongoing Coordination and Management action statements are spread among all of the elements of the Comprehensive

Land Use and Development Plan. Examples of such actions include:

- ◆ coordinate participation between Barksdale AFB, Bossier City and Bossier Parish in addressing the AICUZ;
- ◆ report progress on meeting the goals of the Comprehensive Land Use and Development Plan;
- ◆ conduct annual physical condition assessments of existing parks to identify necessary improvements;
- ◆ establish cooperative agreements with developers and landowners to develop parkland in new residential areas;
- ◆ establish and maintain relationships with area builders and financial institutions to determine interest in affordable housing programs; and,
- ◆ Assist neighborhood organizations in development of deed restrictions.

Each action statement in the Implementation Plan is provided a potential date for completion and stakeholders are mentioned that should either manage, complete or assist in achieving the task. Time for completion is divided into three categories, including projects to be completed in 0-2 years, 3-5 years, and longer-term projects. The amount of time given to complete each task is partially attributable to the amount of finances and other resources necessary.

A project with little cost and effort can be achieved relatively quickly.

Actions to be completed in 0-2 years - These action statements require a limited budget obligation and few additional resources. These projects can be achieved quickly and reported as "success stories" to maintain public interest and excitement in the plan. Projects requiring less than three years to complete will often be regulatory improvements. Unlike other improvements, regulatory activity can be adjusted with little expense. Programmatic and capital improvements may be complete in three years, depending upon project scale.

Actions to be completed in 3-5 years - Mid-range timelines are commonly granted to those projects that require a moderate budgetary obligation, additional resources beyond those necessary for a "quicker" project,

or simply require this amount of time for completion. Large scale studies and plans may fall into this category. Capital and Programmatic improvements with a mid-range scale and cost are also common candidates.

Actions to be completed in more than 5 years - Action statements that fall into this category generally have a significant budgetary obligation or require significant resources and time for completion. Capital improvements are the most likely candidate for long range completion.

Note that a number of actions, particularly ongoing coordination and management activities, will require constant application to be successful. In those cases, all time categories are highlighted to indicate the need for ongoing activity.

The Implementation Plan is not an indication that all action statements listed as possible to be complete within two years should actually be completed in the first two years from adoption of the Comprehensive Land Use and Development Plan. A large number of actions can be achieved in a short period of time, but to attempt to tackle all of them within the same timeframe would result in significant cost, staffing issues and implementation “burnout.” Instead, projects should be prioritized by the MPC, City Council, Police Jury and other major stakeholders and meted out over the life of the Plan. This will ease the financial and staffing burden on stakeholders, prolong excitement about the ongoing success of the plan, and avoid potential backlash that is common with sudden and wholesale change.

In addition to timeframe, the Implementation Plan assigns stakeholders that have the potential to play a role in achieving action statements. In a great many cases, the MPC, City Council and Police Jury are considered prominent stakeholders. Other organizations are listed as their role becomes prominent.

Like the timeframe, the assignment of stakeholders to a task should not be taken lightly. An organization that is overwhelmed with potential activities will likely fare poorly or be unsuccessful. As mentioned previously, the work effort and success of the program should be shared among stakeholders.

The likely body responsible for either initiating or carrying out an implementation action is identified in the “Department”

column of each action statement. Abbreviations identified in the tables are shown below.

- BAFB** Barksdale Air Force Base
- BPL** Bossier Parish Library System
- BCD** Bossier Community Development Department
- BPCC** Bossier Parish Community College
- BPSB** Bossier Parish School Board
- CC** Bossier City Council
- CCC** Clean City Committee
- CORP** U.S. Army Corp of Engineers
- CoS** City of Shreveport
- ENG** Bossier City Engineering Department
- LADOTD** Louisiana Department of Transportation and Development
- MO** Bossier City Mayor’s Office
- MPC** Bossier City-Parish Metropolitan Planning Commission
- NG** Neighborhood Groups
- NLCOG** Northeast Louisiana Council of Governments
- OTHER** A number and variety of organizations
- PHD** Bossier Parish Highway Department
- PJ** Bossier Parish Police Jury
- PR** Bossier City Parks and Recreation
- PW** Bossier City Public Works
- RRWC** Red River Waterway Commission
- SPORT** SPORTRAN
- RRs** Railroads
- VFDs** Volunteer Fire Departments

Finally, while not specifically included in the Implementation Plan, the various other “plans” established through development of the Comprehensive Land Use and Development Plan should be incorporated into daily decision making. These plans include:

- ◆ the Future Land Use Plan as a general guide for decision-making in zoning cases and subdivision plat review approvals. Utilizing this plan ensures that development and redevelopment are consistent with the policies of the Comprehensive Plan;
- ◆ the Thoroughfare Plan for use in subdivision plat review and dedication of needed rights-of-way for street and highway improvements; and,
- ◆ the Parks System Master Plan that aids in identifying and implementing park and recreation

improvements and enhancements, concurrent with new developments.

Perhaps the most important component of implementing Bossier's Plan is derived from the day-to-day commitment of elected and appointed officials, municipal/parish departments, and citizens of the community. The Comprehensive Plan must be perceived as a useful and capable tool in directing the area's future to achieve the community's desired vision. The Land Use and Thoroughfare Plans and other key elements of the Comprehensive Plan should be displayed and available for ready reference by public officials, staff, and citizens. The Comprehensive Plan should continually be referenced in planning studies and zoning case reports as well as informal discussion situations.

Strategic Actions

As a step to improve implementation readiness, members of the Bossier City-Parish Metropolitan Planning Commission, Bossier City Council and Bossier Parish Police Jury participated in an action workshop facilitated by the Consultant Team. The purpose of the extended workshop was to prepare for implementation of the Comprehensive Land Use and Development Master Plan by participating in a priority-setting exercise. The Implementation Plan shown in the tables following this page was utilized as a basis for establishing the highest priority actions to be acted upon in the initial phase of implementation.

The priority-setting exercise allowed each participant to vote for what they individually believed to be the most important actions to take within the first year of the plan implementation program. Each participant was given colored dots (separated by governing body) with which to place their respective votes. The votes were cast by category including programmatic initiatives; regulations, standards and policies; capital improvements; further plans and studies; and ongoing coordination and management. In addition, they were cast by plan element so as to identify the top priorities within each respective element of the plan, e.g. land use, transportation, parks and recreation, utilities and infrastructure, etc.

This democratic exercise effectively determined the highest implementation priorities by consensus of the elected bodies. Those who elected to attend the workshop are assumed to be representative of the balance of their respective boards. The actions receiving the most votes, by virtue of having the most colored dots, are those considered by the elected

officials to have the most significant impact on the City and Parish and are therefore, the highest priority implementation steps. Actions that were identified as a priority are shown in bold in the implementation tables.

There were several observations made during the course of the action workshop that offer insight into the direction of the Comprehensive Plan, including:

- ◆ With very few exceptions, the actions that were identified as the highest priorities were selected by a large majority of the elected officials who participated in the workshop.
- ◆ The actions selected as the highest priorities provide an indication of the foresight and preparedness of the City and Parish to be proactive rather than reactive in planning for their future.
- ◆ Many of the initiatives will require action on behalf of both the City and Parish thereby necessitating ongoing communication and coordination.
- ◆ The City will likely be the lead agency responsible for implementation for many of the recommended actions due to their staff and financial resources.
- ◆ The City and Parish understand their shared responsibility to direct new development to occur in areas that can be efficiently served by adequate facilities and services.
- ◆ The recommended actions that received the most attention included those that enhance quality of life and community betterment such as buffering and screening between incompatible uses, protection of natural resources, preservation of open space, provision of an evenly distributed system of parks and recreation opportunities, as well as the improvement of infrastructure to secure a safe living environment.
- ◆ The image and appearance of the City and Parish is recognized for its importance to tourism and visitation, economic attractiveness, community pride and the long-term sustainability of the built and natural environments.

Programmatic Initiatives

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
Land Use					
5.3 <i>Encourage preservation and sensitive utilization of natural areas, particularly floodplains, wetlands, the Red River and its tributaries.</i>					
5.3.7	Establish a program to acquire easements or development rights on Sensitive Development Areas and establish a trust to monitor the program.	MPC, CC, PJ	X		
Parks & Open Space					
6.1 <i>Promote the conservation of natural resources through parks and recreation land acquisition, open space preservation, and environmentally sensitive planning.</i>					
6.1.1	Identify and acquire environmentally sensitive areas and conservation sites to preserve as public open space or recreation areas.	MPC, CC, PJ	X		
6.1.10	Preserve the environmental quality of the Red River and its bayou tributaries as well as area lakes and water bodies by protecting valuable open space and habitats, improving drainage and water quality, and providing sensitive eco-recreational facilities.	CC, PJ	X		
6.1.2	Develop a "land-bank" program in which owners of properties in the flood plain are encouraged to deed their land to the "bank" to ensure long-term conservation.	CC, PJ	X		
6.1.3	Acquire conservation easements along the Red River, Willow Chute Bayou, Red Chute Bayou, Flat River and other bayou tributaries (Mack's Bayou, Cooper Bayou, Allison Bayou, Alligator Bayou, Fifi Bayou, Connell Bayou, Racetrack Bayou, St. Charles Bayou) and other sensitive lands to protect valuable resources from encroaching development.	CC, PJ		X	
6.1.4	<i>Provide development incentives, regulations and policies to encourage the preservation of open space by individuals, corporations, non-profits and public agencies to enhance the livability, aesthetic value and natural beauty of the City and Parish.</i>	MPC, CC, PJ	X		
6.1.5	Identify the boundaries of the regulatory floodways and consider acquisition through fee-simple or conservation easement methods prior to development, if possible.	MPC, CC, PJ		X	
6.1.7	<i>Create development incentives to encourage preservation and dedication of public parks, open space or conservation easements within subdivisions.</i>	PR, MPC, CC, PJ	X		
6.3 <i>Encourage the preservation of open space to reflect the unique resources of Bossier's natural environment and to enhance the community's livability, aesthetic quality, and natural beauty.</i>					
6.3.1	Establish development incentives to encourage dedication of open space easements adjacent to collector and arterial street rights-of-way, along bayous and other watercourses, and within major developments.	MPC, CC, PJ	X		
6.4 <i>Expand and enhance youth and recreation programs to meet the current and future needs of the City and Parish.</i>					
6.4.1	Coordinate with the Bossier Parish School Board to expand after school programs for youth to include a range of activities for all ages.	BPSB	X		
6.4.2	Coordinate with social service providers, civic clubs and other organizations to co-sponsor ongoing programs and special events.	MPC	X		
6.4.3	Advertise and promote youth and recreation programs to inform the public of ongoing and special programs and activities.	CC, PJ	X		
6.6 <i>Continue the parks and recreation area improvement program, including maintenance, renovation and/or redevelopment of existing and new public parks and facilities.</i>					
6.6.6	Establish a "Friends-of-the-Park" program to solicit neighborhood involvement in maintaining and policing the public parks.	CC, PJ	X		
Transportation					
7.3 <i>Promote pedestrian and bicycle pathways as a viable alternative to automobile traffic, particularly when tied to a public transportation system.</i>					
7.3.3	<i>Establish an ongoing pedestrian and bicycle system planning program to acquire easements and rights-of-way, through fee simple purchase or dedication, in conjunction with or preferably in advance of development.</i>	MO, PR, PW, CC, PJ	X		
7.3.4	Acquire conservation easements within the floodplain and along Willow Bayou, Flat River, Fifi Bayou, and the Red River as greenbelt corridors.	CC, PJ		X	

