

# Bossier Plan

## Chapter 3

# Vision & Goals

The Bossier Comprehensive Land Use and Development Master Plan is a bold step into the 21<sup>st</sup> Century for Bossier City and Bossier Parish. The Plan, though broad in nature, is intended to provide clear and decisive statements concerning the community's goals and objectives, the general distribution and allocation of land use and transportation functions, and other general guidelines. The plan serves as an overall guide for future growth and development while allowing flexibility in its ability to respond to new ideas and direction as the region progresses and the partnerships between the City, the Parish the Bossier City-Parish Metropolitan Planning Commission (MPC) and other interested parties flourishes.

To establish this positive framework for growth, the plan must first create a sense of overall vision. Vision represents the point from which the planning process begins. It is the overall consensus for how the community will be viewed as it embarks on the 21<sup>st</sup> Century. It is the understanding that the community offers many strengths and faces several challenges. The vision offers a unique image of the future based on the community's core values, building upon its strengths, and overcoming any obstacles. Most important, the vision is not simply an ideal image, it is achievable, even if the path is arduous.

Vision is the recognizable point in the planning process at which the community ceases to examine existing conditions and begins to look forward to the future. A single, encompassing vision dictates the tone of the Land Use and Development Plan. It is reflected in a vision for each of the various elements of the Plan. In addressing major themes such as land use, transportation, community image, and utilities, vision is the first step on a road to implementation that is followed by goals, objectives and action statements.

Goals, will serve as the general ends toward which efforts are directed. Goals are broad and, as the next

*Vision - It reaches beyond the thing that is, into the conception of what can be. Imagination gives you the picture. Vision gives you the impulse to make the picture your own.*

**- Robert Collier**

step, they begin to answer the question, "how will the vision be implemented?" Goals are qualitative but offer no strong quantitative measures. Goals are designed to

stretch and challenge the imagination while remaining realistic and achievable.

Objectives are clear targets for specific action. They mark interim steps toward achieving vision and goals. Responding to the relevant goal, an objective is quantifiable and more specifically answers the question of "how?". It is a measurable statement of intent that emphasizes the results of various actions at the conclusion of a defined period.

Action statements are specific tasks that must be completed to achieve goals and objectives. An action is the means for transforming goals into results, with an efficient allocation of resources and mindful of fiscal constraints.

In this context, community goals, objectives and actions are structured to provide direction for the future growth and appropriate development of the Bossier area. In a structure that begins broadly, each step toward implementation more precisely answers the question of "how?". Conversely, the steps can be taken in reverse to answer the question of "why?". Taken either way, the process begins and ends at the foundation: vision.

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## Determining Vision

Technically, it is called a “visioning process.” More simply, determining vision involves gaining an understanding of what the Bossier area “would like to be when it grows up” and applying those ideals to each of the Plan’s elements. Vision statements established in this chapter are a reflection of public opinions, data collection and field observation in which individuals cited assets, challenges, needs, and possibilities. Information was gathered during the process of establishing existing conditions and refined as the planning process reached a conclusion. They reflect the dialogue of numerous stakeholders, including elected officials, civic leaders, business owners, residents and any other members of the general public that sought to play a role in planning for the future of Bossier.

Vision is a derivative of the existing physical, social and economic condition of the community, including its assets and challenges. It describes the practical ideals of the community with full understanding of the present situation and the preferred future.

*You are here not only to make a living. You are here to enable the world to live more amply, with greater **vision**, and with finer spirit of hope and achievement.*

**- Woodrow Wilson**

### Assets of life in the Bossier Area

Assets are those amenities of living within the Bossier Area that positively impact quality of life. They are items that are appreciated or cherished by the local community and warrant ongoing maintenance or enhancement.

