

BOSSIER CITY Comprehensive Plan



APRIL 2013



The following ordinance offered and adopted:

ORDINANCE NO. 26 OF 2013

AN ORDINANCE ADOPTING THE UPDATE TO THE BOSSIER
COMPREHENSIVE LAND USE AND DEVELOPMENT PLAN.

WHEREAS, the Bossier Comprehensive Land Use and Development Plan was adopted by Ordinance No. 119 on November 5, 2002; and

WHEREAS, the Bossier Comprehensive Land Use and Development Plan recommends updating the Comprehensive Plan every ten(10) years; and

WHEREAS, the Bossier City Council appropriated funds in 2011 to perform and update to the current plan; and

WHEREAS, the Bossier City Council and the Bossier City-Parish Metropolitan Planning Commission desire to continue to utilize the updated Bossier Comprehensive and Development Plan as a tool to promote health, safety and public welfare; to encourage sound growth; to identify land use constraints and opportunities; to strengthen and sustain the area's economic base; and to protect existing and future development by utilizing sound planning practices for long term sustainability; and

WHEREAS, a open house was conducted by the consultants to receive input from citizens as part of the update process; and

WHEREAS, the Metropolitan Planning Commission held a public hearing on January 14, 2013 and the update was formerly adopted.

NOW, THEREFORE, BE IT ORDAINED by the City Council of Bossier City, Louisiana, in regular session convened, that the City Council of the City of Bossier City hereby adopts the 2013 update to the Bossier Comprehensive Land Use and Development Plan as is attached and included herein for all purposes, as the City's Comprehensive Plan.

BE IT FURTHER ORDAINED, that the updated Comprehensive Plan is hereby declared to be a plan for the development of this community, and will be used as a guide and companion document to the land use and development regulations of the City.

BE IT FURTHER ORDAINED, that the City Council reserves the right to amend the Comprehensive Plan at any time by adding or removing elements or by amending in part or whole the elements listed in the plan.

BE IT FURTHER ORDAINED, if any section, subsection, sentence, clause or phrase of this Ordinance is, for any reason, held to be unconstitutional or invalid, such holding shall not affect the validity of the remaining portions of the Ordinance. City Council hereby declares that it would have passed this Ordinance and each section, subsection, sentence, clause, or phrase hereof irrespective of the fact that any one or more sections, subsections, sentences, clauses, or phrases be declared unconstitutional or invalid.

The above and foregoing Ordinance was read in full at open and legal session convened, was on motion of Mr. David Jones, and seconded by Mr. Larry Hanisee and adopted on the 19th, day of March, 2013 by the following vote:

AYES: Mr. Larkin, Mr. Irwin, Mr. Darby, Mr. Jones and Mr. Hanisee

NAYS: none

ABSENT: Mr. Montgomery, Jr. and Mr. Williams

ABSTAIN: none


SCOTT IRWIN, PRESIDENT

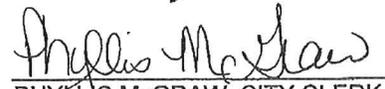

PHYLLIS MCGRAW, CITY CLERK

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Introduction

B O S S I E R C I T Y

This Plan updates the Bossier Comprehensive Land Use and Development Plan that was completed in 2002. The complexion of Bossier City has changed dramatically since that time due to increased growth and the pressures that typically accommodate growth. This updated Plan takes that new growth and development into account and is geared toward responding to the resulting pressures and preparing for future challenges. The Introduction outlines the purpose of comprehensive planning and the background of the plan development process including the associated citizen involvement activities. This section also provides a brief overview of each of the eleven chapters presented in the document.



Introduction

The Bossier Comprehensive Land Use and Development Plan was originally adopted in November of 2002 following a comprehensive planning process involving citizens and community stakeholders to establish a vision for the future of Bossier. Since that time, many components of the plan have been implemented throughout the study area making it necessary to update the plan and ensure that it is current and consistent with the vision of the changing community.

This updated plan is a multi-faceted document designed to serve as the City's guide for future growth and development, as well as for making decisions that relate to the community's quality of life. The plan is intended to be a highly readable and user-friendly document designed to acquaint the reader with the community while identifying the area's goals, expectations, and priorities as well as provide specific action plans for achieving these goals.

Purpose of the Plan

A Comprehensive Plan should be the definitive source of information regarding the existing and future conditions of the community and the established policies and strategies for achieving a bright future. The purpose of comprehensive planning is to

provide guidance for long range planning and will:

- Involve all segments of the community in developing a vision for its future
- Generate local pride and enthusiasm about the future of the community
- Engage the interest of citizens in implementing the plan
- Provide a guide for decision making for use by the local government officials and other community leaders.

A thorough understanding of the area's past, present, and future is needed to formulate realistic goals, viable objectives, workable policies, and effective action plans for managing ongoing growth and development. The Bossier City Comprehensive Plan will serve as an update to many of the topic areas from the previous plan while considering new and significant changes in Bossier since the last plan.

Planning Process

A Comprehensive Plan considers all facets of planning for future growth. The process is a community wide effort to establish and achieve a vision for the City of Bossier which citizens and leaders will accept and take responsibility for implementing. An all-inclusive planning process benefits those that lead as well as those that reside in the Bossier community.



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Community involvement is the cornerstone of a successful comprehensive plan. By involving stakeholders and the very citizens that will be affected by the policies and recommendations set forth in this document, it is much more likely to be accepted and produce results that everyone will be proud of. Guidance from local officials and members of the public not only generate enthusiasm in the planning process but provide valuable information from a variety of perspectives – land owners, commuters, employers, city leaders, and residents. Involving a diverse array of viewpoints evokes interest in the outcome of the process as well, which helps ensure the Plan will be implemented. Perhaps the most important reason for the Comprehensive Plan Update is to give guidance to community leaders that is validated by the voice of Bossier City residents.

Three public meetings were conducted to inform and update members of the public regarding the process and most importantly, gain their input. The first meeting focused on obtaining feedback from the community on the vision for Bossier City. The second public meeting focused on obtaining feedback from the community on the initial recommendations of the plan update. The third and final public meeting was held on August 13, 2012 at the first reading for adoption by the Bossier Metropolitan Planning Commission.

In addition to the public involvement process, the Metropolitan Planning Commission, office of the Mayor, and the Bossier City Council were involved as major participants in the plan development process. This primarily occurred through ongoing communication with city staff and feedback that provided valuable input from the MPC and City Council.

Comprehensive Planning Authority

The Bossier City Comprehensive Plan is an official public document, adopted by the Bossier City Council and the Bossier Parish Police Jury. The authority for planning in Bossier City is established in a special local act, Act 189 of 1954. The Act provides for the creation of the Bossier-City MPC, including both the area within the corporate limits of Bossier City and within 5 miles of the corporate limits. Article 2, Section 5 of the special local Act provides that the MPC "shall" make and adopt a master plan for the physical development of the area within its jurisdiction.

The master plan "shall show" the MPC's recommendations for "such physical development, "and "shall be made" with the general purpose of "guiding and accomplishing a coordinated, adjusted,

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and harmonious development of the Metropolitan Planning area."

Among other things, the plan "may include":

- the general location of streets, bridges, viaducts, parks, parkways, and other public ways,
- the general location and extent of public utilities, and
- a zoning plan.

In addition to providing vision, goals and objectives to work toward the Year 2030; the Plan assesses the opportunities and challenges facing the region, identifies important policies and strategies, and establishes priorities for an aggressive implementation program that emphasizes specific actions and practical results.

Plan Organization

The Bossier City Comprehensive Plan is organized into eleven chapters. A brief description of each of these chapters is provided below:

Chapter 1: Introduction establishes the purpose of the document and explains the origin and basis of the planning process.

Chapter 2: Community Profile begins with a brief history of Bossier City and accounts for the existing condition of the city including

environmental, demographic, housing, and economic information.

Chapter 3: Vision & Goals expresses the shared vision of what the citizens want Bossier to be now and in the future. Opportunities and challenges facing the community are described, along with the social and economic changes causing the area to redefine its priorities.

Chapter 4: Land Use explains the existing development pattern and describes how to manage future growth through efficient land use. It also includes the Future Land Use Plan map that illustrates the generalized pattern of future land use, including various types and densities of development.

Chapter 5: Parks and Open Space provides guidance for the future development of Bossier's parks and recreation system.

Chapter 6: Transportation describes the existing transportation system and illustrates future improvements.

Chapter 7: Utilities and Infrastructure provides an overview of the current utility infrastructure and needed improvements to accommodate future growth.

Chapter 8: Housing summarizes issues and findings related to housing availability and affordability. Identifies ways the City can promote needed housing development and



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redevelopment and ensure viable and sustainable neighborhood environments.

Chapter 9: Image and Design includes descriptions and mapping of areas that are good candidates for overlay districts. In addition, the chapter addresses the potential for a signage and wayfinding plan to implement throughout the city.

Chapter 10: Policies and Strategies documents changes to the policies and strategies identified in the current comprehensive plan dealing with issues and concerns with the urban form and the character and appearance of the Bossier area at its current stage of development.

Chapter 11: Implementation includes a Plan of action for accomplishing the goals and objectives set forth in previous chapters as well as the process for maintaining the Plan as Bossier continues to grow and develop.

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Area Profile

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Creation of the Comprehensive Plan establishes the link between the past, present, and a well-planned future. The Area Profile is the first step toward this linkage and the benchmark against which people may understand how Bossier City is changing and gauge its success. Analyzing existing data will help identify trends in order to prepare for the prospective needs of the City. This chapter presents an inventory of Bossier City's demographic, economic and community characteristics, as well as population projections for 2030 that provides a foundation for this Comprehensive Plan.



Bossier Area Profile

Bossier City, Louisiana is a growing community that offers its residents a great place to raise a family, find meaningful employment, and enjoy all that life has to offer. In 2009, Bossier City was ranked as the Best Place to Raise a Family in Louisiana and 19th in the nation by Forbes magazine. It is a land of opportunity that has evolved from its agrarian roots into a destination for tourism and entertainment. It is also an area that continues to be defined by a major physical feature – the Red River – and major cultural features – Barksdale Air Force Base, and now the riverboat casinos.

Since its establishment by an act of the Louisiana Legislature in 1954, the Bossier City-Parish Metropolitan Planning Commission (MPC) has been authorized by the City of Bossier City and Bossier Parish to provide organized and sensible development within its planning area, which encompasses Bossier City and extends approximately five miles beyond the city limits east of the Red River.

The profile was developed through an analysis of socioeconomic data, with the primary source being the 2008 American Community survey conducted by the U.S. Census Bureau, supplemented by newer data when available (as noted). The most

relevant data categories for a Comprehensive Plan of this scope include general demographics, economics and housing.

A variety of reports and studies have been conducted over the years with the intent of improving conditions in Bossier City. Several of the reports describe existing conditions within the region and strategies to implement various types of improvements. The following documents were the primary resources analyzed in documenting the area profile for Bossier City:

- Comprehensive Land Use and Development Plan, 2002
- Bossier MPC Boundary Study, 2009
- Bossier Zoning Guidelines, 2010

Location

Bossier City is located in northwestern Louisiana, approximately 20 miles east of Texas and 35 miles south of Arkansas. Bossier City is located on the eastern bank of the Red River, across from Shreveport, the largest city in the region. The city is serviced by U.S. Interstates 20, 220, and 49, and U.S. Highways 71, 79, and 80. Geographically, Bossier City is well positioned on or near these major transportation corridors. The I-20 and I-49 interstates are heavily traveled commercial traffic corridors providing access to the east, west, and south. Another major interstate highway, I-30, lies 60 miles to the north at Hope, Arkansas, and is



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accessed by Louisiana State Highway 3. This interstate connects Bossier City to Little Rock, Arkansas, Memphis, Tennessee and other major cities to the northeast.

Bossier City is centrally located among major southern cities. By ground travel, it is approximately three hours from Dallas, Texas; three hours from Little Rock, Arkansas; three hours from Jackson, Mississippi; five hours from Houston, Texas; and six hours from New Orleans.

This transportation infrastructure is of great importance to the future growth of Bossier. The Red River, navigable to the Port of Shreveport-Bossier, offers the promise of new business ventures in manufacturing and warehousing. Bossier City's central location offers the possibility of a wide range of new businesses, including warehousing, material distribution centers, corporate regional headquarters, and major retail corporations. Other businesses invariably are created to support large employers and these provide an even greater growth potential. Successful measured growth in Bossier City can, in part, be obtained by the acquisition of such businesses.