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
7.4	Enhance the public transportation system to allow the combination of walking and public transportation to be considered a viable alternative to automobile use in the MPC Planning Area.				
7.4.4	Expand SporTran shuttles used for the Independence Bowl for other area special events held at the CenturyTel Center.	SPORT		X	
7.4.5	Develop a park-and-ride program to provide ridesharing opportunities to and from communities in the Planning Area and other regional employment destinations.	SPORT		X	
Utilities & Infrastructure					
8.2	Develop a comprehensive flood and storm water management program to eliminate or mitigate floodplain and localized flooding, storm water quality issues, and bank erosion within the master plan study area.				
8.2.1	Review, revise as necessary and implement the programs in the Draft Flood Hazard Mitigation Master Plan developed by AEGIS Innovation Solutions in conjunction with Bossier City and other local governmental authorities.	CC, PJ	X	X	X
8.2.8	Public education on wetland mitigation and conservation issues should be developed in order to help protect and preserve existing wetlands. A regional wetland banking program might be considered to help development of areas where wetland preservation cannot be accomplished because of an important public need like flood reduction.	CC, PJ		X	
8.6	Assure high quality, low maintenance utility infrastructure that is in regulatory compliance.				
8.6.3	Compile and publish a list of approved manufacturers and models for valves, hydrants, post indicators, pipe fittings, pumps, treatment process equipment, hoists, controls, and other items requiring routine maintenance to use as a guide for the purchase of replacement parts project bid specifications.	CC, PJ	X		
8.7	Improve efficiency and effectiveness of the Utilities Department in preparation for an expanded area of responsibility due to anticipated growth and development within the MPC area.				
8.7.1	Schedule and perform preventative equipment maintenance, check operation and document service records in accordance with manufacturer's recommended procedures and performance criteria. Strict adherence to these practices will serve to avoid premature repairs or replacement. Replace worn, inefficient equipment that has reached its expected service life.	PW, ENG, PHD, DOTD, CC, PJ	X	X	X
8.7.2	Mandate applicable, specialized training, certification and continuing education for all department personnel. Cross train individuals and superintendents within the department to achieve manpower flexibility in the event of employee illness or attrition.	CC, PJ		X	
8.7.3	Maintain crew sizes, supervision, tools, etc. that are adequate to perform maintenance and repairs as necessary.	CC, PJ		X	
Housing					
9.1	Ensure that a variety of housing options are available to new and current residents of Bossier that are affordable at all income levels.				
9.1.1	Increase the presence of quality apartment units in Bossier City and the portion of Bossier Parish within the planning area.	MPC, CC, PJ			X
9.1.10	Develop a grant program for "self-help" rehabilitation of substandard housing utilizing private resources such as financial institutions and foundation funds. Upon resolution of lead based paint requirements, Community Development Block Grant funds should be used to supplement this program for Bossier City.	MPC, CC, PJ, BCD		X	
9.1.12	Establish an education and awareness program designed to inform persons with limited income about the various affordable housing options available throughout Bossier City.	MPC, BCD	X		
9.1.2	Consider incorporating town homes, duplexes, modular housing and garden homes as part of various residential development projects to diversify the housing stock and inject added affordable units into the market.	MPC, CC, PJ	X	X	X
9.1.3	Promote alternative site design to achieve affordable housing, including zero-lot line development, reduced setbacks, reduced street widths, reduced lot size, mixed use development, cluster housing, and increased density.	MPC, CC, PJ	X		

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
9.1.9	Coordinate with local financial institutions to establish a down payment and closing cost assistance program for those households in need. Upon resolution of lead based paint requirements, Community Development Block Grant funds should be incorporated into this program for Bossier City.	MPC, CC, PJ	X		
9.2 Recognize manufactured housing and modular housing as viable and affordable housing options that are acceptable upon meeting requirements regarding appropriate location, appearance, function and quality.					
9.2.10	Coordinate with local lenders and manufactured housing builders/retailers to develop a home "upgrade" option that allows for purchase/trade-in of new manufactured housing to replace an existing mobile home or otherwise substandard manufactured home.	MPC	X		
9.2.11	Coordinate with manufactured housing associations to create materials dispelling myths and perceptions regarding this housing option.	MPC	X		
9.2.3	Encourage development of manufactured housing communities as Planned Unit Developments with the option to encourage innovation in affordability and good site design that does not impede quality development.	MPC	X		
9.2.9	Develop a manufactured housing-to-standard program that offers incentives to community owners for improvement of existing communities including reduced rate financing, public provision of infrastructure and a streamlined approval process.	MPC	X		
9.3 Maintain a high standard for existing neighborhoods, including ongoing maintenance, neighborhood revitalization, community leadership and development of amenities.					
9.3.11	Establish programs that local organizations can assist with that will improve the quality of life in neighborhoods, such as Crime Watch, neighborhood clean-up, assistance with code enforcement, programs for seniors and youth, and maintenance of public spaces and recreation areas.	MPC & OTHER		X	
9.3.3	Consider the use of incentives to entice development to established neighborhoods, including tax deferral, fee waivers, and a variety of other methods.	MPC, CC, PJ	X		
9.3.4	Consider alternative uses for area vacant lots, such as creation of a neighborhood park or a neighborhood commercial establishment in strategically appropriate areas.	MPC, CC, PJ	X		
9.3.6	Assist in creation of various Community Development Corporations (CDCs) that, as nonprofit organizations, can implement neighborhood revitalization projects and programs. Consider the necessity of developing specialized CDCs such as a Community Housing Development Organization (CHDO) to best address housing issues.	MPC, CC, PJ, BCD	X		
9.4 Maintain an attractive, quality housing stock that promotes Bossier as a community with pride.					
9.4.4	Educate homeowners, apartment owners and other interested parties in the importance of home maintenance and its impact upon community quality of life, as well as property value.	MPC, CC, PJ	X		
9.5 Promote sensible growth that takes advantage of proximity to services and amenities, minimizes the strain on tax revenue, and promotes interconnection.					
9.5.2	Provide incentives to developers willing to develop adjacent to existing urban areas and to create points of interconnectivity, including streets, sidewalks, green spaces and paths.	MPC, CC, PJ	X		
9.6 Create new residential development that offers the appearance, amenities, comfort and resources of a neighborhood or urban village.					
9.6.8	Encourage gateways into the various residential areas and edges that are obvious, but do not inhibit interaction.	MPC, CC, PJ		X	
9.7 Design rural subdivisions to respect the rural character of Bossier Parish yet meet future needs as the urban area grows.					
9.7.3	Provide incentives to encourage development contiguous with existing urban development in order to minimize disturbance of rural character and to maximize efficiency of existing services.	PW, ENG, PHD, MPC, CC, PJ	X		
9.8 Preserve flood prone areas and other natural resources to the extent practicable through use of alternative development techniques, and design residential areas to minimize flooding problems and create amenities.					
9.8.1	Establish a land trust that can be charged with acquiring and managing sensitive lands throughout Bossier City and Bossier Parish with particular emphasis on rural and flood prone areas.	MPC, CC, PJ	X		

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
9.8.2	Encourage acquisition of development rights within the regulatory floodway and floodplain or the use of a nonprofit trust to preserve and enhance these sensitive areas of Bossier.	MPC, CC, PJ		X	
Community Image & Design					
10.1 Give Bossier City and its significant component areas a character of good visual quality.					
10.1.14	Promote neighborhood associations and watch programs to build a sense of resident belonging, assist residents to maintain an active role in the community and enforce an adopted public image.	MPC, CC	X		
10.1.15	Develop and stimulate market driven projects that ensure development in various districts is sustainable and continues to contribute to the community.	MPC, CC	X		
10.1.17	Create incentives for relocating professional and commercial offices to the downtown area.	MPC, CC, PJ		X	
10.2 Define areas by certain activities and functions and establish ways to separate them from one another.					
10.2.2	Offer economic incentives for renovations and improvements to grounds for existing businesses in at-risk areas that will stimulate growth and economic prosperity.	MPC, CC, PJ		X	
10.3 Bring economic benefit and improved quality of life by unifying the visual characteristic of Bossier City.					
10.3.2	Develop landscape and tree planting programs in and around city neighborhoods to provide shade, sound absorption and pleasing visual appearance to the community.	CCC, NG, MPC, CC, PJ	X		
10.3.4	Develop additional community projects that encourage participation in the outdoors.	MPC, CC	X		
Facilities & Education					
11.1 Expand staffing and facilities as needed to maintain high standards for law enforcement functions in the MPC Planning Area.					
11.1.11	Develop opportunities/activities to enhance relations between youth and law enforcement.	CC, PJ	X		
11.1.12	Consider pursuit of accreditation through the Commission on Accreditation for Law Enforcement Agencies.	CC, PJ	X		
11.1.4	Integrate Geographic Information System (GIS) applications to spatially record and analyze area crime statistics, and share data across agencies to address findings and better target resources.	CC, PJ		X	
11.1.5	Continue regular training of police personnel to meet all applicable state and national standards and certifications.	CC, PJ	X		
11.1.7	Take advantage of management and personnel training available through the National Emergency Training Center and the Federal Emergency Management Agency (FEMA).	CC, PJ	X		
11.1.9	Consider initiating an area residence on watch (AROW) program in apartment complexes.	CC, PJ	X		
11.2 Provide for facility maintenance and development, staff enhancement and equipment acquisition needed to meet the long-term fire protection needs of the MPC Planning Area.					
11.2.4	Continue and expand community programs such as CPR training, Fire Prevention Week activities, school programs, and fire extinguisher classes.	CC, PJ	X		
11.3 Support expansion of the Bossier Parish Library System and its efforts in providing educational and informational services to residents within the MPC Planning Area.					
11.3.3	Consider adjusting library hours as demands for services change.	BPL	X		
11.3.4	Seek opportunities to associate with agencies that have a significant public outreach/education component, such as the City Parks & Recreation Department or the Bossier Parish School Board, to implement coordinated activities related to the Red River and Bossier's extensive inventory of natural resources.	MPC, CC, PJ, BPSB	X		
11.3.6	Continue to participate with the program that distributes library cards to second graders throughout the Parish.	BPL	X		