#### *Sense of Community and Community Values*

- ◆ Strong work ethic
- ◆ Number and quality of churches
- ◆ Small town character of residents
- ◆ “Connected” citizens that care
- ◆ Low racial tension
- ◆ Proud community with a sense of identity
- ◆ Neighborhood sense of place and ownership
- ◆ Broad base of volunteers
- ◆ Diversity and growth of retirees, including military
- ◆ Family oriented

#### *Environment and location*

- ◆ Red River waterfront
- ◆ Natural beauty
- ◆ Lakes with fishing and recreation opportunities
- ◆ Climate
- ◆ Bedroom community in transition
- ◆ Growing season
- ◆ Golf courses

#### *Economic Opportunity*

- ◆ Gaming industry and riverboat funds
- ◆ Available land
- ◆ Quality local developers
- ◆ Availability of industrial parks
- ◆ Hub for oil well company

#### *Trade and Transportation Amenities*

- ◆ Transportation corridors, including I-20, 220, Benton Road, Arthur Teague Parkway, and Airline Drive
- ◆ Port of Shreveport-Bossier
- ◆ Barksdale Air Force Base
- ◆ Shreveport Regional Airport

#### *Facilities and Services*

- ◆ Medical Facilities
- ◆ Schools, including the Bossier Parish Community College
- ◆ EMS/Fire protection and Class 1 ISO fire rating
- ◆ Century Tel Center
- ◆ Law enforcement and low crime rate
- ◆ Expanded water plant
- ◆ Proximity to Shreveport
- ◆ Multi-modal transportation network

#### *Governance*

- ◆ Cooperation among public officials
- ◆ Low impact fees for development

#### *Cost of Living*

- ◆ Low insurance cost for businesses
- ◆ Low cost of electricity
- ◆ Low tax rate
- ◆ Low overall cost of living

### Challenges to Life in the Bossier Area

Challenges represent real or perceived issues that negatively impact Bossier. It is important to realize both real and perceived issues and develop the capacity to address each appropriately. Too, challenges should be viewed as additional opportunities for the area. Once addressed, issues such as the appearance of corridors have the potential to become very strong assets and marketing points for the community. They also represent the chance to show positive results in implementing the Comprehensive Land Use and Development Plan.

#### *Sense of Community and Community Values*

- ◆ Irresponsible landlords
- ◆ Complacency of citizens
- ◆ Lack of Strong Neighborhood Associations
- ◆ "Small-town mentality"
- ◆ Lack of downtown
- ◆ Low voter turnout
- ◆ Abundance of on-premise signage
- ◆ Appearance of corridors along Barksdale Boulevard

#### *Environment and location*

- ◆ Waterway and the upstream impact
- ◆ Poor drainage and topography
- ◆ Significant environmental issues, including refineries and brownfields

#### *Economic Opportunity*

- ◆ Minimal business development
- ◆ Lack of high caliber retail
- ◆ Shortage of skilled labor
- ◆ Difficulty providing and maintaining higher paying jobs and employees

#### *Trade and Transportation Amenities*

- ◆ Poor street lighting, particularly along Benton Road and Airline Drive
- ◆ Poor quality and abundance of train crossings
- ◆ Limited pedestrian facilities, including sidewalks
- ◆ Limited public transit
- ◆ Significant traffic congestion with a large number of accidents and few alternate routes
- ◆ Only two north/south thoroughfares and no relief route for east/west thoroughfares

- ◆ Number of railroad crossings and lack of access into neighborhoods

#### *Facilities and Services*

- ◆ Few quality sites for festivals
- ◆ Lack of family entertainment, including activity areas or a local theme park
- ◆ Lack of parks, soccer fields and practice fields

#### *Governance*

- ◆ Lack of code enforcement
- ◆ Lack of young leadership
- ◆ Lack of Comprehensive Plan
- ◆ Lack of building codes and zoning beyond MPC boundary

#### *Growth and Housing*

- ◆ High growth rate
- ◆ Uncontrolled "sprawl"
- ◆ Strong lack of quality, affordable housing
- ◆ Encroachment on Barksdale AFB
- ◆ Blight and lack of maintenance for local structures
- ◆ Poor manufactured housing compatibility and value

### Envisioning Future Bossier

Through assets and challenges, numerous public meetings and significant data collection, a series of desires and aspirations for the future emerge that represent the essence of the vision for Bossier. Assembled information indicates that stakeholders seek a future Bossier that includes:

- ◆ Enhancement of the small town character and neighborliness that is associated with today's community, including a strong set of values, ethics and identity.
- ◆ Protection and utilization of the natural resources of Bossier, both to protect the natural beauty of the area and to better address issues of drainage and flooding.
- ◆ A development pattern that will create a new "downtown", utilize areas such as brownfields for rehabilitation and redevelopment, require variety and compatibility of housing, manage growth patterns, and protect community resources.