History

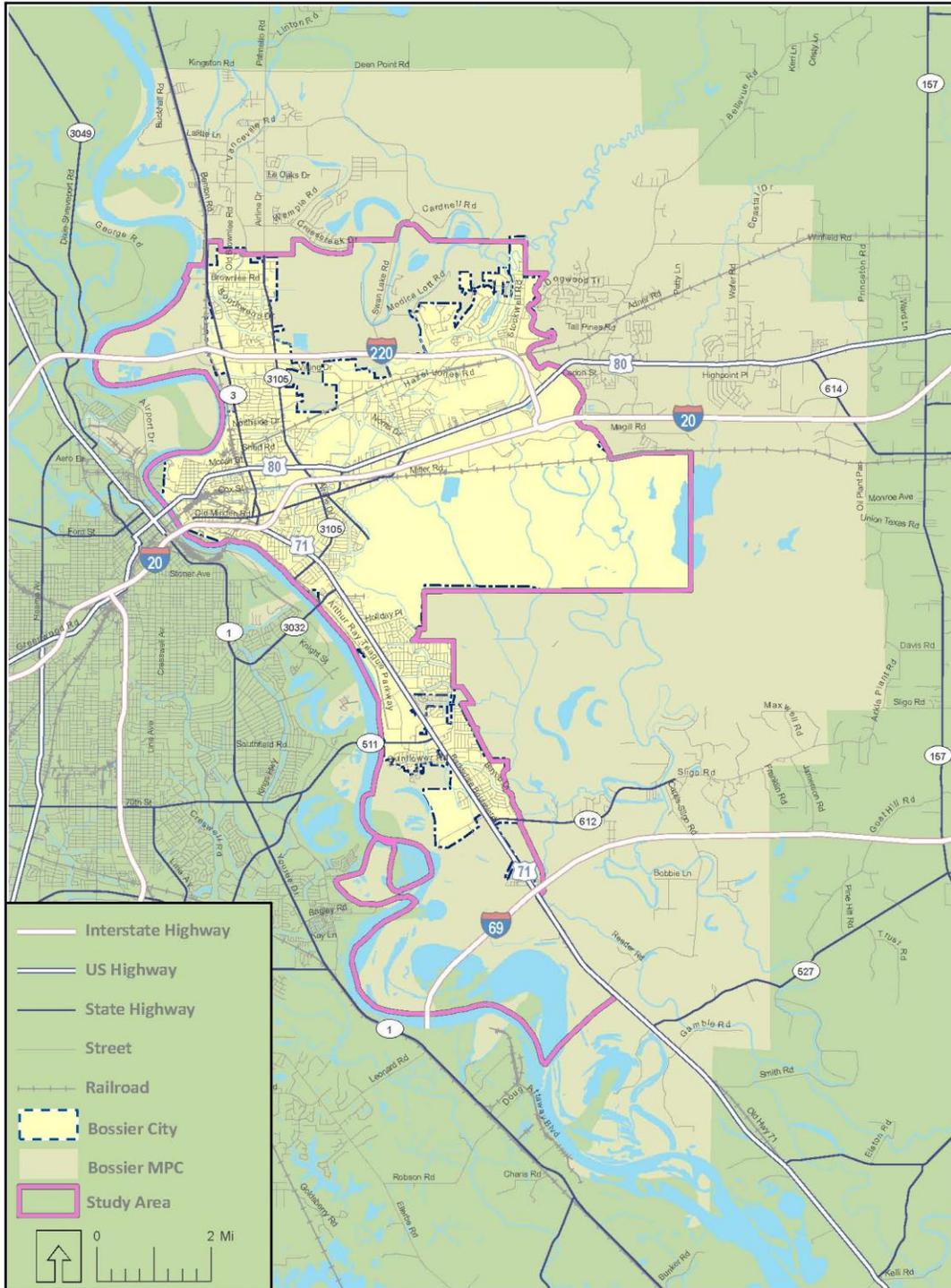
Immigrants from Alabama, the Carolinas, Georgia, and Virginia first settled Bossier Parish, or the area that would become the Parish, in 1828. At that time, Bossier was the

western part of Claiborne Parish. The Louisiana Legislature created Bossier Parish on February 24, 1843, from a portion of Claiborne Parish. This new Parish was named in honor of the prominent politician, General Pierre Evariste Bossier.

In the 1830s, Bossier City was known as Bennett's Bluff. Bennett's Bluff was named after William Smith Bennett, who with his wife Mary Ciley Bennett and his business partner James Huntington Cane, owned a plantation near the Red River, in what is now south Bossier. William Bennett, Mary Bennett, and James Cane were among the original founders of the Shreveport Company. These three and others, including Henry Miller Shreve, created the original company and founded the town of Shreveport.



Figure 1: Study Area Map





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After Bennett's death in 1837, Mary Ciley Bennett remarried James Cane and Mary Bennett Cane's Elysian Grove Plantation became the nexus for the population growth east of the Red River. She and her husbands, Bennett and Cane before their deaths, ran ferry and warehouse operations from the plantation. She supported the arts and was one of the leaders in local society. After her marriage to Cane, the settlement became known as Cane's landing. Cane City had become the new name by 1860. Mary Bennett Cane operated the family business from her Elysian Grove Plantation. With the clearing of the Great Raft, Mrs. Cane profited by offering the only ferry service on the Red River to neighboring Shreveport.

Shreveport served as the capital of Louisiana from March 1863 to the end of the Civil War. It was well fortified and earthworks extended to the east side of the river, protecting Bossier City. The Confederates placed a pontoon bridge connecting Elysian Grove Plantation to their military complex on the Shreveport side and fortified the area around it. After the Civil War, Bossier's population began to shift to the west along the river closer to Shreveport and a developing railroad system.

Bossier City was the location of two of the earliest roads in northwest Louisiana. One was a stagecoach road that connected

Cane's Landing with points east. This road, with few changes, would become U.S. Highway 80. In Bossier City, it is known as East Texas Street. By 1882, the plantation was at the center of the convergence of the infamous Shed Road, The Red River steamboat waterway and the soon to arrive "Iron Horse" railroad. The plantation was reached from the west, across the Red River by means of a ferryboat named the "Sterling White." Anna B., granddaughter of James and Mary, together with her husband J. J. Stockwell, felt the area would prosper and began promoting the idea of a riverfront city. Anna B. and J. J. Stockwell started selling lots in their newly formed Bossier City on October 5, 1883. The area grew quickly, as did transportation through it.

In 1907, the settlement's name was changed from Cane City to Bossier City by former Governor N.C. Blanchard. The discovery of petroleum crude oil, to the south, in 1908, thrust Bossier City into the nationwide oil boom. Bossier City's central location to the rural oil fields made it a major player in the oil patch. Several international oil companies are located in this area today. The advantages brought by "black gold" fueled many civic, social and economic improvements.

Bossier City continued to grow and prosper after World War I. Dedication of Barksdale Air Base in 1933 signaled a new era for



Bossier City and the surrounding area. The character of the community turned to entertainment in October of 1974, when Louisiana Downs Racetrack opened. The racetrack aided the local economy and prompted additional entertainment development. In the 1990s, three Riverboat Casinos were introduced and greatly enhanced the entertainment industry in the Bossier area.

Historical Sites

Native Americans have lived in northwest Louisiana for thousands of years. The oldest known site is in Bienville Parish and may date to the time of the pyramids in Egypt. In the last millennium, the primary inhabitants of the area were tribal units of the Caddoan Confederacy, a Plains Indian culture kin to the Sioux and Cheyenne nations. The Caddoans believed that Caddo Lake, located in Caddo Parish to the west of Bossier Parish, was the “navel of the world.” The primary difference between the Caddoan peoples and the other plains tribes was that, while they followed the buffalo herds far to the north and then south as the seasons progressed; the Caddoans settled down and became hunter-gatherers and farmers. There are literally thousands of Caddoan sites in northwest Louisiana.

The State of Louisiana Division of Archaeology keeps a detailed list of all

known archaeological sites, both Native American and later occupation sites. These sites may be as varied as plantation homes, early industrial sites, Civil War defenses, or pioneer homesteads. The list is not available to the general public to protect the sites from looting or damage. Research during the past decade has led to the discovery of several important archaeological sites within and adjacent to Bossier City. The Red River opposite the Cane's Landing park area has yielded a historic 19th Century shipwreck that may be the Confederate warship, the *C.S.S. Grand Duke*. The existence of Confederate defensive fortifications has been found in the same area, and the locations of large forts have been identified near Bossier High School and on East Texas Street.

The area of the first settlement in Bossier City was centered on the Long-Allen or Texas Street Bridge and extended east to Traffic Street. For most of the 19th Century and the early portion of the 20th Century, this was the nexus of Bossier industry and residences. As Bossier City grew, it developed first in an eastward direction along Texas Street and then north and south from this area. Barksdale Air Force Base created a barrier to growth and the city began to grow north around the base and also south, hugging its boundary.



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The city's character of its early settlement days changed during the Great Depression from commercial and industrial to residential. By the end of the 20th Century, the early character of "Old Bossier" had almost been forgotten. Today, as this area is undergoing redevelopment by the casinos and the River Walk Entertainment District, studies have shown a richly diversified past.

The area from Traffic Street to the river and from Texas Street to Wyche Street contains the core of this early development. The earliest industry was the Austro-American Stave and Lumber Company, which included a saw mill, a churn factory and a lumber yard. It also had its own railroad spur, which is sometimes mistakenly referred to as the levee along the riverfront. The railroad berm is cut in several places. There were also bulk oil businesses, dry cleaners, printers, and corner gas stations that were part of grocery stores.

All of these historic sites have the potential for containing research possibilities for urban archaeologists. They also share a common threat for hazardous materials and chemicals that must be examined before development can take place. This evaluation falls under the U.S. Environmental Protection Agency's Brownfields program and also the National Historic Preservation Act. Each development or encroachment should have a cultural resources survey

conducted. This survey must be performed by a registered professional archaeologist and should be performed in accordance with Section 106 of the National Historic Preservation Act.

Environmental Features

The potential for future development, access to the transportation system, and utility service are all affected by the City's environmental features. As an initial step in developing the Comprehensive Land Use Plan, various aspects of Bossier City's natural setting and environmental resources were inventoried. This information is important to understand potential constraints to urban development. In addition, areas and features are identified which merit special consideration or preservation as Bossier City's population grows and development gradually extends over a wider area. Environmentally suitable land can support a variety of land uses, whereas land with steep slopes, poor drainage, or within floodplain areas is less appropriate for development.

Topography

Northwestern Louisiana is dominated by the Red River, its associated waterways, and lakes formed by previous courses of the stream. The river's flood plain provides a flat

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surface that is ideal for both pastureland and sustained urban growth. The northern areas of the City are hilly, part of the Pleistocene terraces formed during the last great Ice Age. Significantly, one place where the transition to more rolling terrain is most noticeable is just east of Louisiana Downs as one crosses Red Chute Bayou and leaves the Bossier City limits. The southeastern area of Bossier City contains a portion of the Red River's flood plain that is interlaced with streams that feed Lake Bistineau.

Fortunately, development inside Bossier City limits is only slightly constrained by steep slopes or unmanageable topography. The majority of steep slopes, with a 20 percent slope or greater, is east and north of the current city limits. Areas with a slope greater than 20 percent severely limit the amount of development that can be constructed. For this reason, development should be discouraged in these areas.

Flood Zones

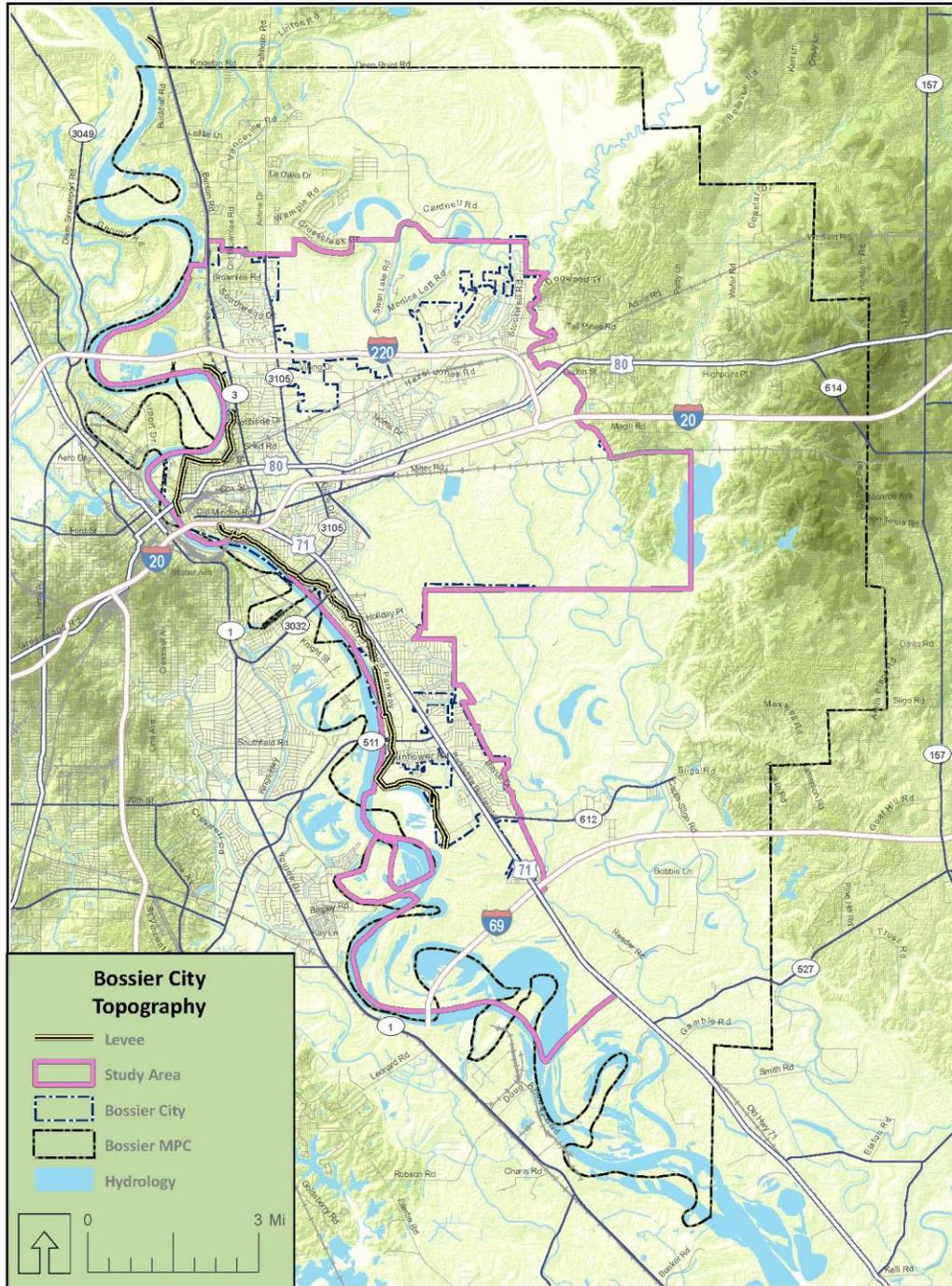
The Red River has created a vast flood plain in northwest Louisiana, as shown in the following map. A "floodplain" is the lowland adjacent to a river, lake or ocean. Floodplains are designated by the frequency of the flood that is large enough to cover them. For example, the 10-year floodplain will be covered by the 10-year

flood and the 100-year floodplain by the 100-year flood. Most of the known floodplains in the U.S. have been mapped by the Flood Insurance Administration, one of the agencies within the Federal Emergency Management Agency.