Market Strategies

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
Market Assessment					
4.1 Maintain Bossier's character while continuing to promote economic vitality.					
4.1.1	Encourage both the private and public sector to acquire and reuse properties that have become functionally obsolete by virtue of their location, condition or value. These properties, which no longer function at their highest potential economic use and so depress the value and viability of surrounding uses, can then be used to create new development opportunities.	MPC, BCD,	X	X	X
4.1.2	Establish a process for communicating Bossier opportunities to developers and recruiting prospects.	Chamber, MPC, BCD		X	
4.1.3	Create a community identity program and accompanying marketing/communications program to heighten positive awareness of Bossier.	Chamber, Tourism	X		
4.1.4	Create a "Buy Bossier" program to help support local businesses.	Chamber, MPC, BCD		X	
4.1.5	Increase Bossier's entrepreneurial capacity by encouraging and assisting new small enterprises and helping employees become business owners, e.g., via micro loan programs, retail and business incubators, etc	BCD		X	X
4.2 Create incentives for renovating homes in both private hands and under lease to Bossier residents and increasing homeownership.					
4.2.1	Work with area lenders to provide mortgages and home equity loans to area residents, identify candidates for homeownership, and explain its financial benefits.	MPC, BCD, CC, PJ	X		
4.2.2	Expand the availability of existing programs that provide assistance with down payments, underwriting interest rates, weatherization, reducing utilities costs, etc.	MPC, BCD, CC, PJ	X		
4.2.3	Pursue designation of appropriate historic homes and any clusters that might qualify as a historic district. Publicize the availability of financial assistance programs, such as restoration tax credits, geared towards encouraging preservation-friendly renovation.	MPC, BCD, CC, PJ	X		
4.2.4	Create a landlord register program to facilitate communication	MPC, BCD, CC, PJ		X	
4.2.5	Identify workable incentives to increase affordable housing development, e.g., density bonuses, permit discounts, etc.	MPC, BCD, CC, PJ	X		
4.3 Reestablish older neighborhoods through revitalizing the housing stock to establish a safe, functional and aesthetically pleasing community environment.					
4.3.1	Help small neighborhoods form associations and identify appropriate projects to tackle, e.g., neighborhood clean-up days, converting vacant lots to parks and community gardens, etc.	MPC, BCD, Other			X
4.3.2	Direct resources to revitalizing small neighborhood-serving commercial districts.	MPC, BCD, Other			X
4.3.3	Expand resident volunteer neighborhood-watch programs.	MPC, BCD, Other			X
4.4 Goal 4.4: Strengthen Bossier's viability as a destination within the region.					
4.4.1	Expand special events and festivals while remaining sensitive to neighborhood needs.	MPC, CC, Tourism, Other			X
4.4.2	Work with casino management to make information available about Bossier to hotel guests.	MPC, CC, Tourism, Other		X	
4.4.3	Create public market for fresh produce, flowers and other home- and farm-made goods on Saturday mornings.	MPC, CC, Tourism, Other		X	
4.4.4	Coordinate with the Louisiana Riverwalk project sponsors on how to market the region together.	MPC, CC, Tourism, Other	X		

Regulations, Standards and Policies

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
Land Use					
5.1 Promote efficient, long term growth within the MPC Planning Area and outside of sensitive development areas.					
5.1.1	Restrict development within the AICUZ to low density development in accordance with the <i>Joint Land Use Study</i> recommendations, including the possibility of Conservation Subdivision Techniques that utilize areas outside of the AICUZ for the majority of home development and preserve land impacted by the AICUZ as open space.	MPC, CC, PJ, BAFB	X		
5.1.2	Encourage alternative uses for land within the AICUZ such as agricultural activity, natural areas and low intensity recreational opportunities.	MPC, CC, PJ, BAFB	X		
5.1.4	Pursue changes to subdivision and zoning regulations that will permit mixed use, cluster development necessary to implement an urban village, including issues such as lot size, setback, lot coverage, parking requirements, sidewalks requirements, street layout, and block size.	MPC, CC, PJ	X		
5.1.5	Consider altering requirements for subdivisions to include conceptual design, including landmarks, edges, nodes, paths and districts, as well as the relationship of the proposed development with the surrounding area.	MPC, CC, PJ	X		
5.2 Achieve a balanced, diverse and dynamic pattern of land uses that preserves and enhances the character of Bossier.					
5.2.3	Use natural or created buffers as a means of avoiding conflict between two incompatible land uses, such as heavy industry and single family residential development.	MPC, CC, PJ	X		
5.2.4	Review and update the MPC zoning map and ordinance periodically to discourage mixing of incompatible uses without remedy of all negative impacts.	MPC, CC, PJ	X		
5.2.5	Consider revisions to the zoning ordinance that encourage location of specific uses in areas such as an industrial district in the area of the Bossier Industrial Park or commercial office and retail activity in downtown.	MPC, CC, PJ	X		
5.2.6	Permit on site mix of uses that utilizes traditional land development patterns, such as home occupations and "granny flats" (accessory housing unit such as an above garage apartment) in residential areas, as well as first floor commercial and upper floor residential in a traditional commercial center or downtown area.	MPC, CC, PJ	X		
5.3 Encourage preservation and sensitive utilization of natural areas, particularly floodplains, wetlands, the Red River and its tributaries.					
5.3.3	Encourage the use of conservation subdivision techniques for neighborhood design within Sensitive Development Areas that will allow for preservation of significant open space while clustering housing units on optimal sites.	MPC, CC, PJ	X		
5.3.4	Promote establishment of conservation easements on open spaces within conservation subdivisions and other developments that set aside sensitive areas for preservation.	MPC, CC, PJ	X		
5.3.5	Consider incorporating agricultural areas into conservation subdivisions and permitting agricultural activity to continue on protected open spaces.	MPC, CC, PJ	X		
5.3.6	Allow for large lot subdivision development to occur in the Sensitive Development Area with restrictions on placement of homes, lot size and reduced number of permitted homes compared to conservation subdivisions.	MPC, CC, PJ	X		
5.4 Utilize, revitalize and maintain the urban areas of Bossier in a manner that represents dynamic character and strengthens economic capacity.					
5.4.8	Increase the dynamic character of existing areas through added flexibility in the ability to mix uses, densities and amenities.	MPC, CC, PJ	X		
5.5 Develop new areas with an appreciation for sensitive environments, long term quality of life, economic efficiency, and community character.					
5.5.1	Explore the use of concurrency requirements to establish the limits of development, including adequate provision of water, wastewater, storm water management, and streets, as well as other possibilities such as police, fire, emergency medicine, schools, libraries and parks.	MPC, CC, PJ	X		
5.5.4	Promote densities adequate to support commercial retail, service and potentially office. Density may vary with the greatest intensity of activity occurring nearest to the commercial center.	MPC, CC, PJ	X		

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
5.5.6	Incorporate pedestrian scale development requirements into ordinances to allow for reduced setbacks and increased density, with offsetting green space requirements.	MPC, CC, PJ	X		
5.5.7	Utilize development guidelines, standards and incentives as means of maintaining quality design and preservation of local character.	MPC, CC, PJ	X		
5.5.9	Consider coordinating with State Legislature to expand the boundaries of the MPC Planning Area.	MPC, CC, PJ		X	
Parks & Open Space					
6.1	Promote the conservation of natural resources through parks and recreation land acquisition, open space preservation, and environmentally sensitive planning.				
6.1.8	Amend the City and Parish Subdivision Regulations to encourage the use of conservation subdivision techniques, which allow flexibility in lot size, setbacks and other area standards to increase open space, preservation of natural areas, and set-asides for wetlands and other sensitive habitat areas.	MPC, CC, PJ	X		
6.1.9	Protect the waterfront landscape from encroaching, harmful development while preserving the integrity of the natural environment with natural shorelines and sensitive parks and recreation development and conservation.	MPC, CC, PJ, RRWC, CORP	X		
6.2	Provide a diverse blend of parks, recreation and open space areas throughout the City and the MPC planning area.				
6.2.8	Establish a park dedication ordinance, an exaction of land or cash, or impose a parks and recreation impact fee to ensure adequate parks and open space concurrent with development within the City and Parish.	PR, MPC, CC, PJ	X		
6.2.9	Establish provisions to allow reductions in park acreage in exchange for golf courses and other development amenities that are available and accessible to the general public.	MPC, CC, PJ	X		
6.3	Encourage the preservation of open space to reflect the unique resources of Bossier's natural environment and to enhance the community's livability, aesthetic quality, and natural beauty.				
6.3.2	Consider the use of a density bonus program that rewards increased density for greater open space, increased setbacks, preservation of natural areas, provision of natural amenities and set-asides for wetlands and other sensitive habitats.	MPC, CC, PJ	X		
6.5	Promote water activities and programs such that all persons have equal access and opportunity to enjoy the recreational value of local water resources.				
6.5.4	Amend the subdivision regulations of the City and Parish to incorporate provisions for cross access and public right-of-way connections from neighborhoods to the river, bayous and other natural resource areas.	MPC, CC, PJ	X		
6.7	Develop an on- and off-street network of pedestrian and bicycle ways throughout the MPC planning area.				
6.7.5	Establish policies and regulations regarding the use and development of floodways and drainage ways, abandoned railroad corridors, vacated alleys, and other rights-of-way and easements.	MPC, CC, PJ	X		
6.7.7	Establish incentives and standards for developments adjacent to the Red River and other bayous and waterways to dedicate recreation easement for public use.	MPC, CC, PJ	X		
6.8	Establish cooperative agreements and coordinated efforts with other governmental jurisdictions, educational bodies, and private sector entities.				
6.8.6	Encourage private sector participation in the provision of parks and recreation opportunities by permitting innovative land development practices and creating incentives that will result in an efficient utilization of land and provide greater opportunities for the enjoyment of open space and preservation of the natural environment.	PR, MPC, CC, PJ	X		
6.9	Identify dedicated funding sources for the acquisition, development, operation and maintenance of parks and recreation areas, facilities, programs and activities.				

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
6.9.5	Consider establishing a recreation district, which has the authority to levy a tax to generate revenue toward the development and improvement of areas and facilities.	CC, PJ	X		
Transportation					
7.1	Improve mobility by key thoroughfare improvements, new construction and enhancing the existing street infrastructure.				
7.1.17	Limit the construction of dead-end streets or cul-de-sacs that prevent interconnection of the street system.	MPC, CC, PJ	X		
7.3	Promote pedestrian and bicycle pathways as a viable alternative to automobile traffic, particularly when tied to a public transportation system.				
7.3.9	Maintain block lengths of less than 500 feet or require incorporation of mid-block pedestrian pathways.	MPC, CC, PJ	X		
7.4	Enhance the public transportation system to allow the combination of walking and public transportation to be considered a viable alternative to automobile use in the MPC Planning Area.				
7.4.7	Coordinate with local leaders to amend all ordinances and legislation that restrict development of a single public transportation service provider for the entire MPC Planning Area.	CC, PJ, CoS, SPORT		X	
7.6	Manage access to land uses from the transportation system in order to reduce or minimize the risk of accidents and increase travel efficiency.				
7.6.1	Implement standards to manage access, including the number of driveways, their location, spacing; street intersections and connections; medians and median breaks; marginal access roads; traffic signal location and timing; turn lanes and acceleration/deceleration lanes; and, pedestrian and bicycle facilities.	MPC, CC, PJ	X		
7.6.2	Adopt/reinforce a driveway ordinance to include guidelines regarding the design, construction, location, width, spacing, radius, offset and coordination of driveways on principal and minor arterials and collector roadways.	PW, ENG, PHD DOTD, MPC, CC, PJ	X		
7.6.3	Acquire additional right-of-way as needed to address areas of congestion caused by the lack of access management and develop turn lanes and acceleration/deceleration lanes as appropriate.	PW, ENG, PHD, DOTD, CC, PJ	X	X	
Utilities & Infrastructure					
8.6	Assure high quality, low maintenance utility infrastructure that is in regulatory compliance.				
8.6.1	Adopt a uniform building code and establish uniform standards and details that govern design, materials and methods for new construction and rehabilitation projects as well as for in-house maintenance and repair tasks.	ENG, MPC, CC, PJ	X		
8.6.4	Modify city ordinances to establish rules for pre-treatment, monitoring and control of commercial and industrial discharges into the sewer collection system.	CC, PJ	X		
Housing					
9.2	Recognize manufactured housing and modular housing as viable and affordable housing options that are acceptable upon meeting requirements regarding appropriate location, appearance, function and quality.				
9.2.1	Require manufactured housing considered for placement in residential areas to meet design requirements standard for infill development regarding roof pitch, exterior materials, setbacks, proportion of structure (length, width and height), composition and location of front entry, site standards and other variables as a means of providing continuity in the neighborhood.	MPC, CC, PJ	X		
9.2.2	Develop site design standards for manufactured housing communities that are similar in nature to subdivision requirements, including street and sidewalk requirements, setbacks, "lot" configuration, minimum yards, landscaping, parking, and other variables.	MPC, CC, PJ	X		
9.2.4	Require amenities for manufactured housing communities similar to those required of standard subdivisions, including parks, recreation areas, open spaces, and trails/sidewalks, community centers, and possibly schools, fire service and other variables.	MPC, CC, PJ	X		
9.2.5	Encourage development of additional affordable housing options to provide alternatives outside of manufactured housing.	MPC, CC, PJ	X		
9.2.6	Promote modular housing as a quality option that is more cost effective than Single Family Detached development, but does not necessarily suffer quality.	MPC, CC, PJ	X		