- ◆ Enhanced economic opportunities, particularly for business development, that includes a multitalented workforce, designated opportunities and a strong incentive program for meeting the community’s needs.
- ◆ An improved multimodal transportation network that includes pedestrians, transit, automobile and truck traffic, rail, water and air while also providing adequate and safe access to neighborhoods.
- ◆ Enhanced facilities and services for area residents, including a strong park system with additional neighborhood parks and trails.
- ◆ A community that is attractive to residents and visitors alike, with aesthetic corridors, well-maintained neighborhoods, thriving commercial districts and quality riverfront activity.
- ◆ Protection of Barksdale Air Force Base and the surrounding Air Installation Compatible Use Zone from encroachment by development.

*The bravest are surely those who have the clearest vision of what is before them, glory and danger alike, and yet notwithstanding, go out to meet it.*

**- Thucydides**

## Vision for the Bossier Comprehensive Land Use and Development Plan

The visioning process has established a clear understanding of the condition of Bossier and the aspirations of community stakeholders. As a result, the following represents the vision for the Bossier Comprehensive Land Use and Development Plan:

***Bossier strives to be a dynamic and attractive community that aggressively seeks to improve area quality of life through wise use of resources; appreciates small town and rural character and values; provides an abundance of parks, facilities, services, and infrastructure; promotes healthy neighborhoods and districts; and establishes the area as a desirable home for present and future generations of residents and businesses.***

## Element Vision and Goals

The vision for the Bossier Comprehensive Land Use and Development Plan is designed to set focus on the broad picture that stakeholders view as the future. Similarly, a vision statement can be applied to each element of the Plan to act

as a guide for goals, objectives and action statements. The identification of vision and goals provides a basis for decision-making during both development and implementation of the plan. Goals also help to promote consistency in plan implementation as future changes occur in development trends and the physical form of the community as well as the government leadership.

### Land Use

***Envision Bossier as a community of balanced and responsible growth that protects its resources, promotes sensible development and appreciates small town character.***

- ◆ Promote efficient, long term growth within the MPC Planning Area and outside of sensitive development areas.
- ◆ Achieve a balanced, diverse and dynamic pattern of land uses that preserves and enhances the character of Bossier.
- ◆ Encourage preservation and sensitive utilization of natural areas, particularly floodplains, wetlands, the Red River and its tributaries.
- ◆ Utilize, revitalize and maintain the urban areas of Bossier in a manner that represents dynamic character and strengthens economic capacity.
- ◆ Develop new areas with an appreciation for sensitive environments, long term quality of life, economic efficiency, and community character.
- ◆ 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.

### Parks and Open Space

***Envision Bossier as a community with an abundance of quality, well programmed parks and open spaces, including both active and passive uses, that is interconnected by a pedestrian network and protects the area’s natural features.***

- ◆ Promote the conservation of natural resources through park and recreational land acquisition, open space preservation, and environmentally sensitive planning.

- ◆ Provide a diverse blend of parks, recreation and open space areas throughout the City and the MPC planning area.
- ◆ 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.
- ◆ Expand and enhance youth and recreation programs to meet the current and future needs of the City and Parish.
- ◆ Promote water activities and programs such that all persons have equal access and opportunity to enjoy the recreational value of local water resources.
- ◆ Continue the parks and recreation area improvement program, including maintenance, renovation and/or redevelopment of existing and new public parks and facilities.
- ◆ Develop an on- and off-street network of pedestrian and bicycle ways, nature trails and linear linkages throughout the MPC planning area.
- ◆ Establish cooperative agreements and coordinated efforts with other governmental jurisdictions, educational bodies, and private sector entities.
- ◆ Identify dedicated funding sources for the acquisition, development, operation and maintenance of parks and recreation areas, facilities, programs and activities.