The area of river channel migration, called a meander belt, runs between the bluff lines of the Pleistocene Terraces. The highest land in this low area is occupied by the natural levees. The flood zone generally extends from the Red River eastward across the flat lands to the central portion of the Parish, where the topography changes and becomes somewhat hilly. The natural drainage system of the Parish consists of the Flat River, Red Chute Bayou, Willow Chute Bayou, Cypress Bayou, Black Bayou, Fifi Bayou, and Bayou Bodcau. In times of extensive rains, runoff becomes trapped behind the natural levees and fills up the flat lands.



Figure 2: Topography





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Population

The population of Bossier is one that is steadily growing and diversifying in a number of ways. However, the population is predominantly White, likely to be middle income, and more likely to be serving in the armed forces.

Historical trends

Bossier City and Bossier Parish, like the State of Louisiana, as a whole, have enjoyed an unbroken trend of population increase over the last several decades. As shown in the following table, Bossier City and Bossier Parish have grown at a faster pace than the State of Louisiana in each of the last four decennial censuses.

Table 1: Historical Population Growth

Year	Population			Rate of Growth		
	Bossier City	Bossier Parish	Louisiana	Bossier City	Bossier Parish	Louisiana
1970	41,595	64,519	3,645,000	--	--	--
1980	50,817	80,721	4,206,000	22.17%	25.11%	15.39%
1990	52,721	86,088	4,219,973	3.75%	6.65%	0.33%
2000	56,461	98,310	4,468,976	7.09%	14.20%	5.90%
2001	56,424	99,610	4,460,816	-0.07%	1.32%	-0.18%
2002	56,939	100,734	4,466,068	0.91%	1.13%	0.12%
2003	57,771*	101,803	4,474,726	1.46%	1.06%	0.19%
2004	58,241*	103,515	4,489,327	0.81%	1.68%	0.33%
2005	58,661*	105,152	4,497,691	0.72%	1.58%	0.19%
2006	59,130	107,741	4,240,327	0.80%	2.46%	-5.72%
2007	59,514	108,931	4,376,122	0.65%	1.10%	3.20%
2008	59,764	110,292	4,451,513	0.42%	1.25%	1.72%
2009	59,991	111,492	4,492,076	0.38%	1.09%	0.91%
2010	61,315	116,979	4,533,372	1.02%	4.69%	0.91%



Population density

As of the 2000 Census, Bossier City had a total area of 41.6 square miles, of which 40.8 square miles is land and 0.8 square miles is water. In 2000, the city's overall density was 1366.63 persons per square mile. This has grown to 1592.1 persons per square mile in 2009.

Education Attainment

According to the 2008 American Community Survey, 21.9% of Bossier City's population has a bachelor's degree or higher while 87.3% have achieved their high school diploma or higher. This is higher compared to the State of Louisiana, which has a 80.2% high school graduation rate and 20.4% earning a bachelor's degree or higher.

Age and Gender

Distribution

Bossier City has a relatively young population with a median age of 31.4, which is lower than Bossier Parish (34.1) and the State of Louisiana (35.1). The 2008 American community survey showed that about 50% of the population was under the age of 35. A detailed age and gender breakdown, presented in the following table, shows the predominance of young people in the community. The graph also

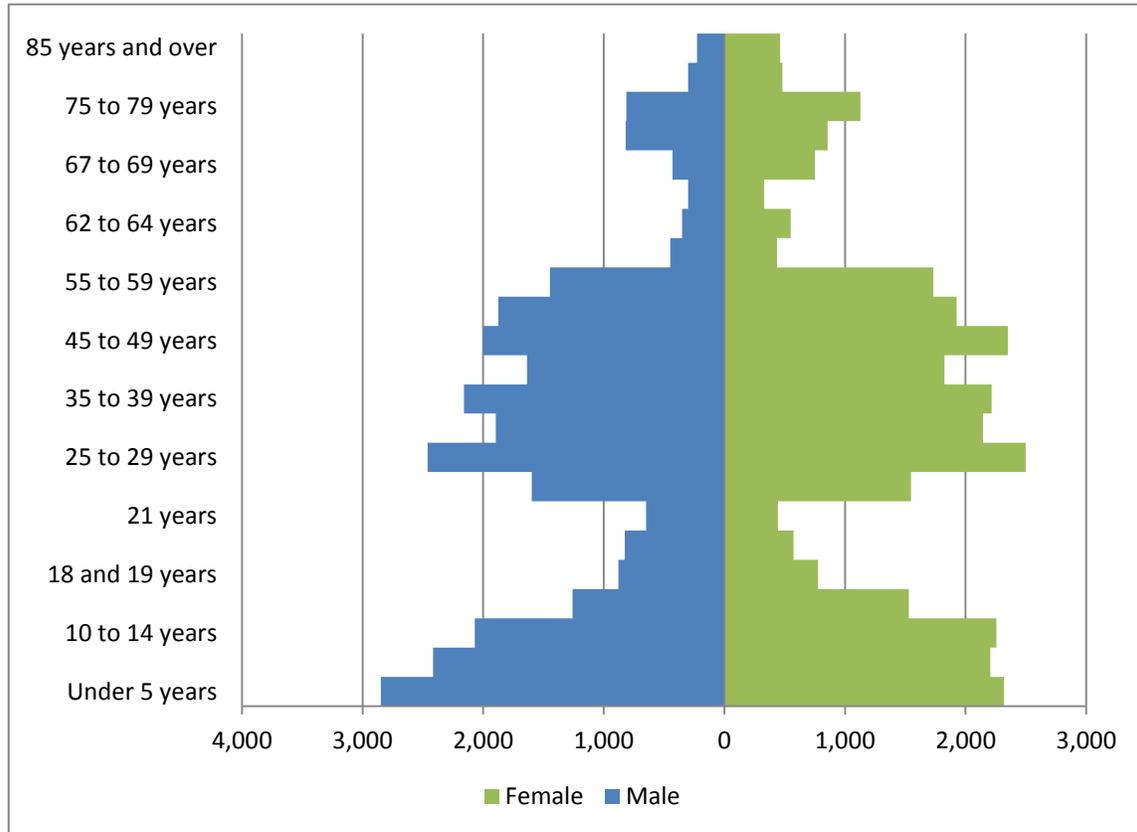
shows that among the younger age groups, there are higher proportions of males than females. However, overall Gender allotment shows that females make up 51.3% of Bossier City's population.

The greater presence of young people is an indicator that Bossier City has a lot to offer young families and working singles, which is a definite strength for the community. This trend may be attributable to the availability of jobs, moderately-priced housing and good schools. The presence of industrial, manufacturing and construction jobs may also explain the predominance of males in the 20-35 age group. Having about 50% of the population under the age of 35 has several implications when planning for the City's future. One notable factor is the growing demand for schools. The age group of children under age five is the largest and will likely increase, given the number of residents in the child-bearing age groups. In addition to schools, young families will also have particular housing needs and a desire for parks and recreation facilities that accommodate children and youth sports activities.



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Figure 4: Age and Gender Distribution



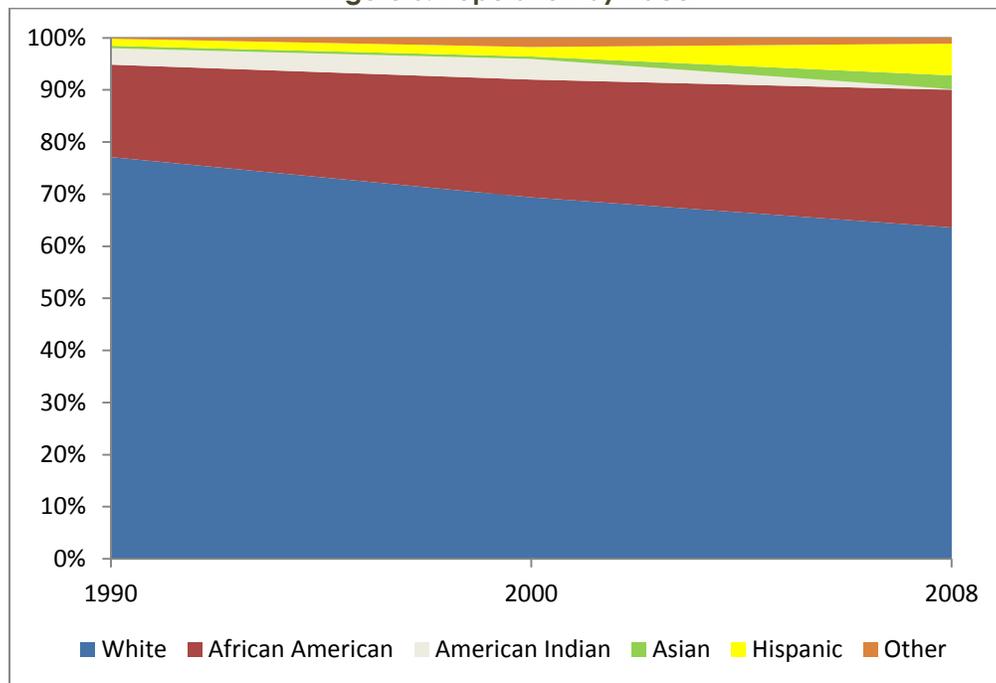


Race

As illustrated in the following table, a very significant majority of the population continues to be categorized as either White or African-American in Bossier City. Over the course of last two decades the white population has decreased in Bossier City. In 1990, approximately 77% of the population was White and about 63.6% of the total population was considered White in year 2008. On the other hand, African-American population has grown over the past two decades from 18% in 1990 to 26.4% in 2008. Other categories of race continue to grow slowly.

While the American Indian population has greatly decreased from 1990 to 2008, Hispanics are becoming a more significant percentage of the local population. However, in 2008, Hispanics only accounted for approximately 6% of the population in the City. Asians, likewise, comprise about two percent of the population. It is worth noting that, while Hispanics and Asians comprise a small portion of the overall population, they represent a significant amount of growth during the period between 2000 and 2008.

Figure 5: Population by Race





Local Economy

Bossier City residents are employed in a variety of industries, with no single industry dominating over others. As of 2008, the largest share of the population was employed in education, health and social services (22%) followed by Arts, entertainment, recreation, accommodation and food services (13%) and retail trade (12%). Barksdale Air Force Base, home of the 8th Air Force and 2nd Bomb Wing, is located within the Bossier City limits. Bossier City is also home to three major riverboat casinos: Harrah's Horseshoe, Diamond Jacks, and Boomtown.

Barksdale Air Force Base was awarded the headquarters of the new Air Force Global Strike Command and 24th Air Force in February of 2010, formerly known as Cyber Command. It is dedicated to being ready for defensive and offensive purposes in cyber space, considered to be the next frontier for future warfare. Construction of the Cyber Information Center (CIC) on 64 acres in Cyber Research Park is underway adjacent to the north side of Barksdale Air Force Base.