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
9.2.7	Discourage aggregation and placement of all manufactured housing communities in a few limited locations.	MPC, CC, PJ	X		
9.2.8	Permit development of manufactured housing communities throughout the Bossier planning area through development of specific zones or by PUD, if community requirements are met.	MPC, CC, PJ	X		
9.3	Maintain a high standard for existing neighborhoods, including ongoing maintenance, neighborhood revitalization, community leadership and development of amenities.				
9.3.1	Examine and revise local health and building codes, as needed, to ensure that a streamlined process is in place to address unsafe or dilapidated structures and other potential health and safety risks, such as weeds, tires and heavy trash.	CC, PJ	X		
9.3.12	Examine code enforcement processes and regulations to ensure that enforcement is fair, expedient and utilized.	CC, PJ	X		
9.3.9	Enhance zoning, subdivision and/or building regulations to respond to the special site design needs of infill housing and rehabilitation.	MPC, CC, PJ	X		
9.4	Maintain an attractive, quality housing stock that promotes Bossier as a community with pride.				
9.4.1	Promote quality, infill housing that compliments the character of the surrounding neighborhood by working with local architects to provide context-related designs to be utilized by builders as well as nonprofit organizations such as Habitat for Humanity for construction and rehabilitation.	MPC, CC, PJ	X		
9.4.2	Establish design guidelines that address issues such as materials, roof pitch, façade treatment, porches (if applicable), proportional dimensions, garage, and other elements necessary to ensure that new development and rehabilitation is consistent with the character of the area.	MPC, CC, PJ	X		
9.5	Promote sensible growth that takes advantage of proximity to services and amenities, minimizes the strain on tax revenue, and promotes interconnection.				
9.5.1	Avoid separation of residential areas through gated developments. Adjacent residential developments should be adequately linked with transportation arteries and pedestrian connections to encourage interaction and neighborhood mobility.	MPC, CC, PJ	X		
9.6	Create new residential development that offers the appearance, amenities, comfort and resources of a neighborhood or urban village.				
9.6.1	Strategically mix uses, including limited neighborhood commercial development as well as major focal points such as schools, churches, parks, open spaces, day care, post office, emergency service, and allow for each to be interconnected by pedestrian friendly corridors.	MPC, CC, PJ	X		
9.6.10	Residential areas should be appropriately buffered and screened from primary streets and adjacent commercial, office and community facility uses. Residential areas should not be next to industrial areas.	MPC, CC, PJ	X		
9.6.11	Neighborhood retail and service uses should be located at intersections of arterial or collector streets or at the edge of logical neighborhood areas unless appropriately placed within a planned development.	MPC, CC, PJ	X		
9.6.2	Consider increasing residential density, particularly in parts of the neighborhood that are near gathering points (e.g. neighborhood commercial activity centers, major parks and schools) and near primary entry points into the area.	MPC, CC, PJ	X		
9.6.3	Consider increasing residential density as a means to preserve unique physical or cultural characteristics of an area, create green space, improve infrastructure efficiency, and increase housing affordability.	MPC, CC, PJ	X		
9.6.4	Utilize planned unit development provisions to encourage innovative and imaginative site design that minimizes adverse impacts on adjacent properties.	MPC, CC, PJ	X		
9.6.5	Permit secondary dwellings with appropriate restrictions such as above-garage apartments and "granny flats" in all residential zoning districts by right to improve diversity, affordability and efficiency of area neighborhoods.	MPC, CC, PJ	X		
9.6.6	Consider the pedestrian experience at the same level or higher than that provided to automobile traffic.	MPC, CC, PJ	X		
9.6.9	Require parks, schools, churches, neighborhood centers, or other options as means of creating a community focal point. Consider appropriate zoning for these public and institutional uses.	MPC, CC, PJ	X		

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
9.7 Design rural subdivisions to respect the rural character of Bossier Parish yet meet future needs as the urban area grows.					
9.7.1	Discourage "strip" residential development to promote quality design and maintain rural character.	MPC, CC, PJ	X		
9.7.2	Encourage rural development to include open space to maintain and enhance the theme of rural character.	MPC, CC, PJ	X		
9.7.4	Minimize the amount of space required for rural development by utilizing village or cluster site design.	MPC, CC, PJ	X		
9.8 Preserve flood prone areas and other natural resources to the extent practicable through use of alternative development techniques, and design residential areas to minimize flooding problems and create amenities.					
9.8.3	Create an option to utilize cluster residential development as a means of reducing lot size, increasing open space and preserving flood prone areas.	MPC, CC, PJ	X		
9.8.5	Determine criteria for secondary conservation areas, conservation easements and concept plan approval.	MPC, CC, PJ	X		
9.8.6	Revise ordinances as needed to allow for uncommon lot design in appropriate circumstances, including "flag" lots.	MPC, CC, PJ	X		
Community Image & Design					
10.1 Give Bossier City and its significant component areas a character of good visual quality.					
10.1.2	Provide signage requirements for businesses, including standardized size requirements and height restrictions.	MPC, CC, PJ	X		
10.1.3	Ensure that signage and lighting standards limit visual distractions, set aesthetic values, and help to develop the character of districts such as downtown.	MPC, CC, PJ	X		
10.1.4	Establish or enforce building standards, rules and guidelines, which reflect the wanted character of the area while still allowing businesses to establish their uniqueness within the boundaries of the code.	MPC, CC, PJ	X		
10.1.5	Establish standards of design that encourage creative freedom for individual businesses while ensuring quality development within districts and neighborhoods.	MPC, CC, PJ	X		
10.1.6	Create signage standards and unified way finding to aid visitors and citizens in moving around the district.	MPC, CC, PJ	X		
10.1.7	Establish individualized theme or design criteria for special districts such as the Arena District and Downtown to allow each the ability to be seen as unique.	MPC, CC, PJ	X		
10.1.11	Provide guidelines for new businesses to design their own gateways and bring another design element into the community to reinforce the image of the city.	MPC, CC, PJ	X		
10.1.13	Continue to enforce development standards for paving, walks, curbs, and landscape; establish new standards for mature neighborhoods; and allow pedestrian traffic to move about unimpeded and in a safe environment.	MPC, CC, PJ	X		
10.1.18	Introduce limited residential development into the downtown area to add a dynamic afternoon and evening character to the area.	MPC, CC, PJ		X	
10.1.19	Provide public amenities that will encourage activity and promote downtown and other dynamic districts as places to spend time and money.	MPC, CC, PJ			X
10.1.25	Protect the natural surroundings surrounding the Arthur Teague Parkway.	MPC, CC, PJ	X		
10.2 Define areas by certain activities and functions and establish ways to separate them from one another.					
10.2.4	Place buffer yards between adjacent, unrelated activities.	MPC, CC, PJ	X		
10.3 Bring economic benefit and improved quality of life by unifying the visual characteristic of Bossier City.					
10.3.7	Standardize lighting with common design elements to add to the sense of identity and help to create a unique character for the community.	MPC, CC, PJ	X		
10.3.8	Improve signage and way finding requirements to better guide visitors and residents, allow for easy recognition of signage and landmarks, and improve the public landscape.	MPC, CC, PJ	X		
10.3.9	Unify size and placement of sidewalks and curbs by adding color, texture, and patterns that can make these areas more appealing and safer.	MPC, CC, PJ	X		

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
Facilities & Education					
11.1 Expand staffing and facilities as needed to maintain high standards for law enforcement functions in the MPC Planning Area.					
11.1.14	Develop community benchmarks and program performance measures to evaluate police protection effectiveness. Such performance measures might include response time to calls, crime solution rates or other methods to determine actual effectiveness.	CC, PJ	X		
11.1.15	Require development of comprehensive emergency management plans consistent with this Master Plan.	CC, PJ	X		
11.2 Provide for facility maintenance and development, staff enhancement and equipment acquisition needed to meet the long-term fire protection needs of the MPC Planning Area.					
11.2.5	Focus urban growth in areas served by a fire protection district or within the Bossier City corporate limits.	CC, PJ	X		
11.2.7	Encourage development of community benchmarks and program performance measures to monitor outcomes from public safety efforts.	CC, PJ	X		
11.2.8	Prepare comprehensive emergency management plans consistent with this Master Plan.	CC, PJ	X		
11.3 Support expansion of the Bossier Parish Library System and its efforts in providing educational and informational services to residents within the MPC Planning Area.					
11.3.10	Ensure that the expansion of library capacity proceeds at a comparable rate with that of residential development and demographic trends.	BPL, PJ	X		
11.3.11	Ensure that land use regulations allow siting of library facilities in locations convenient and accessible to residential areas.	MPC, CC, PJ	X		
11.4 Develop and implement a long-range facilities plan for municipal operations to address future space needs and ensure access to all residents.					
11.4.5	Provide public facilities and services – or accept their provision by other entities – only if Bossier City/Parish or the other entity is able to pay for subsequent operation and maintenance costs.	MPC, CC, PJ	X		
11.5 Support the Bossier Parish School Board and other education institutions in providing quality education opportunities, including school facilities that are adequate to handle fluctuating enrollment projections.					
11.5.10	Adopt a set of facility use standards and annually use the standards to assess the efficiency of school facility utilization and to plan new schools.	BPSB, BPCC, CC, PJ	X		
11.5.11	Establish a policy on the use of temporary facilities that recognizes the negative effects on the educational program from overuse of common school facilities and resources.	BPSP, CC, PJ	X		
11.5.13	Adopt a land acquisition process that includes increased opportunities for public input and coordination with future land use, transportation and utilities plans.	BPSB, BPCC, CC, PJ	X		
11.5.5	Ensure that land use policies protect and allow for the establishment of new schools in urban areas.	MPC, CC, PJ	X		
11.5.6	Ensure that expansion of school facility capacity proceeds at a comparable rate with that of residential development and demographic trends.	BPSB, MPC, CC, PJ	X		
11.5.7	Consider the adequacy of area school facilities when reviewing proposed new residential development.	BPSB, MPC, CC, PJ	X		