### Transportation

***Envision Bossier as a community that offers a strong multimodal network that is attractive to business, residents and visitors while also providing adequate and safe access to neighborhoods and other area amenities.***

- ◆ Improve mobility through key thoroughfare improvements, new construction and enhancing the existing street infrastructure.
- ◆ Mitigate railroad grade crossing conflicts to reduce interference with other modes of transportation.
- ◆ Promote pedestrian and bicycle pathways as a viable alternative to automobile traffic, particularly one that is tied to a public transportation system.
- ◆ 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.

- ◆ Enhance the coordinated use of street, rail, water and air transportation as a single system designed for the efficient movement of people, goods and materials.
- ◆ Manage access to land uses from the transportation system in order to reduce or minimize the risk of accidents and increase travel efficiency.

### Utilities and Infrastructure

***Envision Bossier as a community with a quality, cost effective and environmentally responsible infrastructure system designed in coordination with desired growth patterns.***

- ◆ Provide safe, reliable utility services to adequately meet present and future residential, commercial and industrial demands.
- ◆ Develop a comprehensive flood and stormwater management program to eliminate or mitigate floodplain and localized flooding, stormwater quality issues, and bank erosion within the master plan study area.
- ◆ Provide environmentally sensitive, high quality service level, utility systems to adequately support future land use and development planning.
- ◆ Revitalize all aging and failing utilities infrastructure.
- ◆ Enhance existing utilities for maximum operating and maintenance efficiency.
- ◆ Assure high quality, low maintenance utility infrastructure that is in regulatory compliance.
- ◆ 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.

### Housing

***Envision Bossier as a community that provides a variety of housing to area residents in a manner that protects sensitive areas, holds all housing to the same high standards, creates dynamic neighborhoods, promotes affordability, and appreciates rural and urban character.***

- ◆ Ensure that a variety of housing options are available to new and current residents of Bossier that are affordable at all income levels.

- ◆ 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.
- ◆ Maintain a high standard for existing neighborhoods, including ongoing maintenance, neighborhood revitalization, community leadership and development of amenities.
- ◆ Maintain an attractive, quality housing stock that promotes Bossier as a community with pride.
- ◆ Promote sensible growth that takes advantage of proximity to services and amenities and minimizes the strain on tax revenue.
- ◆ Create new residential development that offers the appearance, amenities, comfort and resources of a neighborhood or urban village.
- ◆ Design rural subdivisions as urban villages that respect the rural character of Bossier Parish yet meet future needs as the urban area grows.
- ◆ 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.

### Image & Design

***Envision Bossier as an attractive community of obvious entry, strong neighborhoods, dynamic commercial and mixed use districts, aesthetic corridors, and a well developed riverfront.***

- ◆ Strengthen the visual quality of major corridors and roadways.
- ◆ Protect neighborhoods from surrounding and incompatible activities and uses.
- ◆ Create identity for neighborhoods
- ◆ Enhance the visual image of Bossier’s major entry points.
- ◆ Celebrate entry points into significant districts and use areas.
- ◆ Take advantage of and protect the vital amenity of the river front.
- ◆ Screen industrial and commercial areas from corridors and adjacent neighborhoods.
- ◆ Give individual definition to significant use districts such as the Downtown, Riverfront, and Arena areas.

- ◆ Achieve a consistent identity throughout Bossier.

### Facilities & Education

***Envision Bossier as a community known for coordination of resources, highly regarded services and adequate, quality facilities to meet and exceed area health, welfare and safety needs.***

- ◆ Expand staffing and facilities as needed to maintain high standards for law enforcement functions in the MPC Planning Area.
- ◆ 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.
- ◆ Support expansion of the Bossier Parish Library System and its efforts in providing educational and informational services to residents within the MPC Planning Area.
- ◆ Develop and implement a long-range facilities plan for municipal operations to address future space needs and ensure access to all residents.
- ◆ 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.

*Every great work, every great accomplishment, has been brought into manifestation through holding to the vision.*

**- Florence Scovel Shinn**

### Achieving the Community Vision

As the foundation of the planning process, the vision represents the starting point for both preparing for the future and for successful plan implementation. The means of implementing vision starts with the previously mentioned goals and is described in further detail through the variety objectives and action statements.

Implementation is a combination of policies and actions. A series of six policies are discussed in Chapter 12, Policies and Strategies. Tasks for implementation, including time, priority and responsible parties, is detailed in Chapter 13, Implementation.