Income

According to 2008 American Community Survey, the median household income for Bossier City was \$45,398. That's higher than

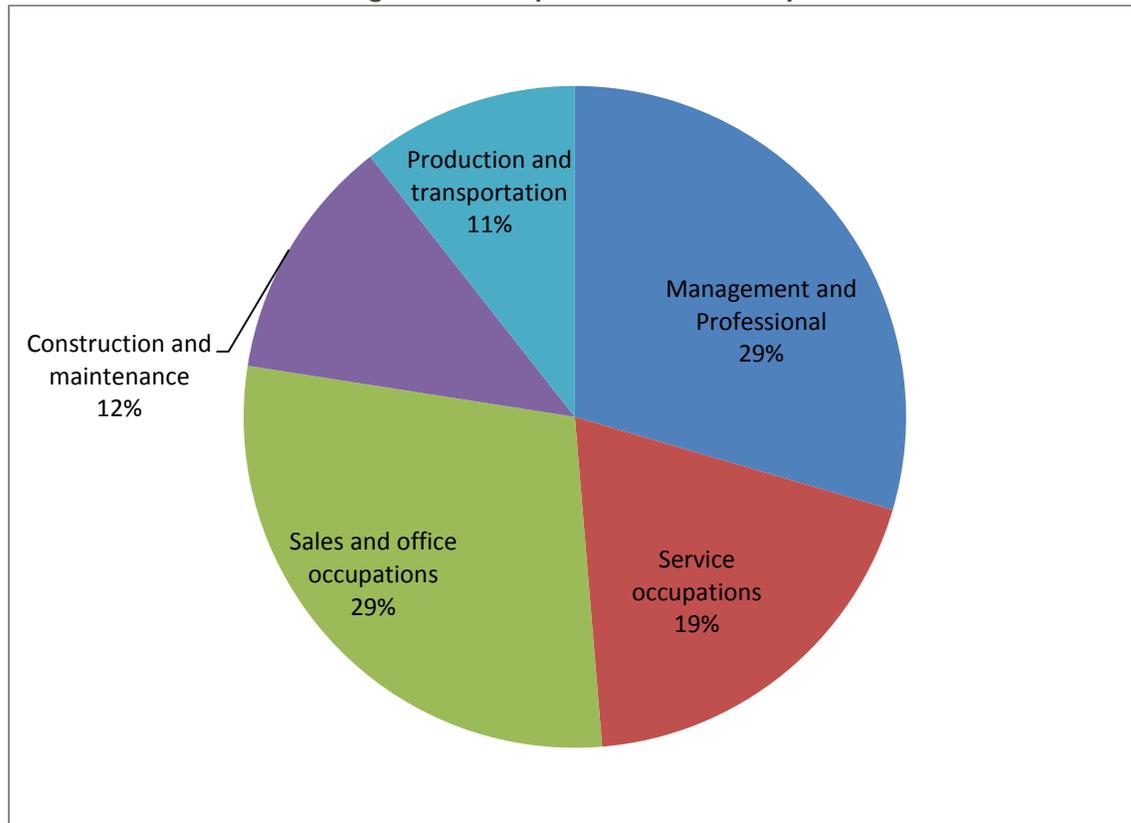
the State of Louisiana (\$42,634) but lower than Bossier Parish (\$50,132). The low median income may be a reflection of low housing costs in the City (as noted in the earlier housing discussion). However, the availability of affordable housing does not fully compensate for the relatively low income levels of residents. The ACS also shows that about 15% of individuals were living below the poverty line, which was lower than the statewide poverty rate (18%) and higher than Bossier Parish's poverty rate (13%).

Labor Force

According to the 2008 ACS, the unemployment rate for the Bossier City was 4.8%, which is slightly higher than that of Bossier Parish and the State of Louisiana. The Bossier City labor force primarily consists of Management, Professional & Related occupations and Sales & Office occupations. Together they make up over 58% of the total workforce. The mean travel time to work was 17.5 minutes.



Figure 6: Occupation in Bossier City



Major Employers

The Greater Bossier Economic Development Foundation tracks the major employers in Bossier City. The most recent figures are from December 2010. The Air Force Base is the single largest employer with nearly 11,000 employees. The Shreveport-Bossier City market is the largest gaming market in the state of Louisiana. Bossier Parish Education and local governmental bodies are also significant employers in the City.

Manufacturing constitutes a small percentage of top employers.



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Table 2: Bossier City Major Employers

Employees	Major Employers	Type
5,000 and above	Barksdale Air Force Base	Military
2,500 to 4,999	Bossier Parish School Board	School System
1,000 to 2,499	Harrah's Horseshoe Casino and Hotel/Harrah's Louisiana Downs	Gaming Casino, Hotel and Race track
	State of Louisiana - Dept. of Civil Service	Government
500 - 999	Willis Knighton Health System	Health Care
	City of Bossier City	Government
	Diamond Jack's Casino Resort	Gaming Casino & Hotel
	Boomtown Casino	Gaming Casino & Hotel
	Bossier Parish Community College	Education
	Halliburton Energy Services	Oil Field Services
250 - 499	Wal-Mart Stores Inc.	Retail
	Northwest Supports & Services Center	Health Care – Residential Facility
150 - 249	Cellxion, LLC	Communication Towers/Concrete Shelters
	Bass Pro Shop	Retail
	Kroger Co.	Grocery
	Brookshire's & Super 1 Food Stores	Grocery
	Dillard's Inc.	Retail
	McElroy Metal, Inc.	Roofing
	Barksdale Federal Credit Union	Banking – Credit Union
	Home Depot, Inc. (The)	Home Improvement Center
	Target Stores, Inc.	Retail
	Harrison Company, LLC	Wholesale Food Distributor
Lowe's Home Centers, Inc	Home Improvement Center	



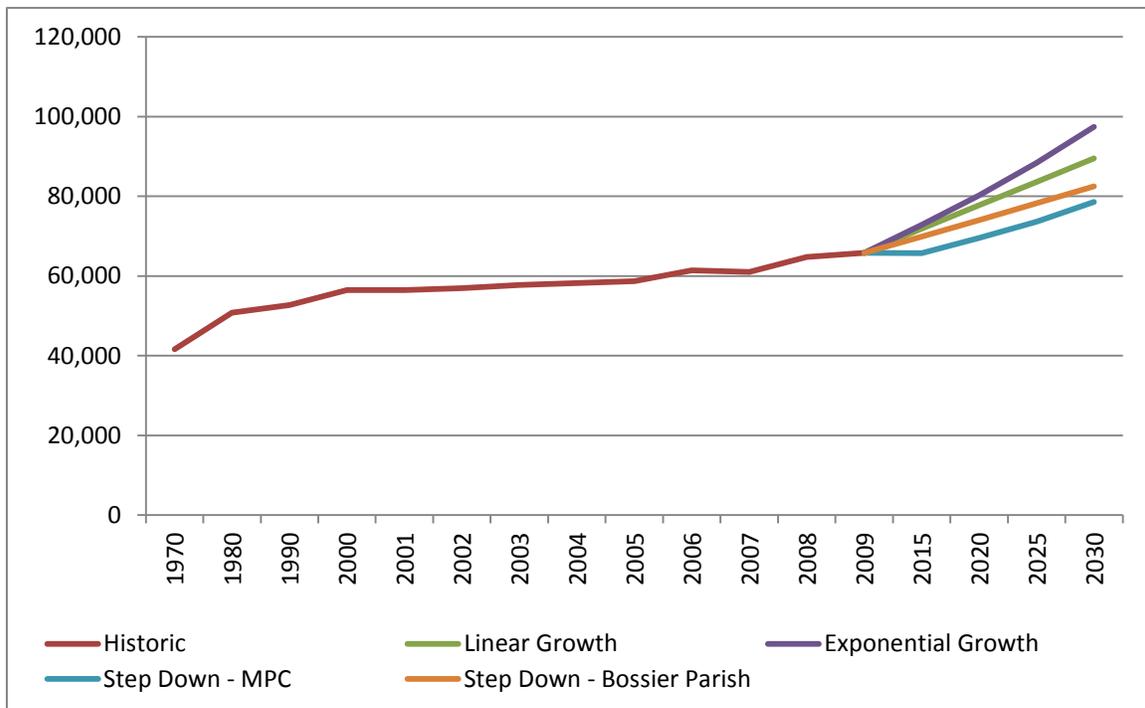
Future Population Growth

The Louisiana Tech University estimates Bossier City's 2009 population to be 65,772. This represents an increase of over 10,000 residents in the last nine years, which is more than double the total population growth

experienced in the 1990s. Given the current level of residential development activity, it seems likely that Bossier City will continue this trend.

The following figure shows four different growth projections through the year 2030 for Bossier City.

Figure 7: Bossier City Population Projection





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The alternative projections are derived from various methods, described below.

Step Down – Bossier Parish is based on established population projections for Bossier Parish. These numbers are used to project Bossier City's population by assuming that the City's population as a percentage of the overall parish population will follow past trends. The Bossier Parish Population Projections Series, 2010-2030, were developed for the State of Louisiana, Office of Electronic Services, Division of Administration by Louisiana State University. For these projections, the 2005 estimated population for each parish is projected forward in five-year intervals through 2030. The effects of hurricanes Katrina and Rita are taken into account.

From 1970 to 2009, Bossier City's population as a percentage of the overall County population declined from 64% to 60%. Under this method, the City's estimated 2030 population is projected to be 82,500, which represents a 1.1% annual growth. This method is based on the current city limits and assumes that the city will not gain additional territory through annexation. If the City does annex in the future, it will presumably account for a larger share of Bossier Parish's population.

Step Down – Bossier MPC is based on established population projections for the

Bossier MPC. These numbers are used to project the Bossier City's population by assuming that the City's population as a percentage of the overall MPC population will follow past trends. The Bossier MPC Population Projections were developed for a previous study titled "The Bossier City-Parish MPC Planning Area Boundary". For these projections, the 2005 estimated population from the Shreveport Metropolitan Planning Organizations Traffic Analysis Zones (TAZs) was used. A TAZ is a geographical entity used most commonly with transportation planning and travel demand models, and includes demographic data such as population and employment data.

From 2000 to 2005, Bossier City's population as a percentage of the overall MPC population declined from 72% to 70%. Under this method, the City's estimated 2030 population is projected to be 78,540, which represents a 0.9% annual growth rate. This method is based on the current city limits and assumes that the city will not gain additional territory through annexation. If the City does annex in the future, it will presumably account for a larger share of Bossier MPC's population.

Linear Regression uses a basic "straight line" projection of past trends into the future. Under this approach, roughly the same absolute number of persons is added to the



population in each five-year forecast period. Under this scenario, the City's projected 2030 population is 89,500, which represents a 1.5% annual growth rate.

Exponential Growth assumes a constant rate of population growth for the next 20 years. This is the most aggressive population projection because it uses a compounding equation. This means that though the rate of growth is constant, the absolute number of people added in each five-year period grows because it is a percentage of the overall "pie", which gets larger each period.

Under this scenario, Bossier City's population increases at an average rate of 2 percent each year. This method places Bossier City's 2030 population at 97,412. This is significantly higher than the other scenarios.

Of the four population projections, there is a considerable difference between the low estimate of 78,540 (Step Down – Bossier MPC method) and the highest estimate of 97,412 (Exponential Growth method). Because there are so many unknown variables that affect future population, it is difficult to reconcile these variances. However, recent development activity and the 2000 – 2009 population growth indicate that the most aggressive scenario (Exponential Growth) may be closer.

Incorporated City

Bossier City consists of 41.6 square miles of incorporated land, as shown in Figure 1.

Government

Bossier City is governed by a City Council made up of elected persons, under the following sections of the Municipal Code of Ordinances:

- Section 3.07. - All powers of the city shall be vested in the council, except as otherwise provided by law or this charter and the council shall provide for the exercise thereof and for the performance of all duties and obligation imposed on the city by law.
- Section 3.01. - The City Council shall consist of (7) members elected. Five (5) members shall be elected from council districts by the qualified electors in each council district and two (2) members shall be elected-at-large by all the qualified electors of the city.

As Chief Executive Officer, the Mayor holds the responsibility and performs a number of services that lend to the effective operation of the City. The Mayor directs and supervises the administration of all departments, divisions and agencies of the City. Heads of departments are appointed by, and report to, the Mayor. The Mayor appoints members



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of numerous commissions, boards, and committees, prepares and submits legislative issues to the City Council, and directs long and short-range planning for the city in the areas of economic development, community development, research and technology, urban planning and master planning for the city. The Mayor keeps the City Council informed as to the financial condition and future needs of the city and makes recommendations as he/she deems appropriate.

The state of Louisiana also has a personal income tax. The following tax rates are for individuals filing single, married filing separately, or head of household. These rates remain the same for married couples filing a joint return; however, the taxable income amounts are doubled.

- 2% of the first \$12,500
- 4% of the next \$12,500
- 6% of taxable income over \$25,000

Tax Structure

In Bossier City, the property taxes for Industrial and commercial improvements are assessed at 15% of the fair market value and Land and residences are assessed at 10% of the fair market value. Property taxes help fund many of the services available to the City's citizenry, such as parks and community facilities, police and fire protection, local roadway improvement projects, etc.

As of August 2012, Bossier City's local sales tax was 5% and the State sales tax was 4%. The Bossier City tax is broken down as follows:

- 2.50 % City of Bossier sales tax
- 1.75 % School Board sales tax
- 0.50 % Bossier Parish Police Jury Sales Tax
- 0.25 % Law enforcement sales tax

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Internet Resources

Bossier City

<http://www.bossiercity.org/>

Bossier Chamber of Commerce

<http://www.bossierchamber.com/>

Greater Bossier Economic Development Foundation (GBEDF)

<http://www.gb EDF.org/>

U.S. Census Bureau

www.census.gov

Louisiana Population Projections

http://www.louisiana.gov/Explore/Population_Projections

3

Vision & Goals

B O S S I E R
C I T Y

The Vision & Goals express the shared idea of what Bossier citizens want their city to be now and in the future. Opportunities and challenges facing the community along with social and economic changes helped redefine the goals and priorities of the area. The vision statement is intended to provide a clear and concise summary of expectations for future development, economic opportunity, mobility, public facilities and services, recreational enjoyment, natural beauty, and other aspects of community life.