Capital Improvements

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
Land Use					
5.3	Encourage preservation and sensitive utilization of natural areas, particularly floodplains, wetlands, the Red River and its tributaries.				
5.3.2	Link public, and possibly private, park facilities together utilizing a pedestrian trail system comprised of natural areas.	CC, PJ		X	
5.5	Develop new areas with an appreciation for sensitive environments, long term quality of life, economic efficiency, and community character.				
5.5.5	Place green space liberally throughout new development as a means of preserving the small town character of the area, providing pedestrian linkages throughout the development, and adding recreation opportunities.	MPC, CC, PJ	X		
Parks & Open Space					
6.2	Provide a diverse blend of parks, recreation and open space areas throughout the City and the MPC planning area.				
6.2.1	Develop an even distribution of parks and recreation facilities throughout the planning areas that will provide equitable opportunities and convenient access for all citizens.	CC, PJ			X
6.2.2	Acquire and develop 58 acres of neighborhood and community parks within the identified deficiency areas of Bossier City to meet the current parks and recreation system demand.	CC, PJ			X
6.2.3	To meet the current demand for parks and open space within the five-mile planning area, acquire and develop 166 acres of land in the developed and developing areas of the MPC area.	CC, PJ			X
6.2.4	To meet the projected future demands within the City and Parish, based upon a projected population of 96,000 persons, acquire and develop concurrent with development 118 and 223 acres, respectively.	CC, PJ			X
6.2.6	Acquire lands within future growth areas for parks and recreation facilities, public open space and conservation areas in advance of ensuing development.	PR, CC, PJ	X	X	X
6.2.7	Acquire excess rights-of-way, vacated alleys and easements, areas beneath overhead power lines, irregularly-shaped parcels and other non-developable parcels for utilization as play lots and public open space.	CC, PJ		X	
6.3	Encourage the preservation of open space to reflect the unique resources of Bossier's natural environment and to enhance the community's livability, aesthetic quality, and natural beauty.				
6.3.3	Incorporate open space into the entrances to the City and unique areas within the Parish, as well as acquiring land for open space along major transportation corridors to visually enhance those corridors and promote regional recognition.	CC, PJ		X	
6.3.4	Increase public open space in flood prone areas through acquisition, relocation and demolition of flood damaged and repetitive loss structures.	CC, PJ		X	
6.4	Expand and enhance youth and recreation programs to meet the current and future needs of the City and Parish.				
6.4.4	Provide adequate resources for youth programs to support organization and coordination efforts.	CC, PJ	X		
6.5	Promote water activities and programs such that all persons have equal access and opportunity to enjoy the recreational value of local water resources.				
6.5.1	Coordinate with the Red River Waterway Commission to further enhance and expand the Ray Arthur Teague Greenway south to the CenturyTel Arena and north to the Riverwalk development. Continue the greenway along the river throughout the planning area and parish.	MPC, CC, PJ			X
6.5.2	Provide public access to local bayous and waterways such as the Red Chute Bayou and Willow Chute Bayou.	MPC, CC, PJ			X
6.5.3	Continue to improve public access to the Red River with recreation easements, boat ramps, fishing docks and public activity areas.	MPC, CC, PJ, RRWC		X	

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
6.6	Continue the parks and recreation area improvement program, including maintenance, renovation and/or redevelopment of existing and new public parks and facilities.				
6.6.5	Provide adequate funding and resources to perform necessary maintenance and repairs and to construct needed improvements at existing and future parks and recreation facilities.	CC, PJ		X	
6.7	Develop an on- and off-street network of pedestrian and bicycle ways throughout the MPC planning area.				
6.7.3	Utilize rights-of-way, easements, natural drainage courses, the Red River and its bayou tributaries for nature trails to link the City's parks and recreation areas.	CC, PJ		X	
6.7.4	Extend the nature trail within the Arthur Ray Teague Greenway to connect to downtown and other neighborhoods and activity areas such as the CenturyTel Arena and the planned Riverwalk development.	CC, PJ, RRWC		X	
6.7.9	Develop a tourist trail connecting monuments, museums and landmarks that are of historic or cultural significance to the City and Parish.	MPC, CC, PJ			X
Transportation					
7.1	Improve mobility by key thoroughfare improvements, new construction and enhancing the existing street infrastructure.				
7.1.10	Extend Shed Road to Bellevue Road in the Red Chute area.	CC, PJ			X
7.1.11	Improve Adner Road to minor arterial street standards and establish a new north/south minor arterial street between Winnfield Road and U.S. 79/80 linked to the eastern terminus of Adner Road.	CC, PJ			X
7.1.12	Extend Greenacres Drive easterly as a collector to Swan Lake Road.	CC, PJ			X
7.1.13	Extend Wemple Drive westerly to Benton Road and easterly to Swan Lake Road.	CC, PJ			X
7.1.14	Begin to acquire additional right-of-way, where available, to improve collector and arterial classified roadways.				
7.1.19	Extend Viking Road north under IH 220 to tie into Airline Drive.	CC, PJ			X
7.1.3	Expand Arthur Teague Parkway north through to Traffic Street and south to ultimately connect with Curtis Sligo Road.				
7.1.4	Enhance and extend Winnfield Road to connect with Airline Drive.	CC, PJ			X
7.1.5	Improve and extend Caplis-Sligo Road to connect Curtis-Sligo Road to Hill Road (LA 527).	CC, PJ			X
7.1.6	Enhance Wafer Road and extend south of U.S. 79/80 to tie into I-20.	CC, PJ			X
7.1.7	Enhance access to and circulation in the vicinity of the CenturyTel Center by extending Teague Parkway to link with new collector routes including the extension of Sunflower Boulevard, Golden Meadow Drive, and Hope Street, ultimately connecting to Curtis-Sligo Road.	CC, PJ			X
7.1.8	For additional connectivity and mobility, extend Sunflower Boulevard as a minor arterial south and east to Barksdale Boulevard.	CC, PJ			X
7.1.9	Enhance Industrial Drive as it connects with Bodcau Station Road and an interchange at I-20.	CC, PJ			X
7.2	Mitigate railroad grade crossing conflicts to reduce interference with other modes of transportation.				
7.2.1	Implement the grade separation project on Benton Road at the KCS rail line.	CC, PJ			X
7.2.2	Consider implementation of grade separations on Airline Drive (S of IH-20) at the KCS rail line as well as on East Texas at the UP rail line to eliminate vehicle/train conflicts.	CC, PJ			X
7.3	Promote pedestrian and bicycle pathways as a viable alternative to automobile traffic, particularly when tied to a public transportation system.				
7.3.10	Utilize pedestrian paths to create interconnections between parks, schools, neighborhoods and other sites of interest.	CC, PJ			X
7.3.11	Provide street furniture and vegetation to complement the pedestrian experience.	CC, PJ			X
7.3.7	Allocate capital improvement funds on an annual basis to construct pedestrian walkways, sidewalks, crosswalks, handicap accessible ramps and curb cuts in areas with significant pedestrian traffic, such as North Bossier, along major transportation arteries such as Airline Drive, Benton Road and Barksdale Boulevard, around elementary and middle schools, public parks, and public buildings.	CC, PJ			X

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
7.4	Enhance the public transportation system to allow the combination of walking and public transportation to be considered a viable alternative to automobile use in the MPC Planning Area.				
7.4.2	Coordinate with Bossier City to gain approval necessary to expand public transportation service in and around Bossier.	SPORT	X		
7.4.6	Create bus stops and stations to reflect a public transportation system that serves as a viable alternative transportation source to automobile traffic.	SPORT	X		
Utilities & Infrastructure					
8.1	Provide safe, reliable utility services to adequately meet present and future residential, commercial and industrial demands.				
8.1.1	Provide increased security measures to safeguard against vandalism or terrorism of water source facilities at both the Reservoir Pumping Station and the Red River Pumping Station. Add pumping units and discharge header piping as necessary at both existing pumping stations to assure an adequate supply to the treatment plant from either location.	CC, PJ		X	
8.1.10	Install a new water line from the water treatment plant (WTP) north on Benton Road to the new two MG elevated storage tank and Airline Drive.	CC, PJ			X
8.1.11	Install a new transmission line from the WTP south on Hamilton Road to Old Minden Road.	CC, PJ		X	
8.1.12	Modify the collection system as necessary to increase carrying capacity and scouring velocities, reduce odor causing potential, and improve flow efficiency while simultaneously reducing operating and maintenance costs.	CC, PJ	X	X	X
8.1.13	Add a SCADA system to provide system control, monitoring and data acquisition capabilities for treatment plant systems.	CC, PJ			X
8.1.14	Add sludge thickener to the waste disposal process at the wastewater treatment plants to increase capacity for solids removal rate from aeration basins.	CC, PJ	X		
8.1.15	Add hoisting equipment at wastewater treatment plants to facilitate pumps replacement at the Northeast WWTP Return Sludge Pump Station.	CC, PJ		X	
8.1.2	Install new water lines to complete loops and connect water sub-systems at Shady Grove/Southgate Loop, Sun City/Golden Meadows Loop and Southern Gardens/Southgate Loop.	CC, PJ			X
8.1.3	Expand existing water treatment facilities by adding 10 million gallons/day (MGD) capacity to the existing 25 MGD plant.	CC, PJ			X
8.1.4	Acquire property, design and construct a new two million gallon (MG) elevated water storage tank on Kingston Road between Benton Road and Airline Drive in North Bossier.	CC, PJ			X
8.1.5	Complete a water system loop from Hospital Drive to Prestwick Circle in Greenacres Place Subdivision.	CC, PJ			X
8.1.6	Complete a water system loop by installing new water lines to connect the east and west ends of Viking Drive.	CC, PJ			X
8.1.7	Complete a water system loop on Village Lane to connect with the water line on Airline Drive.	CC, PJ			X
8.1.8	Complete a water system loop in River Bend Subdivision.	CC, PJ			X
8.1.9	Install a new transmission line down the Arthur Ray Teague Parkway from Old Minden Road to the Highway 71 South 2 MG elevated storage tank.	CC, PJ		X	
8.2	Develop a comprehensive flood and storm water management program to eliminate or mitigate floodplain and localized flooding, storm water quality issues, and bank erosion within the master plan study area.				
8.2.4	Implement the drainage system improvements identified in the River Bend Drainage Analysis report developed by Owen and White in June, 2001, to alleviate localized flooding problems in the River Bend subdivision.	CC, PJ			X