Vision & Goals

Substantial effort was expended during the development of the 2002 Bossier Comprehensive Land Use and Development Master Plan to establish a solid set of vision and goal statements. This "visioning" process was conducted to develop community consensus on the goals, objectives, and policies that formed the framework for the Bossier Comprehensive Plan. For this plan update, the planning process built upon the already established vision and goals in order to update them based on changes that have occurred in the City of Bossier since that time. This effort included collecting information from a public meeting, key person interviews, City staff, MPC, and elected officials to update the vision and goal statements based on the feedback received. The public meeting and key person interviews were conducted on September 23, 2010, resulting in only minor changes to the existing vision and goals for Bossier City.

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 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 importantly, 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 toward to the future. A single, encompassing vision dictates the tone of the Land Use 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.

Goals, will serve as the general ends toward which efforts are directed. Goals are broad and, as the next step, they begin to answer



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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.



Public Meeting

In this context, community goals, objectives and actions are structured to provide direction for the future growth and

appropriate development of Bossier City. 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.

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 as part of the previous planning effort and this new “update” effort. 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.



Assets of life in the Bossier Area

Assets are those amenities of living within Bossier City 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
- Diverse and progressive with low racial tension
- Safe/Low crime rate
- 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
- Clean
- Lakes with fishing and recreation opportunities
- Climate

- Growing season

Economic Opportunity

- Gaming industry and associated revenues
- Quality local developers
- Availability of industrial parks
- Hub for oil well company
- Downtown redevelopment potential
- New industry (National Cyber Research Park, Haynesville Shale)

Trade and Transportation Amenities

- Transportation corridors, including I-20, 220, Benton Road, Arthur Teague Parkway, Airline Drive, and future I-69
- Port of Shreveport-Bossier
- Barksdale Air Force Base
- Shreveport Regional Airport

Facilities and Services

- Medical Facilities
- Access to shopping and commercial services
- Schools, including the Bossier Parish Community College
- EMS/Fire protection and Class 1 ISO fire rating
- CenturyLink Center
- Law enforcement and low crime rate
- Upgraded water and sewer infrastructure
- New parks
- Expanded water plant
- Proximity to Shreveport
- Multi-modal transportation network



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Governance

- Cooperation among public officials
- Low impact fees for development

Cost of Living

- Low cost of electricity
- Low tax rate
- Low overall cost of living
- Good resale value

Challenges to Life in the Bossier Area

Challenges represent real or perceived issues that negatively impact Bossier City. It is important to realize both real and perceived issues and develop the capacity to address each appropriately. In addition, challenges should be viewed as additional opportunities for the area.

Sense of Community and Community Values

- Irresponsible landlords
- Lack of Strong Neighborhood Associations
- "Small-town mentality"
- Lack of downtown
- Appearance of Barksdale Boulevard corridor

Environment and Location

- Waterway and the upstream impact
- Poor drainage and topography

- Significant environmental issues, including gas wells and brownfields

Economic Opportunity

- Lack of high caliber retail
- Lack of industrial land
- Shortage of skilled labor
- Difficulty providing and maintaining higher paying jobs and employees
- Air zones/flight paths inhibit industrial sites

Trade and Transportation Amenities

- Poor street lighting, particularly along Benton Road and Airline Drive
- Number of at-grade railroad crossings
- Limited pedestrian facilities, including sidewalks
- Visually unappealing signage
- Appearance of overhead utilities
- Limited public transit
- Only two north/south thoroughfares and no relief route for east/west thoroughfares
- Lack of ingress/egress for neighborhoods
- Traffic near Jimmy Davis Bridge
- Lack of river crossings in South Bossier
- Traffic congestion along portions of Airline Drive

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

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- Need for more schools/expansion of existing facilities
- Age of water/sewer infrastructure downtown

Governance

- Lack of code enforcement
- Lack of young leadership
- Lack of incentives to build low to moderate income housing

Growth and Housing

- High growth rate
- Uncontrolled "sprawl"
- 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

Based on input from the public and various stakeholders, 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 multitiered 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.



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Vision for Bossier City

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 Bossier City as it relates to this comprehensive plan update effort:

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.

The vision for Bossier City 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.



Public Meeting

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 Bossier City limits 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.

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- 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.
- Expand and enhance youth and recreation programs to meet the current and future needs of the Bossier area.
- Promote water activities and programs such that all persons have equal access and opportunity to enjoy the recreational value of local water resources.
- Continue improving 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 city.
- 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.

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.
- 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.

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



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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 city.
 - 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.
- 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 city.

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.

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.
- 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 an 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.

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



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previously mentioned goals and is described in further detail through the various objectives and action statements.

Implementation is a combination of policies and actions. The final section of the plan will make the connection between each of the individual plan elements and synthesize the goals and objectives of the City by formulating specific program recommendations and actions addressing each of the plan elements.

4

Land Use

B O S S I E R C I T Y

A diverse mix of land uses and natural features currently make up Bossier City. This chapter provides a detailed assessment of these existing land uses while considering land use conflicts and transition needs. This assessment helps with the preparation of a future land use plan that serves as a graphic representation of the desired future growth and development of the community. The future land use plan provides a framework for land use decisions that will facilitate quality development and help properly manage growth in Bossier City now and in the future.



Land Use

Land use impacts the pattern, type, scale and density of growth and is integral to other components of the Bossier City Comprehensive Land Use and Development Plan such as the location and design of transportation facilities, utilities, and housing. Depending on the quantity of land envisioned for particular uses, land use determines where development and growth are most likely to locate in the area.

The Land Use chapter analyzes existing and future land use issues for Bossier City and the Comprehensive Plan study area that extends outside the city limits and updates Bossier City's current Land Use Plan found in the previous Comprehensive Plan adopted in 2003. This updated version takes current development and growth into consideration and provides the necessary tools to guide the City in planning and promoting orderly and balanced growth in the future. The Land Use Plan strives to be sensitive to and compatible with residential needs while promoting commerce and supporting Bossier City's economy.

The vision statement for land use in Bossier City is:

Envision Bossier as a community of balanced and responsible growth that protects its resources, promotes sensible

development and appreciates small town character.

To realize this vision, a thorough assessment of the current land use condition points to areas in need of improvement to achieve plans for the City's future land use. Rather than allow current growth to dictate the character of Bossier City and define its boundaries, the Land Use Plan allows future expansion to be shaped in an efficient and well organized manner to meet the City's needs. The Land Use Plan constitutes a proactive approach to managing development and population growth.



Future Land Use at Public Meeting

Bossier City's existing land uses and natural resources are documented within this updated Plan and provide a basis for future land use projections and recommendations. Building on the understanding of the City's current development pattern, the Land Use chapter identifies incompatible land use issues as well community assets that should



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be maintained. Analysis of the existing land use condition also highlights areas in need of improvement through new, innovative opportunities that fit with Bossier's unique needs and resources. With a thorough understanding of the City's existing characteristics and future concerns, the Future Land Use Map and Future Land Use Area Descriptions address these issues by illustrating the City's desired development and growth pattern.

Existing Land Use

There are approximately 45 square miles of land within the Bossier City limits. An inventory of existing land use allocations within the City reveal its historical development pattern as well as its current land use allocations. Major features such as waterways and floodplains, rail lines, and the Barksdale Air Force Base provide amenities but likewise prohibit growth in certain areas. Development has generally avoided these sensitive or less desirable areas; however, as optimal development areas become fewer, growth decisions become more complex.



Land development has been formed between the Red River to the west and the Barksdale Air Installation Compatibility Use Zone (AICUZ), which forms a nonphysical boundary to the east. (The AICUZ is designated to protect residents from noise and the rare risk of accidents along flight paths). Rail lines form minor edges throughout the community that act as barriers and traffic constraints. The interstate system and U.S. Highway 80 provide access in an east-west direction while Barksdale Boulevard, Benton Road and Airline Drive provide north-south access.



Major attractors and amenities in Bossier City include the gaming and entertainment industries made up of the casinos along the river, race track, and CenturyLink Center. Bossier City Municipal Complex, the hospitals to the north and the Bossier Parish Community College offer public services to residents. Commercial activity is scattered throughout with Pierre Bossier Mall offering large scale commercial development. Bossier Industrial Park accounts for a large area of industrial activity in the City. Barksdale AFB represents a very significant

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node with economic and cultural influence on the entire community.

The pattern of land development is indicative of a community designed for automobile travel. With rare exception, residential development is separated from commercial activity. Combined lack of connectivity and intended separation of land uses has resulted in significant strip development and limited access subdivisions. The development pattern in North Bossier is more mixed, providing some opportunities for walking, but commercial activity tends to be developed for automobile activity here as well.



Strip development, both commercial and residential, pose potential access management issues. Curb

cuts along Airline Drive are shown in the photo here.

Land Use Allocations

The existing land use inventory was developed to determine the quantity and location of land uses throughout the study area. A land use inventory was completed

in July 2002 for the Comprehensive Land Use and Development Plan utilizing aerial imagery and supplemented with a windshield survey of on-the-ground conditions to enhance accuracy. 2007 aerial photography covering all of Bossier Parish was utilized in the summer of 2008 to expand the land use inventory to the limits of the entire Parish and update the city inventory as well. For this planning effort, changes were made based on MPC staff review and input.

Land uses have been documented according to the type and density of development on a parcel-level basis. It is important to remember that the existing land use inventory reflects how the land is currently being used, without consideration of how it may be zoned, or if any regulations are in place. Existing land use categories are divided into the same 12 classifications as were used in the 2003 Comprehensive Plan, with the addition of the category of Protected Wildlife Area and illustrated in Figure 1.

Rural Development (RD) – Characterized by sparsely populated, usually undivided parcels of land typically used for agriculture, forestry, resource extraction, low density residential uses, or natural open space. The majority of RD is located along the outskirts of the Bossier City/MPC area boundary.



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Low Density Residential (LDR) –

Characterized by conventional single-family detached dwellings, two-family residences (duplexes), town homes and patio homes. LDR characterizes the fifth largest land use and is located throughout the City except for the large area of vacant land in the eastern portion of the City. There is not much LDR immediately along the I-20 corridor either. There is some LDR development in the downtown area.

High Density Residential (HDR) – Includes multiple family dwellings (three or more units) such as apartments, rooming and boarding homes and group quarters, such as nursing homes and assisted living facilities. HDR uses are mostly located in central Bossier City with a large area just east of the I-20/Barksdale Boulevard intersection where several apartment complexes are located including Mission Village Apartments and Alexis Park Apartments. HDR constitutes less than 1 percent of existing land uses.

Manufactured Housing (MH) – Single-family dwellings comprised of mobile homes constructed prior to June 15, 1976 and HUD-Code Manufactured Homes constructed after June 15, 1976 fall within this category. For mapping purposes, this category was commonly associated with clusters of manufactured housing, particularly in parks or communities. It is located mostly south of downtown, near Barksdale Boulevard and Jimmie Davis Highway. There are also a few

MH uses located downtown and a few other locations off East Texas Street. This land use has raised significant concern during public discussion and makes up one of the smallest percentage of land uses in Bossier City (less than 1 percent).

Commercial Office (CO) – Includes offices and other commercial uses that are compatible with office uses, including freestanding office buildings, building complexes or business parks. CO is generally located along major corridors such as Barksdale Boulevard, Airline Drive, Benton Road, I-20, and downtown Bossier City along East Texas Street. It makes up less than 1 percent of all land uses in Bossier City. Office space in Bossier is currently lower than would normally be expected. This is likely the result of the presence of Shreveport, but it may also be due to the lack of a formidable downtown in Bossier City. Likewise, much of the more prominent commercial retail activity is also located in Shreveport.

Commercial Retail (CR) – Commonly comprised of restaurants, hotels and motels, service stations, general retail shops, shopping centers, department stores and other retail establishments; also includes gaming establishments, such as casinos and the horse track. Similar to CO uses, CR is mostly located along major transportation corridors, especially I-20. Notably absent is a solid commercial district, usually located in a downtown area. Other commercial

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activity in Bossier City, with the exception of the mall, is largely strip activity spread out along roadways. Commercial activity is not only dispersed in Bossier City, it is generally in short supply – 2 percent of land uses are dedicated to CR.

Public/Semi-Public (PSP) – Includes schools, government buildings and semi-public uses such as churches, hospitals, cemeteries, community facilities, clubs/lodges and other places of assembly. Also included in this category is the Barksdale Air Force Base, which constitutes 42 percent of the 18,351 acres of PSP uses in the study area (see Table 1). Excluding BAFB, PSP uses make up 11 percent of land uses and are dispersed throughout study area especially along Barksdale Boulevard and Airline Drive.

Light Industrial (LI) – Includes significant low intensity, limited impact industrial uses such as office/warehouse, wholesale, product assembly, and light manufacturing. The majority of LI uses lie along the rail line east of Airline Drive and just south of I-220. Another large area of LI uses is located along Benton Road near the river. One percent of existing land use is categorized as LI.

Heavy Industrial (HI) – Includes outdoor storage, large-scale manufacturing and heavy industrial processing plants with outdoor storage, display, and work activity, and areas oil and gas drilling activity. HI uses

make about 1 percent of existing land uses and are concentrated in the downtown area along the railroad tracks at Bossier Industrial Park and in clusters south of Interstate 20 along the rail line. A significant portion of the growth area between the two industrial sites is impacted by development constraints, including a significant wetland.

Park (PK) – Includes public parks, outdoor recreation areas, publicly-owned undeveloped land, and open spaces that are committed to public or private enjoyment. This use makes up less than 1 percent of existing land uses within the study area.

Protected Wildlife Areas (PWA) – Includes Wildlife Management Areas and National Wildlife Refuges. Only a small fragment of the WMA in the Bossier MPC area falls within the Bossier City limits.

Rights-of-Way and Easements (ROW) – Includes public land that is separated from other public and semi public land uses because it serves as transportation or utility corridors. Predominately, this category includes surface features such as roadways, railroads, drainage ways, buried utilities and pipelines, as well as communication and electrical transmission lines. ROW makes up 6 percent of land uses within the study area.

Vacant (V) – Comprised of vacant and undeveloped land that is generally located



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within an urbanized area. Vacant land makes up 7 percent of existing land uses in the City limits. It is dispersed throughout the planning area with a large majority north of BAFB in the east and another large portion in the south, east of the PWA land use. There is also some vacant land along Barksdale Boulevard and the Arthur Ray Teague Greenway. Canes Landing near the river in downtown Bossier City is considered Vacant land as well.

As shown in Figure 1 and in the form of a table in Table 1, the primary land use of Bossier City is Public/Semi-Public. This includes the portion of Barksdale Air Force Base located within the City limits which is 7,643.6 acres or 42% of the PSP land uses and 8% of land within the study area. Approximately one-tenth of the BAFB is developed as an airfield, administrative, and residential buildings while the remaining area is left largely in a natural state.

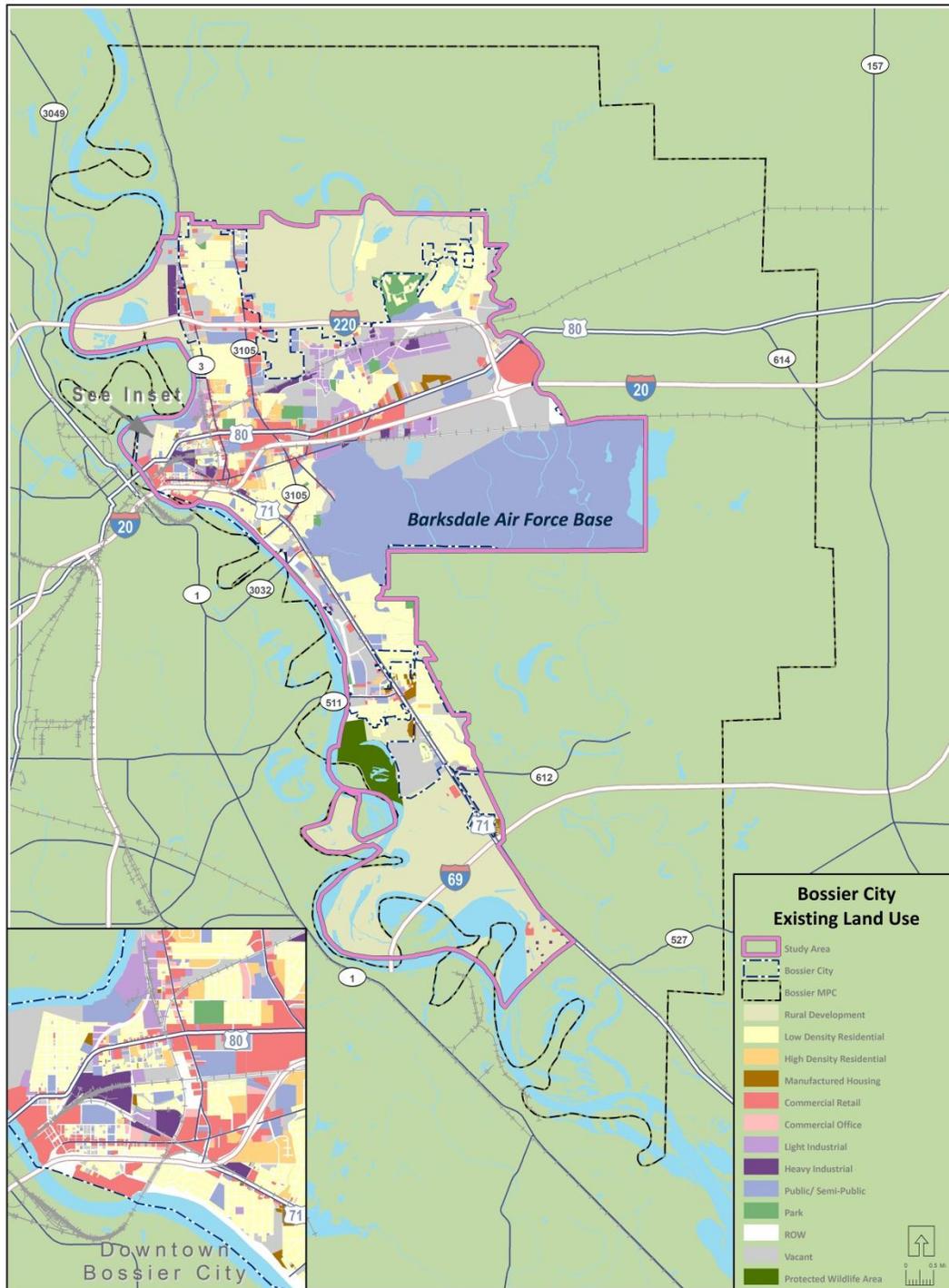
Excluding BAFB, the top three land uses in the study area are Rural Development, Public/Semi-Public, and Vacant. There are 53,491 acres of Rural Development and 18,351 acres of Public/Semi-Public land. There are 6,528 acres of Vacant land; however, much of that land is located in flood prone areas, wetlands or the BAFB AICUZ.

In general, Bossier City is urban at its core with a mix of historic, grid pattern

development as well as modern development comprised of strip commercial and residential subdivision activity. This quickly gives way to lower intensity neighborhoods away from the central business district. Most of the City is developed, pushing growth to outskirts where there is less regulation for development.



Figure 1: Existing Land Use





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Table 1: Existing Land Use – Acreage within the Study Area

Land Use Category	Acreage	Percent
Rural Development (RD)	53491.9	56.08%
Low Density Residential (LDR)	4991.5	5.23%
High Density Residential (HDR)	436.7	0.46%
Manufactured Housing (MH)	233.6	0.24%
Commercial Office (CO)	166.7	0.17%
Commercial Retail (CR)	2319.2	2.43%
Public/Semi-Public (PSP)*	18351.5	19.24%
Light Industrial (LI)	1011.3	1.06%
Heavy Industrial (HI)	374.5	0.39%
Park (PK)	716.5	0.75%
Vacant (V)	6528.3	6.84%
Rights-of-Way & Easements (ROW)	6142.0	6.44%
Protected Wildlife Areas (PWA)	628.4	0.66%
	86392.1	100%

*7643.6 acres of this are Barksdale Air Force Base



Land Use Analysis

It is important that development patterns strike a balance between competing uses while still accomplishing the City's vision of balanced and responsible growth. Land uses are not mutually exclusive and must interact with the transportation network as well as the development community to support the mobility and quality of life of residents. Equally important is the placement of land uses, particularly in proximity to each other. This section focuses on the existing land uses within the study area and potential conflicts that exist. The planning process should proactively pursue integration of compatible land uses and adequate buffering while seeking to avoid incompatible land uses.

Figure 2 illustrates instances of land use incompatibility, particularly in downtown Bossier City where land uses are more likely to be mixed (see map and aerial images below). Many of the existing land use conflicts throughout the City result from an inappropriate mix of residential uses with more intense industrial or commercial uses. Little, if

any, buffer exists between industrial activity and other uses, particularly in Old Bossier.

Providing land use buffers or transitions from the more intense uses to the less intense uses would help alleviate some of these incompatible land use mixes. Vacant and/or environmentally sensitive areas, such as floodplains, can provide ideal transitions or buffers between land uses. For instance, there is a large area of LDR uses along Swan Lake Road surrounded by a variety of uses including LI. However, much of the residential development here has been properly buffered using a nearby stream, trees, and open space (see Figure 3). Some of the buffering in this area could stand to be larger, but it is generally a good example of using the natural environment to separate land uses and buffer residential development from surrounding industrial use.

In the same vicinity, just north of U.S. Highway 80, the LDR uses at Norris and Meadowview Drives are adjacent to LI and CR uses without proper buffering (see Figure 3).



Figure 2: Existing Land Use – Downtown Bossier City

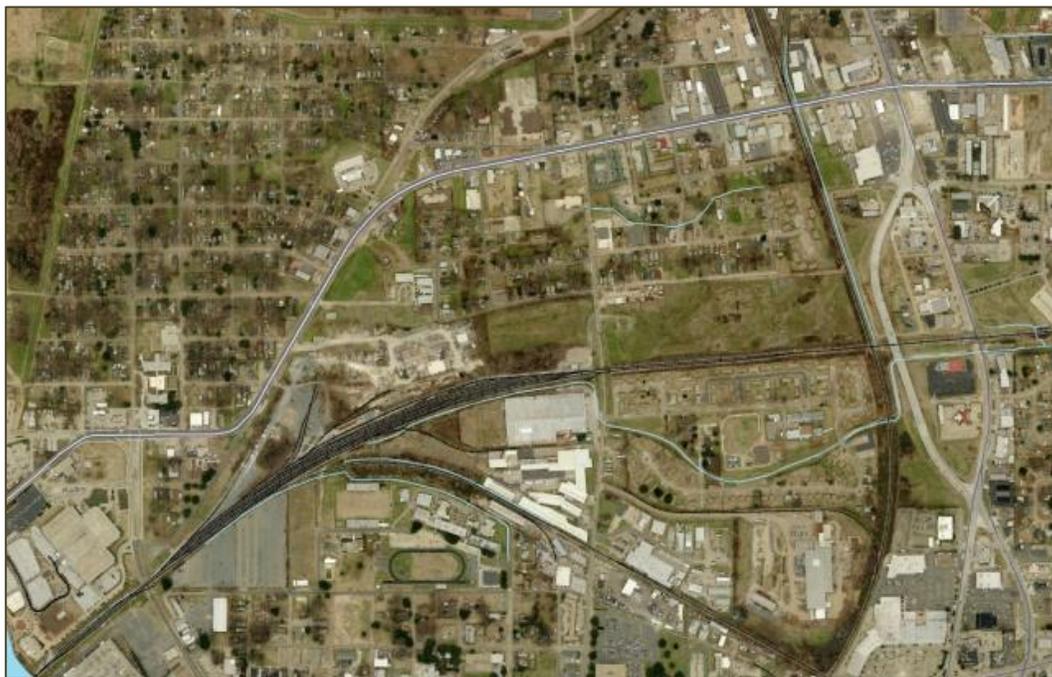
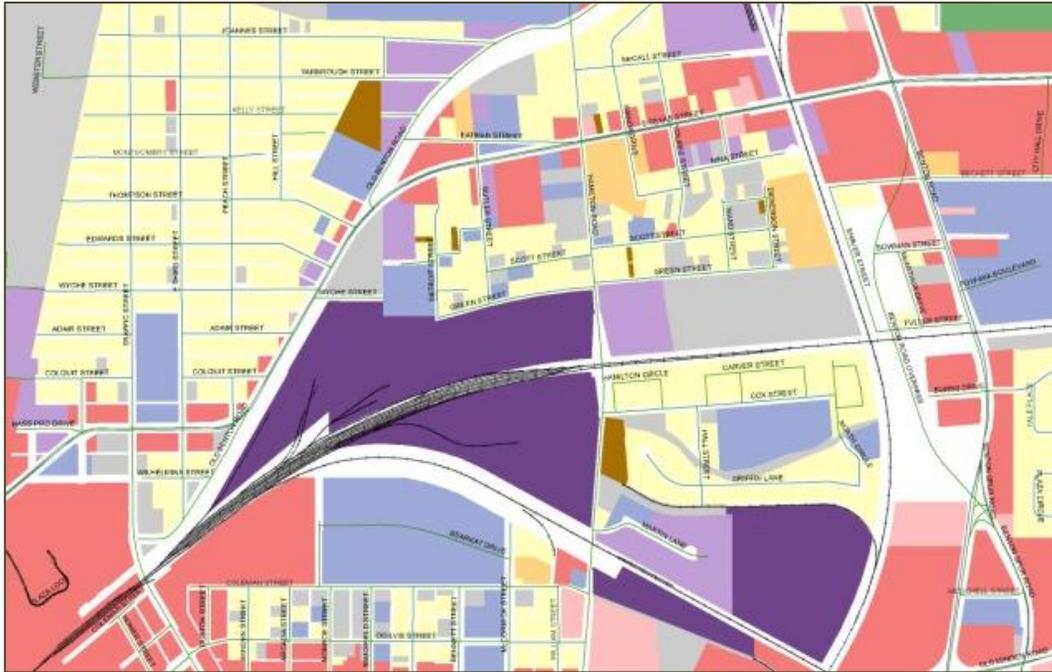




Figure 3: Existing Land Use – Natural Land Use Buffer



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In this example, it is important to maintain vacant land near LI uses that run along the railroad to the south to ensure proper space between future development and existing LI uses.