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
8.3 Provide environmentally sensitive, high quality service level utility systems to adequately support future land use and development planning.					
8.3.1	Install new water and sanitary sewer systems along the proposed extension of Winfield Road from Stockwell Road to Swan Lake Road; from the Swan Lake Road intersection with Airline Drive east to Benton Road; along the proposed extension of Winfield Road from Swan Lake Road to Airline Drive; along the proposed extension of Wimple Road to Swan Lake Road; along proposed extension of Wimple Road from Airline Drive to Benton Road; along the Greenacres Drive extension from Airline Drive to Swan Lake Road; along the proposed extension of Sunflower Boulevard south and east to Barksdale Boulevard; along the proposed extension of Golden Meadows Drive west of Barksdale Boulevard and connecting to Sunflower Boulevard extension; along the proposed extension of Hope Street from Barksdale Boulevard west to connection with the Sunflower Boulevard extension; and, along Vanceville Lisbon and Bobby Byrd Roads from Benton Road to Airline Drive.	CC, PJ			X
8.3.2	Relocate water system lines to accommodate widening Barksdale Boulevard to a five-lane cross section.	CC, PJ			X
8.3.3	Extend the existing water line and sanitary sewer system along Swan Lake Road north and west to Airline Drive.	CC, PJ			X
8.3.4	Install a new water line from Swan Lake Road to connect the northeastern end of the Lakewood Subdivision water system.	CC, PJ			X
8.3.5	Install a new water line from Stonebridge to Swan Lake Road.	CC, PJ			X
8.4 Revitalize all aging and failing utilities infrastructure.					
8.4.1	Sandblast, apply protective coating systems, repair welds and rehabilitate serviceable water and wastewater treatment plant equipment and lift stations.	CC, PJ		X	
8.4.2	Replace water mains along Shed Road from Airline to Benton Road, on East Texas from Benton Road to Eatman Street, and on Benton Road from Kingston to Wemple Roads.	CC, PJ			X
8.4.3	Replace the water system in Coleman Park subdivision from Patricia to Murphy Street.	CC, PJ			X
8.4.4	Replace all cast iron piping with new polyvinyl chloride (PVC) or high density polyethylene (HDPE) piping systems.	CC, PJ			X
8.4.5	Replace all 2-inch diameter water mains with 4-inch minimum diameter PVC or HDPE piping as recommended by the American Water Works Association (AWWA).	CC, PJ			X
8.4.6	Replace severely corroded handrails at the Northeast WWTP.	CC, PJ	X		
8.5 Enhance existing utilities for maximum operating and maintenance efficiency.					
8.5.1	Add sectional valves in the water distribution system every 400-600 feet and at critical points within the existing system.	CC, PJ			X
8.5.2	Obtain additional easements, pave access roads, add security fences/gates and access hatches/ladders, where necessary, at city owned facilities such as sewer lift stations and raw water pumping stations.	CC, PJ		X	
8.5.3	Add a SCADA system to provide monitoring and control for lift stations.	CC, PJ			X
Housing					
9.3 Maintain a high standard for existing neighborhoods, including ongoing maintenance, neighborhood revitalization, community leadership and development of amenities.					
9.3.14	Incorporate sidewalks into all urban neighborhoods and repair those that impede pedestrian access.	CC, PJ	X		
9.3.15	When possible, utilize natural areas, such as flood prone areas, abandoned railways or other means to establish a system of trails, streets and sidewalks that prevent neighborhoods from becoming isolated.	CC, PJ		X	
9.6 Create new residential development that offers the appearance, amenities, comfort and resources of a neighborhood or urban village.					
9.6.7	Incorporate bus service into each neighborhood as a resource for travel between major destinations throughout the Bossier planning area.	SPORT	X		

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
Community Image & Design					
10.1	Give Bossier City and its significant component areas a character of good visual quality.				
10.1.1	Identify established commercial districts with design elements (such as banners, flags, monuments, public art, and unified lighting), signage, and boundaries.	MPC, CC, PJ	X		
10.1.9	Install special lighting elements at major gateways and in other public areas to aid in creating a sense of character for arrival into the community or a special district.	MPC, CC, PJ		X	
10.1.16	Establish infrastructure support, including technology and utility upgrades, which will help businesses to compete in today's market.	MPC, CC, PJ		X	
10.1.20	Incorporate public art into the visual landscape that can capture public interest and add character to the individual districts.	MPC, CC, PJ			X
10.1.23	Improve all access points to the Arthur Teague Parkway and connect various parts of the city to the corridor and the surrounding, very active park.	MPC, CC, PJ			X
10.1.24	Increase outdoor amenities, including additional jogging and bike paths, along the Arthur Teague Parkway.	MPC, CC, PJ			X
10.2	Define areas by certain activities and functions and establish ways to separate them from one another.				
10.2.1	Condemn and demolish dilapidated or neglected properties that detract from the appearance of the MPC Planning Area and can deter new businesses from moving into the community.	MPC, CC, PJ		X	
10.2.7	Replace above ground utilities with an underground system to permit a safer environment for vehicular traffic and reduce maintenance costs.	MPC, CC, PJ			X
10.3	Bring economic benefit and improved quality of life by unifying the visual characteristic of Bossier City.				
10.3.1	Landscape public right of ways, including the introduction of street trees and seasonal plantings in a way that is reminiscent of small town character, complements the surrounding natural setting, helps to shield unneeded noise levels and reduce visual clutter.	MPC, CC, PJ	X		
10.3.3	Establish and maintain community parks, playgrounds and open spaces that encourage community recreation and provide a place for the whole community to come together and play.	MPC, CC, PJ	X		
10.3.10	Provide sufficient pedestrian amenities, including benches, litter receptacles, kiosks and shade structures, to encourage individuals to take a slower pace and have a look around.	MPC, CC, PJ	X		
10.3.11	Invest in additional lighting and security utilities, such as call boxes, that will give the sense of safety to citizens and visitors.	MPC, CC, PJ	X		
Facilities & Education					
11.1	Expand staffing and facilities as needed to maintain high standards for law enforcement functions in the MPC Planning Area.				
11.1.3	Support regular software and equipment upgrades to ensure that personnel have access to state-of-the-art technology.	CC, PJ		X	
11.1.6	Hire a full-time Training Officer and implement a citizen police academy program.	CC, PJ	X		
11.2	Provide for facility maintenance and development, staff enhancement and equipment acquisition needed to meet the long-term fire protection needs of the MPC Planning Area.				
11.2.3	Support regular technology and equipment upgrades to keep pace with technical innovations as well as to serve a growing area effectively.	CC, PJ	X		
11.3	Support expansion of the Bossier Parish Library System and its efforts in providing educational and informational services to residents within the MPC Planning Area.				
11.3.2	Continue to provide sufficient staffing and budget resources to enable the library system to meet Louisiana Library Association standards.	CC, PJ	X		
11.3.5	Implement facility expansion plans identified in the <i>Bossier Central Library Master Plan - 2001</i> .	CC, PJ		X	
11.3.8	Hire additional staff to provide better training and service for computer / Internet workstations.	CC, PJ		X	

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
11.4	Develop and implement a long-range facilities plan for municipal operations to address future space needs and ensure access to all residents.				
11.4.4	Finance capital improvements and manage debt consistent with the needs and priorities identified through the Master Plan.	CC, PJ	X		

Further Plans and Studies

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
Land Use					
5.3	Encourage preservation and sensitive utilization of natural areas, particularly floodplains, wetlands, the Red River and its tributaries.				
5.3.1	Design a network of trails throughout the MPC Planning Area and incorporate strategic floodplains, such as those along significant tributaries and the Red River.	MPC, CC, PJ		X	
5.4	Utilize, revitalize and maintain the urban areas of Bossier in a manner that represents dynamic character and strengthens economic capacity.				
5.4.1	Develop a series of district plans that offer the strategic vision for such sites as the arena district, the gaming district, downtown, the medical district and the technology district (around Bossier Parish Community College).	MPC, CC, PJ		X	
5.4.2	Determine strengths, weaknesses, opportunities and action strategies for each at risk neighborhood.	MPC, CC, PJ		X	
5.4.3	Conduct a commercial and residential neighborhood analysis to determine those neighborhoods and subdivisions that could be categorized as "at risk" of decline.	MPC	X		
5.4.5	Determine the implementation steps necessary to successfully fulfill the plans for each district and begin to seek out potential development partners.	MPC, CC, PJ		X	
5.4.6	Develop a program for each area, including an incentive package, design standards, availability of land and facilities, and description of amenities.	MPC, CC, PJ		X	
5.4.7	Strengthen interconnections with other areas of the Bossier City-Parish Metropolitan Planning Commission Planning Area.	MPC, CC, PJ			X
Parks & Open Space					
6.1	Promote the conservation of natural resources through parks and recreation land acquisition, open space preservation, and environmentally sensitive planning.				
6.1.6	Utilize the City-Parish Flood Hazard Mitigation Plan to identify areas of repetitive structure flooding where mitigation activities may result in publicly owned open space.	MPC, CC, PJ	X		
6.2	Provide a diverse blend of parks, recreation and open space areas throughout the City and the MPC planning area.				
6.2.10	Prepare a parish wide parks, recreation and open space master plan to incorporate the Bossier City Ten-Year Recovery Action Program and the Bossier City-Parish Master Plan, with the specific needs for facilities and improvements within the Parish.	MPC, CC, PJ		X	
6.6	Continue the parks and recreation area improvement program, including maintenance, renovation and/or redevelopment of existing and new public parks and facilities.				
6.6.2	Utilize the recommended parish wide master plan to determine development and improvement needs and establish an action plan.	MPC, CC, PJ	X		
6.7	Develop an on- and off-street network of pedestrian and bicycle ways throughout the MPC planning area.				
6.7.1	Prepare a pedestrian and trail master plan to identify specific routes, development standards and criteria, engineering specifications and a phased implementation plan.	MPC, CC, PJ	X		
6.7.2	Identify potential greenbelt corridors, bicycle and pedestrian trails and routes and linear parks that can provide a safe and secure connection between parks, schools, neighborhoods and open spaces.	MPC, CC, PJ, BSPB	X		

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
6.7.6	Submit applications for federal grants through the Transportation Equity Act for the 21st Century (TEA-21) and other available programs to leverage funds for bikeway and trail planning and development.	MPC, CC, PJ	X		
6.7.8	Identify minor arterial, collector and local residential streets that are suitable for bicycle traffic and the designation of bicycle routes or lanes.	MPC, CC, PJ	X		
6.9	Identify dedicated funding sources for the acquisition, development, operation and maintenance of parks and recreation areas, facilities, programs and activities.				
6.9.1	Conduct a comprehensive parks and recreation needs assessment for the MPC planning area to identify deficiencies and improvement needs of the existing system and future needs, which will determine the level of financial commitment needed to develop and sustain an adequate parks and recreation system.	MPC, CC, PJ	X		
6.9.2	Identify all potential funding sources, including Federal, State, Parish, City and School Board programs and budgets, donated and volunteer resources, and revenue sources such as user fees, exactions, fee-in-lieu of land, etc.	MPC, CC, PJ	X		
6.9.3	Develop a capital improvement program for parks and recreation areas and facilities in the City and Parish and identify a five-year plan of priority improvements and a source of funds.	MPC, CC, PJ	X		
6.9.4	Annually prepare nominations and applications to qualify for grant assistance or other funding arrangements to finance annual capital improvements.	MPC, CC, PJ	X		
Transportation					
7.1	Improve mobility by key thoroughfare improvements, new construction and enhancing the existing street infrastructure.				
7.1.16	Identify opportunities for acquiring undeveloped lots or other parcels to extend collector roadways within developing areas to provide for adequate connections between developments.	MPC, CC, PJ		X	
7.2	Mitigate railroad grade crossing conflicts to reduce interference with other modes of transportation.				
7.2.3	In coordination with LA DOTD, analyze and make necessary recommendations for highway/rail grade crossing safety initiatives at key crossings, including at Airline Drive (South of Northside) at KCS, Hamilton/Shed Road at UP, Barksdale Boulevard at KCS, and Benton Road (North of Shed Road) at KCS to improve warning/protection of vehicular traffic.	LADOTD, CC, PJ	X		
7.2.6	Consider coordination with the LA DOTD and U.S. DOT to identify the feasibility of rail line consolidation and/or rail line realignments away from the urbanized area to be situated closer to customers and potential warehousing/distribution activities associated with the development of the Port of Shreveport/Bossier and the proposed IH 69 corridor in the southeastern portion of the MPC Planning Area.	RRs, LADOTD, CC, PJ	X		
7.3	Promote pedestrian and bicycle pathways as a viable alternative to automobile traffic, particularly when tied to a public transportation system.				
7.3.1	Conduct a comprehensive and detailed inventory of sidewalks and other pedestrian facilities throughout the community and prioritize needed improvements by use and proximity to public facilities.	CC, PJ	X		
7.3.2	Pursue additional grant opportunities through LA DOTD's Transportation Enhancement Program similar to pending projects such as the McDade Street Corridor Enhancement Project and the Civil War Red River Campaign Trail project.	CC, PJ		X	
7.3.5	Identify secondary arterials, collectors and local residential streets that are suitable for designation as a bicycle route.	MPC, CC, PJ	X		
7.3.6	Seek Federal and State financial assistance grants for pedestrian and bicycle transportation projects, such as transportation enhancement funds under the Transportation Equity Act for the 21st Century (TEA-21).	CC, PJ	X		
7.3.8	Consider funding sources such as improvement districts, Community Development Block Grants, transportation enhancement funds, and public-private partnerships for sidewalk improvements along existing roadways in established neighborhoods.	MPC, CC, PJ	X		
7.4	Enhance the public transportation system to allow the combination of walking and public transportation to be considered a viable alternative to automobile use in the MPC Planning Area.				
7.4.1	Conduct a transit study to evaluate the most efficient and cost-effective service options for expansion.	SPORT	X		