Other residential land uses include Manufactured Housing and High Density Residential. Together these uses constitute less than 3 percent of land uses. Like other residential uses, it is important that it be properly screened from incompatible surrounding land uses. MH and HDR uses in the southern part of the city near Jimmie Davis Highway are surrounded by a variety of uses including LDR, CR, and LI. There is generally a nice mix of residential uses here with LDR, MH, and HDR present. While it is beneficial to have commercial and public uses serve residential areas, these images illustrate the need for more transition or buffering between the residential development and adjacent CR and LI uses (see Figure 4).

Another area of HDR can be found near downtown. Many of these land uses are adjacent to PSP uses and commercial uses which is good for access to these services. Another good use to pair with

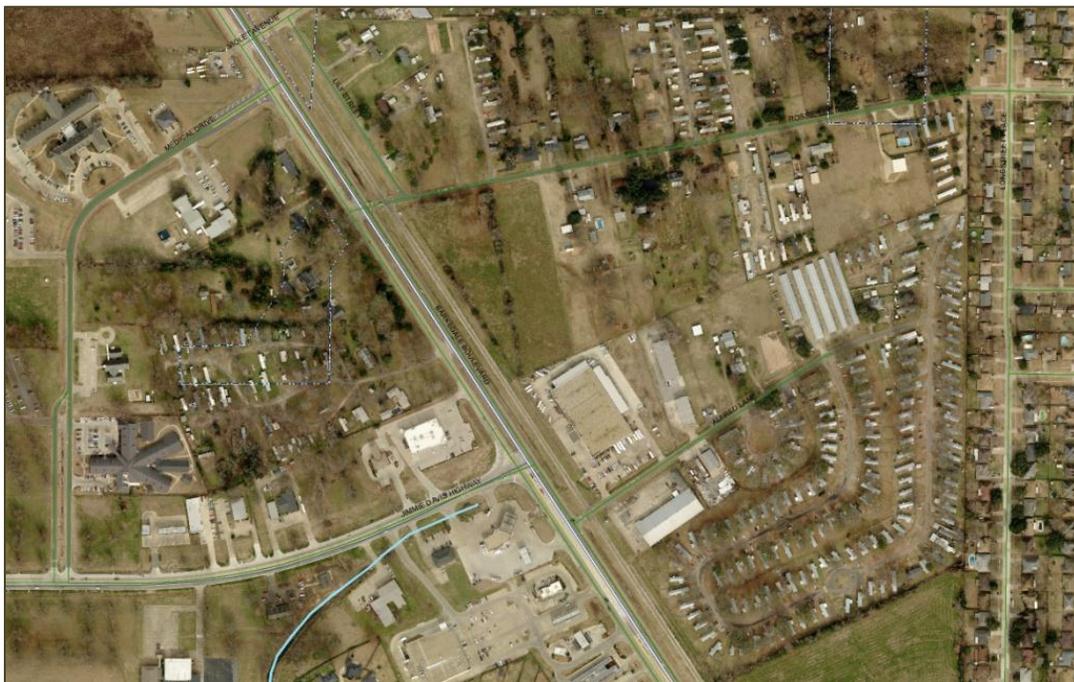
HDR and MH uses are parks. A good example of this is shown on Figure 5 with apartments located near Walbrook Park. Yet another example is Riverwood Apartments, in the northern portion of the city, which are located near Plantation Park Elementary, providing nearby access to families with young children.

The existing land use pattern in Bossier City offers examples of proper land use transitioning from more intense to less intense use as well as examples of incompatible uses located adjacent to none another. An effective Future Land Use Plan provides the necessary tools to help ensure that proper zoning is in place to promote compatible uses and adequate buffering to address potential issues with noise, air and lighting pollution. In order to protect area residents, it is very important that residential development approvals within the study area be limited in the future or provided with adequate buffering and transitional uses.

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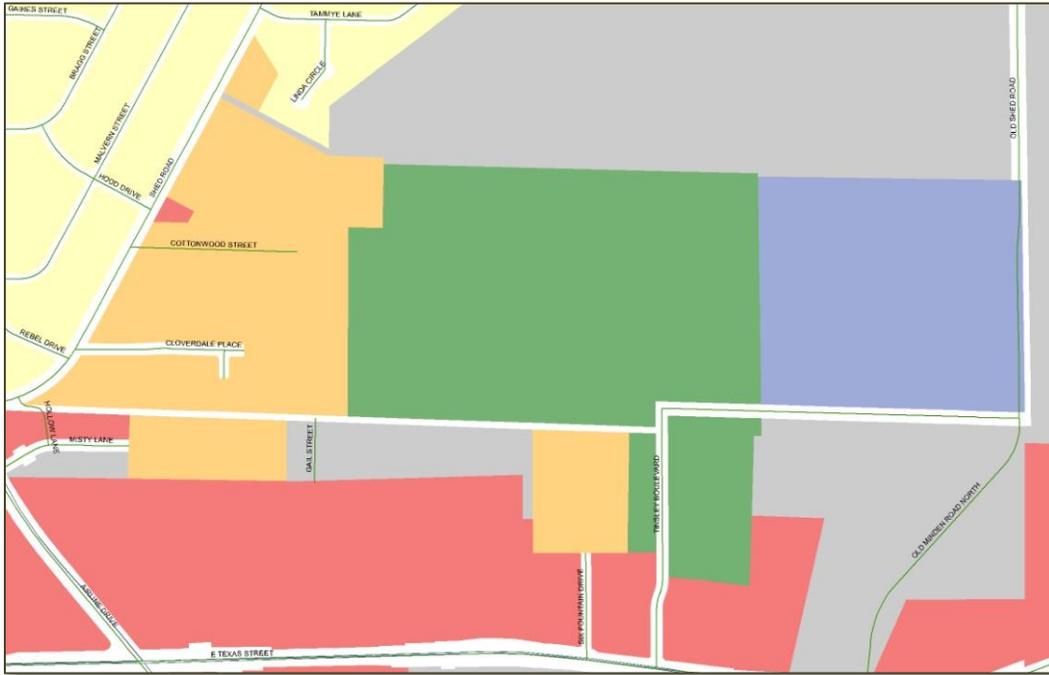
Figure 4: Existing Land Use – Need for more land use buffers between residential and other uses



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Figure 5: Existing Land Use – Park located near residential uses





Future Land Uses

The land use categories displayed on the Future Land Use Map differ from Bossier City's official zoning classifications. The Future Land Use Map is a guide for development and decision making and is intended to help implement the identified land use goals and objectives in chapter 3. Each land use category in the Future Land Use Plan represents a variety of specific uses that should complement their surroundings while maintaining a smooth transition to the next land use through buffering and the sharing of complimentary amenities. For instance, due to various adverse affects from heavy industrial development (noise pollution and intrusive lighting), these areas should be heavily buffered from other land uses, especially residential areas. Likewise, residential land use areas should provide accessibility to parks, schools, places of worship, and public facilities in order to accommodate the residents within the area.

The Future Land Use Map does not specifically designate every type of complimentary use or amenity that could be incorporated into each future land use category because there are too many land use combinations to consider. The map also does not illustrate the transition between uses

through buffering. Instead, each definition describes suitable or non-suitable uses for each land use classification to be used as a guide when making zoning decisions and developing appropriate future land uses.

The Residential Mixed Use Category and other mixed categories like Commercial/Office and the overlay districts have been created to represent the proper mix of uses. The following are descriptions of each future land use category displayed in Figure 6.

Sensitive Development Area (SDA) – Sensitive Development Areas are those areas that are faced with natural or manmade constraints such as floodplains, wetlands and the flight paths associated with Barksdale AFB. As discussed above in the Existing Land Use section, Barksdale AICUZ is designated to protect residents from noise and the rare risk of accidents along flight paths and was utilized to assist in identifying Sensitive Development Areas. Much of the area identified as Rural Development on the existing land use map is considered an SDA. Agricultural activity, parks and natural areas are preferred SDA uses because of their limited impact on the environment and very low intensity use. However, SDA recognizes that limited development



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may occur and provides guidelines for location, intensity, layout and design.



Sensitive Development Area

Residential

All residential designations should incorporate schools, parks, recreational centers, places of worship, and community facilities within close proximity. Residential and Commercial uses can mix or be adjacent to one another if impacts are addressed and properly buffered. Houses should be accessible to residential/local streets and not primary roads or major highways. The residential future land use categories include LDR, MDR, HDR, and RMU, described here.

Low Density Residential (LDR) – Similar to the Low Density Residential category for existing land use, this area consists of large lot, single-family residential homes. The revised classification, however, also supports the concept of limited mixed

use that supports the surrounding residential area, including neighborhood commercial development, schools, parks, and churches. Manufactured Housing communities are also permitted within the LDR future land use designation.

This land use is not directly compatible with more intense uses such as Industrial, Commercial, or Commercial/Office. It is usually buffered by denser housing such as Medium Density Residential or park space. It can be paired with the Residential Mixed Use land use designation since Residential Mixed Use consists of only light commercial and/or office uses along with more concentrated housing.



Low Density Residential

Medium Density Residential (MDR) – Medium Density Residential development is typical of most subdivided land areas. Subdivisions are the most common use for this land use category, but it can also include attached or multi-family dwellings, such

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as low rise apartment buildings. Because of the strong residential presence in this area, well-suited amenities such as schools, places of worship, parks and open space, and other various civic facilities should be included within close proximity. Proper utility services should be in place for expansion of this area. Commercial, Commercial/Office, and Industrial uses should not be directly adjacent to MDR. MDR can be buffered from these more intense uses by denser housing, RMU, and park space.



Medium Density Residential

High Density Residential (HDR) – High Density Residential areas are marked by very dense residential uses that include duplexes, condominiums, and high rise apartment complexes and multi-family units – as well as small lot, single-family dwellings. Uses could also include rooming and boarding homes and group quarters, such as nursing homes and assisted living facilities.

Because of these dense residential uses, this land use designation should be near the appropriate facilities and services, including churches, schools, and various community-related amenities, while providing appropriate access to quality roads. Limited commercial development could include first floor commercial nodes that can function as a central core for the neighborhood.

Unlike LDR and MDR, HDR can be located near some commercial activity and is compatible with more intense uses, but should be buffered from heavy industrial uses. Traditional Neighborhood Developments work well within the HDR classification.



High Density Residential

Residential Mixed Use (RMU) – RMU incorporates all housing types, Low, Medium and High densities, and light commercial activity directly adjacent and accessible to residential areas. It is a very pedestrian friendly and walkable



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land use category. RMU provides a versatile mix of uses that creates dynamic communities and promotes interaction. It acts as a transition between residential and commercial areas and should include community institutions such as churches and smaller commercial retail and services.



Residential Mixed Use

Neighborhood retail centers, such as convenience stores or small markets, should be only a short distance from residents so longer trips do not have to be made to large commercial centers. RMU compliments all uses and is associated with TND-type residential development and neighborhood type commercial development.

The RMU category does not exclude developments from being made up entirely of residential uses. Rather the goal of the RMU category is to promote and allow for the appropriate mixing of land uses. An ideal RMU development could include 15% commercial uses and the remaining 85% devoted to a mix of

low, medium, and high density residential uses. In addition, smaller lots may be entirely commercial so long as the zoning is one of the city's less intensive commercial uses.

Commercial – Retail, service, hotel, restaurant, and various other customer-oriented establishments create the Commercial land use category. In the case of Bossier, it also includes gaming establishments, such as casinos and the horse track. Like other future land use categories, Commercial is designed to incorporate additional uses such as office development, public uses and limited residential uses (such as above business apartments).



Commercial

Commercial development should be concentrated in nodes/districts so as not to encroach upon residential or incompatible uses. These nodes should be developed at major intersections and along thoroughfares that

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accommodate heavy traffic. Linear commercial areas should also be organized into nodes. Commercial centers serve regional and local needs and should be designed to accommodate pedestrian as well as vehicular traffic.

Commercial land uses should not be directly adjacent to residential uses unless properly buffered. If properly buffered, high density residential uses shall be permitted.

Commercial/Office – The Commercial/Office category provides commercial activity that accommodates the office and business facilities where residents work and commute to daily. The category focuses upon offices and other commercial uses that are compatible with freestanding office buildings, building complexes, or business parks of appropriate scale.



Commercial/Office

C/O also includes the incorporation of some public uses and limited residential

uses (such as above business apartments).

C/O also offers a transition from the Commercial category to other uses, including HDR, PSP, and RMU. The C/O land use should be properly buffered from residential areas through appropriate building height limitations and adequate buffering.

Public/Semi-Public (PSP) – Similar to the Public/Semi-Public category for existing land uses, uses within the PSP category include schools and government buildings and semi-public uses such as churches, hospitals, cemeteries, community facilities, clubs/lodges and other places of assembly. These facilities have a strong presence in Bossier City and should be recognized in order to incorporate them into their existing surroundings, as they promote community relationships that help define the character of the community.



Public/Semi-Public

Community facilities should be located near major streets to accommodate traffic. Smaller public uses may be located outside of an area specifically



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designated “Public,” but should be accessible to residential areas and properly buffered. Currently only existing public facilities are shown on the Future Land Use Plan map. However, if the city decides to develop a Community Facilities Plan in the future, proposed facilities may be integrated into the map.