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
7.4.3	Seek funding assistance from the Federal Transit Administration (FTA), Louisiana Department of Transportation & Development (LA DOTD) or through a local referendum to subsidize fare box revenues.	SPORT, CC, PJ	X		
7.5	Enhance the coordinated use of street, rail, water and air transportation as a single system designed for the efficient transportation of people, goods and materials.				
7.5.1	Seek out development of the I-69 corridor in a location that allows for improved service to the Port and Shreveport Regional Airport.	NLCOG	X		
7.5.4	Study and improve movement of goods between Bossier Industrial Park and the Port and airport facilities.	NLCOG		X	
Utilities & Infrastructure					
8.2	Develop a comprehensive flood and storm water management program to eliminate or mitigate floodplain and localized flooding, storm water quality issues, and bank erosion within the master plan study area.				
8.2.2	Review flooding and related problems in the South Bossier River Basin Study, select desired problem solutions, prioritize, develop funding sources and implement the solutions.	CC, PJ	X		
8.2.3	Review the Benoit Bayou Flood Plain Management Study, develop projects to address identified flooding problems, develop funding sources and implement the solutions to address the problems in this key development area. Benoit Circle Drainage Report developed by FBL Associates can be used for a specific project for Northland Estates Subdivision.	CC, PJ	X		
8.2.7	Develop recommended best management practices and details for residential, commercial and industrial areas. All implemented practices should receive approval of Bossier City or Parish Engineers before installation is allowed.	MPC, CC, PJ	X		
Housing					
9.1	Ensure that a variety of housing options are available to new and current residents of Bossier that are affordable at all income levels.				
9.1.11	Closely examine local regulations and the approval process to determine if either contributes substantial cost to housing projects.	MPC, CC, PJ	X		
9.1.6	Consider development of a HOME Investment Partnership Consortium with areas surrounding Bossier City, including Bossier Parish.	MPC, BCD, CC, PJ	X		
9.1.7	Review the possibility of application for a Homeownership Zone from the Department of Housing and Urban Development.	MPC, BCD, CC, PJ	X		
9.1.8	Aid in application for other funding sources for housing from the Department of Housing and Urban Development that serve specific households that historically require affordable housing, such as the elderly and persons with disabilities.	MPC, BCD, CC, PJ	X		
9.3	Maintain a high standard for existing neighborhoods, including ongoing maintenance, neighborhood revitalization, community leadership and development of amenities.				
9.3.10	Initiate neighborhood plans for the various existing residential areas throughout the Bossier planning area with priority to go to those neighborhoods that are most at risk of decline. In low and moderate income areas within Bossier City, these plans should be incorporated into the City's Consolidated Plan as Neighborhood Revitalization Strategies. In low and moderate income areas outside of Bossier City, Neighborhood Revitalization Strategies should be incorporated into the State's Consolidated Plan.	MPC, BCD, CC, PJ	X		
9.3.5	Utilize Community Development Block Grant funds to leverage other funds and to implement projects and programs aiming to improve neighborhood conditions in areas of low or moderate income and in efforts to eliminate "slum and blight." Projects and programs may include infrastructure repair, park and recreational opportunity development/improvement, removal of unsafe structures, or a variety of client-specific programs.	MPC, BCD, CC, PJ		X	
9.5	Promote sensible growth that takes advantage of proximity to services and amenities, minimizes the strain on tax revenue, and promotes interconnection.				
9.5.3	Determine acceptable levels of service for all public services and facilities and make them a consideration in approval of new development to ensure that water, wastewater, law enforcement, fire protection, emergency medical service, trash disposal, and recreational opportunities are adequately available.	MPC, CC, PJ	X		

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
9.8	Preserve flood prone areas and other natural resources to the extent practicable through use of alternative development techniques, and design residential areas to minimize flooding problems and create amenities.				
9.8.4	Establish an area wide map that indicates primary conservation areas to be protected during subdivision design.	MPC	X		
Community Image & Design					
10.1	Give Bossier City and its significant component areas a character of good visual quality.				
10.1.8	Create a common design concept for gateways as landmarks into the city from major thoroughfares and the Red River in order to offer a sense of significance upon arrival or departure from the area.	MPC, CC, PJ	X		
10.1.10	Create entry elements to establish uniqueness, identify location, signify importance, and give direction to Bossier neighborhoods and government campuses.	MPC, CC, PJ	X		
10.1.12	Create identity for districts through distinct boundaries that lets visitors know they have arrived at a very fun and festive place.	MPC, CC, PJ	X		
10.1.21	Establish a connection between downtown and new development along the Riverfront to enhance the number of amenities the area has to offer to visitors and guests.	MPC, CC, PJ	X		
10.1.22	Construct additional waterfront amenities for increased access to the Red River.	MPC, CC, PJ	X		
10.2	Define areas by certain activities and functions and establish ways to separate them from one another.				
10.2.3	Establish boundaries between neighborhoods and adjacent incompatible areas of use and shield unnecessary noise and traffic from intruding into neighborhoods.	MPC, CC, PJ	X		
10.2.5	Identify traffic patterns and keep neighborhood streets free from unwanted traffic and congestion in order to keep neighborhoods safe and quiet.	MPC, CC, PJ	X		
10.2.6	Determine major access routes and traffic patterns to control over use of highways by prioritizing usage, including restricting heavy use from light use areas.	MPC, CC, PJ	X		
10.3	Bring economic benefit and improved quality of life by unifying the visual characteristic of Bossier City.				
10.3.5	Actively plan the location of schools to offer close proximity to area neighborhoods allow children to relate to their surroundings and give sense of ownership to parents.	MPC, CC, PJ, BPSB	X		
10.3.6	Introduce new long-term and seasonal design elements, such as flags and banners indicating upcoming events and important dates, into the community to provide both vitality and public awareness.	MPC, CC, PJ	X		
10.3.12	Improve vehicular access and circulation within and around various districts.	MPC, CC, PJ	X		
Facilities & Education					
11.1	Expand staffing and facilities as needed to maintain high standards for law enforcement functions in the MPC Planning Area.				
11.1.16	Commit to coordination between the MPC and law enforcement entities to anticipate the need for new facilities resulting from growth and trends.	MPC, CC, PJ		X	
11.2	Provide for facility maintenance and development, staff enhancement and equipment acquisition needed to meet the long-term fire protection needs of the MPC Planning Area.				
11.2.1	Review fire staffing needs periodically and recruit additional employees as resources allow to meet increased demands for fire protection services.	VFDs, CC, PJ		X	
11.2.2	Regularly review service areas and response times, and plan and construct additional fire stations in appropriate locations.	VFDs, CC, PJ	X		
11.2.9	Coordinate between the MPC and the various fire departments to anticipate the need for new facilities resulting from growth and trends.	MPC, VFDs, CC, PJ		X	

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
11.3	Support expansion of the Bossier Parish Library System and its efforts in providing educational and informational services to residents within the MPC Planning Area.				
11.3.1	Continue to pursue grants to finance technology improvements, including the purchase of additional computers.	BPL	X		
11.3.7	Identify school library needs and seek to address them in a coordinated fashion through either system.	BPL, BPSB		X	
11.4	Develop and implement a long-range facilities plan for municipal operations to address future space needs and ensure access to all residents.				
11.4.1	Determine the type and quantity of capital improvements that are needed to eliminate existing deficiencies and maintain desired Levels of Service.	CC, PJ	X		
11.4.2	Establish priorities among capital improvement needs through annual review and amendments to the Capital Improvement Plan (CIP).	CC, PJ	X		
11.5	Support the Bossier Parish School Board and other education institutions in providing quality education opportunities, including school facilities that are adequate to handle fluctuating enrollment projections.				
11.5.2	Consider the development and implementation of a Charter School as necessary and feasible.	BPSB		X	
11.5.4	Assist BPSB as needed in developing Capital Facilities Plans that are consistent with the Master Plan.	MPC, BPSB	X		
11.5.8	Develop a process to determine needs based on identified standards that take into account current use as well as the existing condition of each facility.	MPC, BPSB	X		
11.5.9	Using a standardized process, compile and maintain an accurate space inventory for each school tied to the floor plans of each facility.	MPC, BPSB	X		

Ongoing Coordination and Maintenance

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
Land Use					
5.1 Promote efficient, long term growth within the MPC Planning Area and outside of sensitive development areas.					
5.1.3	Ensure coordinated participation between Barksdale AFB, Bossier City and Bossier Parish in future revisions or updates to the Joint Land Use Study or the AICUZ.	MPC, BAFB, CC, PJ	X	X	X
5.2 Achieve a balanced, diverse and dynamic pattern of land uses that preserves and enhances the character of Bossier.					
5.2.1	Utilize the Future Land Use Plan as a guide for the generalized distribution and location of uses.	MPC, CC, PJ	X	X	X
5.2.2	Monitor the changing allocations of existing land uses in relation to the ratios used to develop the Future Land Use Plan.	MPC	X	X	X
5.2.7	Ensure that a variety of housing options are available throughout the area and that options are well distributed in Bossier City and Bossier Parish.	MPC, CC, PJ	X	X	X
5.4 Utilize, revitalize and maintain the urban areas of Bossier in a manner that represents dynamic character and strengthens economic capacity.					
5.4.4	Coordinate with area homeowners associations, business associations, nonprofit organizations and other entities for implementation of revitalization efforts.	MPC	X	X	X
5.5 Develop new areas with an appreciation for sensitive environments, long term quality of life, economic efficiency, and community character.					
5.5.3	Incorporate daily commercial activity into commercial centers that are strategically located within ten minutes walking distance from home or a place of employment.	MPC, CC, PJ	X	X	X
5.5.8	Ensure that development occurs in a progressive manner from existing urban areas or from the satellite urban villages.	MPC, CC, PJ	X	X	X
5.6 Develop and implement a series of policies, regulations, processes and incentives that consistently represent the vision of the community and the character of the area.					
5.6.1	Establish a means of maintaining communication between organizations such as Bossier City, Bossier Parish, the Metropolitan Planning Commission, the Northwest Louisiana Council of Governments, and the Bossier Parish Community College, Barksdale AFB, and other necessary parties.	MPC & OTHER	X	X	X
5.6.2	Incorporate the Plan into everyday decision making processes, as appropriate, including meetings and hearings of the Metropolitan Planning Commission, Bossier City Council, Bossier Parish Police Jury, and other bodies.	MPC & OTHER	X	X	X
5.6.3	Annually report on the progress of meeting the goals of the Plan.	MPC	X	X	X
5.6.4	Maintain public recognition of the Plan as a dynamic document created to implement the vision of the general public of the MPC Planning Area.	MPC & OTHER	X	X	X
5.6.5	Create a task force charged with annual review of the Plan for continued relevance, necessary changes and altered course.	MPC & OTHER	X	X	X
Parks & Open Space					
6.2 Provide a diverse blend of parks, recreation and open space areas throughout the City and the MPC planning area.					
6.2.5	By the Year 2020, aim to comply with the minimum standards for each park classification both within the City and the MPC planning area.	CC, PJ	X	X	X
6.6 Continue the parks and recreation area improvement program, including maintenance, renovation and/or redevelopment of existing and new public parks and facilities.					
6.6.1	Utilize the recommendations of the Ten-Year Park Recovery Action Program to adequately maintain and improve the parks within Bossier City.	CC, PJ	X	X	X
6.6.3	Conduct annual physical condition assessments of the existing parks and recreation grounds and facilities to identify necessary improvements and to determine the level of financial commitment required to make necessary improvements.	CC, PJ	X	X	X
6.6.4	Develop a City-Parish operation and management plan for development of facilities and delivery of parks and recreation services, including a continuous maintenance plan with scheduling and personnel tracking.	CC, PJ	X	X	X

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
6.8 Establish cooperative agreements and coordinated efforts with other governmental jurisdictions, educational bodies, and private sector entities.					
6.8.1	Develop an agreement between the City of Bossier City, Bossier Parish and the Bossier Parish School Board to include joint acquisition of land and effective use of school and municipal buildings and facilities, which will result in higher quality recreation opportunities at a more reasonable cost to the taxpayer.	CC, PJ, BPSB	X	X	X
6.8.2	Establish a partnership with the State of Louisiana to jointly acquire, develop, operate, and manage regional and statewide parks and recreation facilities, activities, programs, and conservation areas.	CC, PJ	X	X	X
6.8.3	Coordinate with the Red River Waterway Commission, the U.S. Army Corps of Engineers, the Louisiana Department of Wildlife and Fisheries and other local, regional, state and federal agencies to provide areas and facilities for use by residents and visitors to the City and Parish.	MPC & OTHER	X	X	X
6.8.4	Establish an intergovernmental agreement between Bossier City and Bossier Parish for the acquisition, development and maintenance of parks within the MPC planning area.	CC, PJ	X	X	X
6.8.5	Establish cooperative agreements with developers and landowners in the growth areas of the Parish to develop parkland in new residential areas. This may include the dedication of parkland that would be maintained by the City or Parish.	MPC, CC, PJ	X	X	X
6.8.7	Encourage educational institutions and nonprofit organizations to acquire, manage, and operate parks and open space conservation areas.	MPC	X	X	X
6.8.8	Establish lines of communication with citizens to assist in the planning, design and development of parks within their respective neighborhoods.	MPC, CC, PJ	X	X	X
Transportation					
7.1 Improve mobility by key thoroughfare improvements, new construction and enhancing the existing street infrastructure.					
7.1.1	Coordinate with LA DOTD for improvement of Barksdale Boulevard to a five-lane configuration.	CC, PJ, LADOTD	X	X	X
7.1.15	Coordinate land development decisions with the Master Thoroughfare Plan to ensure that the integrity of the street system is maintained and that access and circulation are acceptable both on and off site.	MPC	X	X	X
7.1.18	Establish a formalized partnership with LA DOTD, Bossier City, Bossier Parish and the NLCOG to regularly discuss and coordinate area wide transportation improvements within the MPC Planning Area. Key issues include rights-of-way preservation, thoroughfare improvements, trails and bikeways and public transportation.	MPC, CC, PJ, NLCOG, LADOTD	X	X	X
7.1.2	Coordinate with the City of Shreveport to provide for thoroughfare system development and additional bridges across the Red River. For example, link McDade Street in Bossier City to Stoner Avenue in Shreveport and widen the Jimmie Davis Bridge.	CC, PJ, CoS	X	X	X
7.2 Mitigate railroad grade crossing conflicts to reduce interference with other modes of transportation.					
7.2.4	Coordinate with the railroad companies (Union Pacific and Kansas City Southern) for future thoroughfare improvements that intersect railroad right-of-way.	MPC, CC, PJ	X	X	X
7.2.5	Coordinate and communicate with the railroad companies (Union Pacific and Kansas City Southern) as well as LA DOTD and the U.S. DOT to identify safety and traffic congestion solutions, including limiting rail service during peak traffic hours and establishment of a speed limit through urbanized areas.	MPC, CC, PJ	X	X	X
7.5.2	Endorse continued internal improvements to the Port and airport systems.	NLCOG	X	X	X
7.5.3	Coordinate among all components of the multimodal system to determine growth needs of all components, including air, water and rail.	NLCOG	X	X	X
Utilities & Infrastructure					
8.2 Develop a comprehensive flood and storm water management program to eliminate or mitigate floodplain and localized flooding, storm water quality issues, and bank erosion within the master plan study area.					
8.2.5	Have the Bossier City Engineer's office and appropriate Barksdale AFB personnel develop a working relationship concerning mutually beneficial drainage and floodplain conservation and improvement projects.	CC, BAFB	X	X	X
8.2.6	Coordinate drainage hydrologic and hydraulic design and analysis criteria between Bossier City's and Bossier Parish's Engineering offices and develop design criteria manuals for use by engineers and developers for new development and substantial redevelopment areas. Manuals could also include situations where retention or detention ponds would be required.	MPC, CC, PJ	X	X	X

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
8.2.9	Review, amend as required, and adopt the new FEMA Flood Insurance Rate Maps for the Master Plan study area in order to have the most accurate and up-to-date flood level information to assist new development and flood mitigation programs.	CC, PJ	X	X	X
8.6	Assure high quality, low maintenance utility infrastructure that is in regulatory compliance.				
8.6.2	Require department head and supervisory staff input and review during project preliminary design development.	MPC, CC, PJ	X	X	X
8.7	Improve efficiency and effectiveness of the Utilities Department in preparation for an expanded area of responsibility due to anticipated growth and development within the MPC area.				
8.7.4	Improve methods of communication, correspondence and record keeping within the department to coordinate work orders, document maintenance records, expedite materials, report laboratory findings and avoid redundancy.	CC, PJ	X	X	X
Housing					
9.1	Ensure that a variety of housing options are available to new and current residents of Bossier that are affordable at all income levels.				
9.1.4	Coordinate with the Community Development Department to determine organizations capable of becoming involved in development of affordable housing, including church organizations, Habitat for Humanity and other nonprofit institutions.	MPC, BCD	X	X	X
9.1.5	Establish and maintain relationships with area builders and financial institutions to determine interest in assisting in development of affordable housing through programs that allow builders to share responsibility for creation of affordable housing and financial institutions to establish a revolving loan fund for pre-construction loans to area builders in development of affordable housing.	MPC	X	X	X
9.3	Maintain a high standard for existing neighborhoods, including ongoing maintenance, neighborhood revitalization, community leadership and development of amenities.				
9.3.13	Develop a neighborhood based Capital Improvements Plan that corresponds to area needs, the community-wide CIP, ability to obtain funding through the budget or other resources, and, if available, neighborhood plans.	CC, PJ	X	X	X
9.3.2	Streamline the permit approval processes for builders and organizations that utilize existing vacant lots in a manner that compliments and improves the neighborhood.	MPC, CC, PJ	X	X	X
9.3.7	Engage participation in neighborhood improvement and revitalization efforts from entities such as churches, civic organizations, schools, and businesses through programs such as neighborhood clean-up, home improvement, and beautification.	MPC, BCD	X	X	X
9.3.8	Seek out resources from community revitalization organizations and foundations such as the Local Initiatives Support Corporation (LISC).	MPC, BCD	X	X	X
9.4	Maintain an attractive, quality housing stock that promotes Bossier as a community with pride.				
9.4.3	Assist neighborhood organizations in development of deed restrictions and provide the training and support necessary for private enforcement.	MPC	X	X	X
Facilities & Education					
11.1	Expand staffing and facilities as needed to maintain high standards for law enforcement functions in the MPC Planning Area.				
11.1.1	As the population continues to grow, periodically review the staffing needs of area law enforcement agencies and hire additional qualified staff to accommodate growth and increased demands for service.	MPC, CC, PJ	X	X	X
11.1.10	Maintain communications with neighborhood associations and create neighborhood watch programs wherever feasible.	MPC, CC, PJ	X	X	X
11.1.13	Encourage inter-jurisdictional cooperation among law enforcement and corrections agencies to further develop, where practical, shared services and facility use.	MPC, CC, PJ	X	X	X
11.1.2	Maintain equipment inventories and identify replacement and acquisition needs in advance to ensure appropriate budgeting.	MPC, CC, PJ	X	X	X
11.1.8	Monitor participation and benefits of the ride along program and promote or expand as appropriate.	MPC, CC, PJ	X	X	X

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
11.2	Provide for facility maintenance and development, staff enhancement and equipment acquisition needed to meet the long-term fire protection needs of the MPC Planning Area.				
11.2.6	Encourage continued inter-jurisdictional cooperation among fire districts, including sharing of equipment and facilities and eventual consolidation of districts, where practical.	MPC, CC, PJ	X	X	X
11.3	Support expansion of the Bossier Parish Library System and its efforts in providing educational and informational services to residents within the MPC Planning Area.				
11.3.9	Encourage inter-jurisdictional cooperation, sharing of equipment and facilities, and consolidation of districts.	MPC, CC, PJ	X	X	X
11.4	Develop and implement a long-range facilities plan for municipal operations to address future space needs and ensure access to all residents.				
11.4.3	Monitor the implementation of the Capital Improvement Program and area development trends to ensure that the Land Use and Transportation elements and capital facilities planning are coordinated and consistent.	MPC	X	X	X
11.5	Support the Bossier Parish School Board and other education institutions in providing quality education opportunities, including school facilities that are adequate to handle fluctuating enrollment projections.				
11.5.1	Request that the Bossier Parish School Board provide an annual report to the MPC to evaluate the district's ability to accommodate shifting populations and new growth.	MPC, BPSB	X	X	X
11.5.12	Annually review school attendance zones to avoid over- or under-crowding of particular campuses.	MPC, BPSB	X	X	X
11.5.3	Encourage arrangements for shared access to facilities for recreational or other civic purposes.	MPC, CC, PJ, BPSB	X	X	X