Industrial (I) – The Industrial category combines activities of both light and heavy industry. Uses such as office/warehouse, wholesale, product assembly, and light manufacturing are included with heavier uses that often include outdoor storage, display and work activity. Unlike other future land use categories, the Industrial classification does not promote significant mixed use development. The intense uses associated with the Industrial classification should be heavily buffered from surrounding areas and strategically located. It is important to recognize these facilities and promote appropriate surrounding uses.

The Future Land Use Plan recognizes that most of Bossier City’s industrial activity already exists and should not be moved; however, it is recommended that new development be grouped into “parks” in order to isolate and buffer industrial activity. Industrial parks should have access to truck routes, hazardous

material routes, railroads, the airport, and major highways.



Industrial

Park (PK) – A desirable use of floodplain areas, small- and large-scale parks should be distributed throughout the city and accessible to all residents. This use includes existing public parks and proposed park areas (see Chapter 5, Parks and Open Space).



Parks

Parks are compatible with all uses and provide an excellent buffer between incompatible uses. They should be

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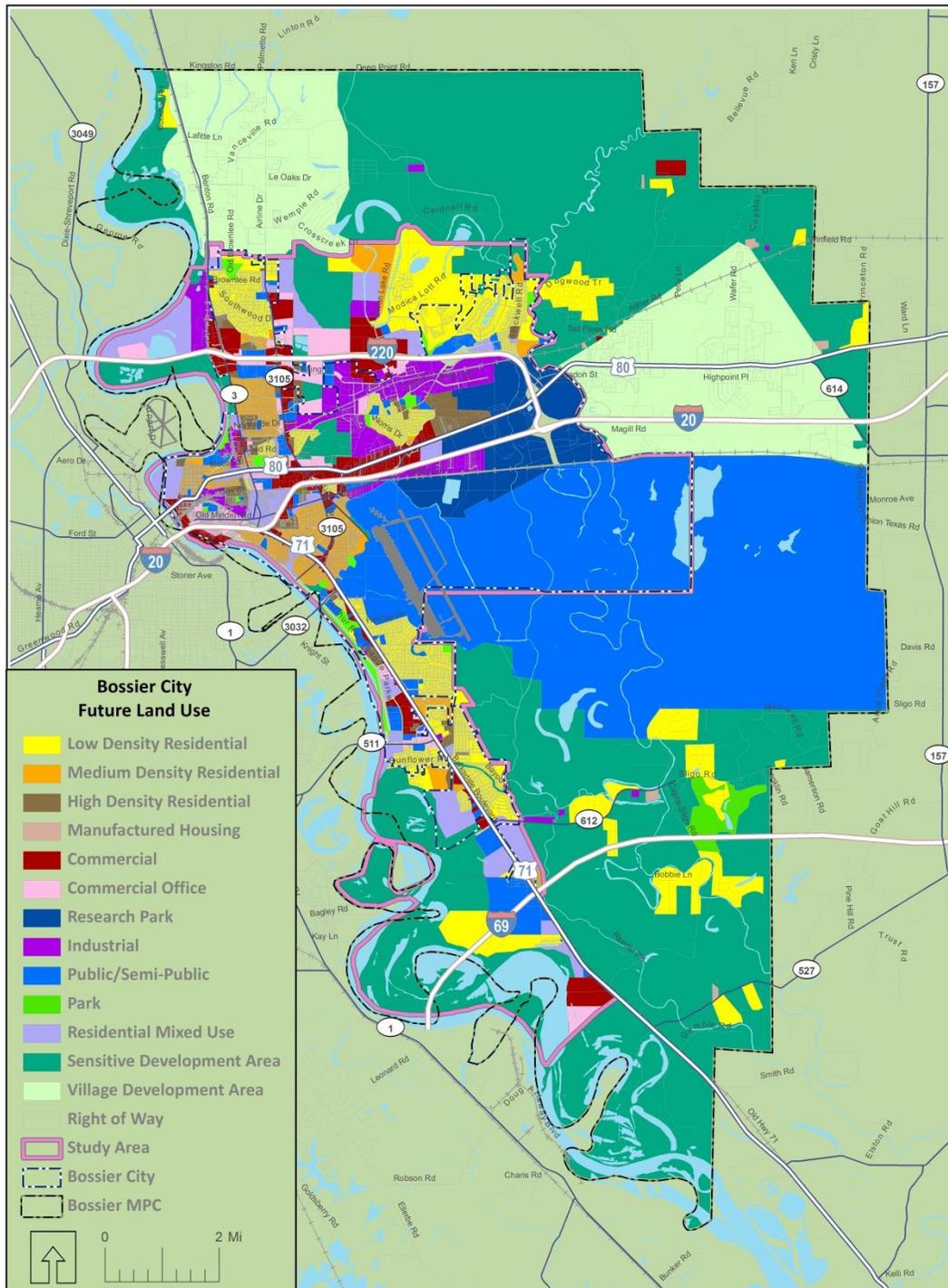


interconnected and available to residential areas, schools, commercial centers, and office areas.





Figure 6: Future Land Use Map



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Overlay Districts

The Overlay Districts accommodate activities and uses that are not addressed by the traditional community elements of open space, neighborhoods, centers, and corridors. The intent of these categories is to create and enhance areas that permit specific land uses or services and to help integrate special use areas into the community fabric.

The development patterns for districts are typically large land developments or important activity centers. Examples include airports, industrial sites that require a large geographic area, or traditional town centers.

Typically large buffers are required to limit the impacts of the land use on adjacent areas. To help limit the district's impact on the surrounding character areas, efforts should be made to mirror the character of the surrounding areas at the district edge. Similar street types and landscaping buffers are an example of this type of character merging.

For districts such as traditional town centers, efforts should be made to connect the district with the surrounding character areas. Sidewalk connections

and design elements such as sidewalks, streets, and trails should emphasize the connecting points and the edges of this type of district. Likewise, measures should be taken to limit buffers and other design elements that would emphasize separation between the district and the surrounding character areas.

Transportation in and around districts can vary greatly. For heavy land uses such as industrial uses, the transportation system should be designed to accommodate large, heavy vehicles. Access to loading or heavy service areas should be accommodated on site and away from major road access points. For traditional town centers, transportation system should be designed to accommodate all forms of transportation including cars, bicycles, and pedestrians.

Green space is variable in districts. Most green space is associated with landscape buffers or large open areas such as an airport runway, or formal civic spaces such as a town square.

Utility services are an important component of district areas as well. Where heavy uses are located, such as industrial uses or airports, it is important that water, sewer, and electrical services are provided. Wastewater and



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sewage are important to manage. Below are descriptions of the four overlay districts recommended within Bossier City. See *Chapter 9, Image & Design* for more complete descriptions of these Overlay districts including specific recommendations for these areas.

Downtown Overlay (DO) – Residential, public, and commercial uses make up the Downtown Overlay District area (see Figure 7), which should embody a variety of uses that create an economic and community hub for the City of Bossier City. An appropriate mix of uses includes government offices, retail, office, medium to high density residential uses, places of worship, meeting areas, and parks/open spaces. Downtown should be promoted as the civic, cultural, entertainment and tourism center of Bossier City. A vibrant downtown will enhance the character of the community and reduce the chance of developing a disconnected and separated city.

Riverfront Overlay (RO) – The Riverfront Overlay District area (see Figure 8) and Red River frontage are featured as a public amenity and a catalyst for a mixed-use neighborhood with urban character and density. With a variety of uses including a significant presence

from the gaming industry, the RO is a planned corridor, which will be a primary component of an improved, compact, pedestrian-oriented setting.

Complimentary Commercial uses such as shops, restaurants, or other entertainment are recommended around the casinos. This area should also incorporate substantial natural amenities associated with the Red River and surrounding natural areas.

Medical Overlay (MO) – This area (see Figure 9) is intended to concentrate medical facilities to provide community health care services and attract ancillary uses such as professional medical and dental offices, nursing home facilities, retail pharmacies, and restaurants. Both Willis-Knighton Bossier Health Center and Schumpert Bossier Healthplex are located along Interstate 220 between Benton Road and Airline Drive. The two medical institutions could serve as anchors in a district designed to serve the community's medical needs. The area also serves as a crossroads for three major arterials in the community, raising the possibility of future Commercial and C/O development.

National Cyber Overlay (NCO) – The National Cyber Overlay District Guidelines and Regulations are intended to serve as a guide for optimal

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growth and development; ensuring that it is a continuing asset to Bossier City. The Master Plan for this area (see Figure 10) promotes a concept of new innovative development that advances technology, progress, and research. The guidelines set forth minimum criteria to ensure proper development while encouraging a campus type-setting that incorporates a variety of land uses and promotes excellence in design and construction. These guidelines also protect tenants from undesirable and improper uses that will detract from the purpose of the National Cyber Research Park.

Proposed development will create outdoor spaces, pedestrian pathways, and streetscapes as well as create uniformity in development and high quality architectural and environmental uses.

Gateway Overlay (GWO) – The Gateway Overlay District (see Figure 11) is created to enhance the visual character of gateways into Bossier City that link the Interstate 20 interchanges to major focal points of the community. It is intended to ensure that land development adjacent to gateways occurs in a manner that is compatible with the use of the transportation corridor while minimizing traffic hazards and congestion.



Figure 7: Downtown Overlay District

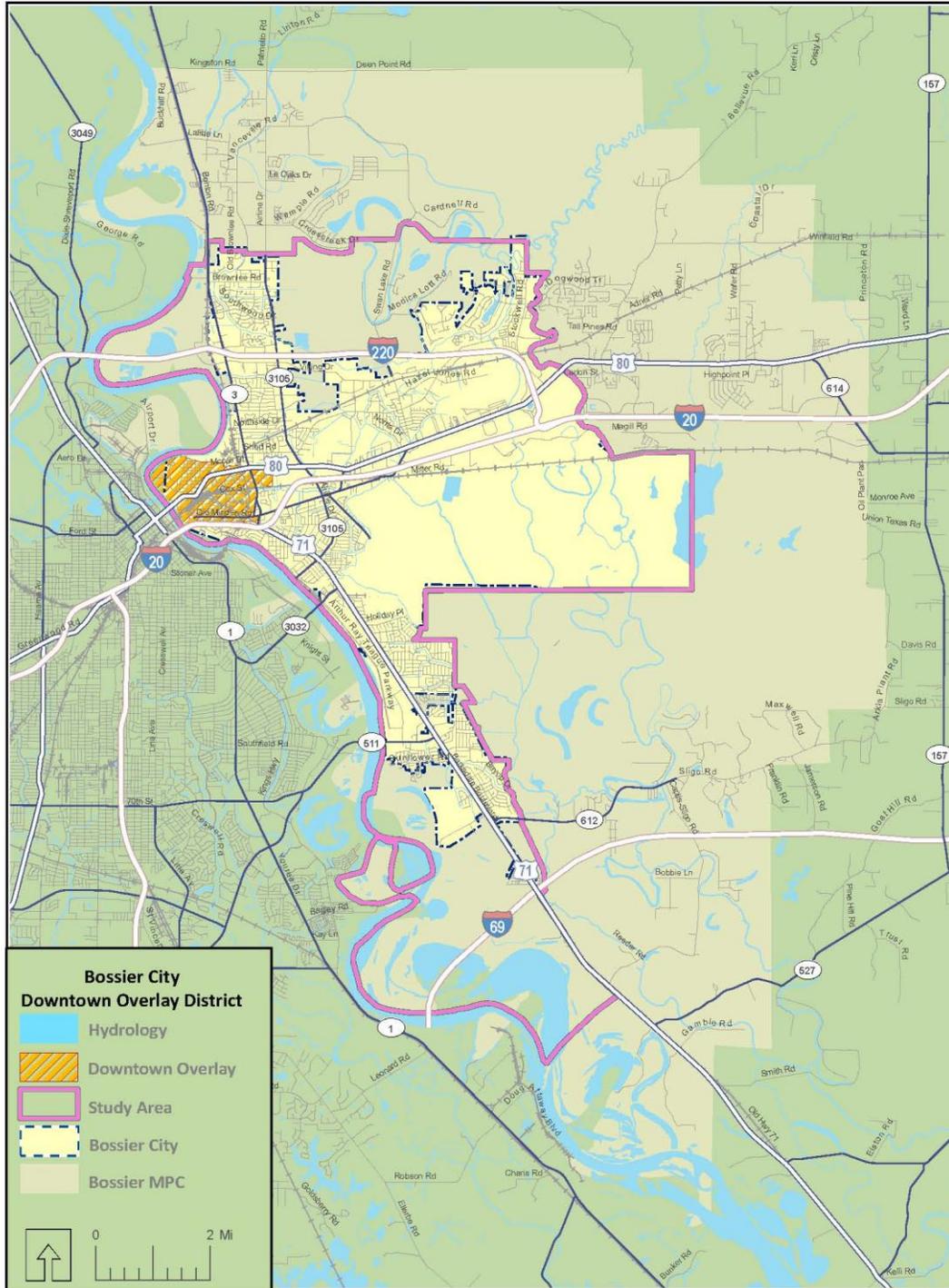




Figure 8: Riverfront Overlay District

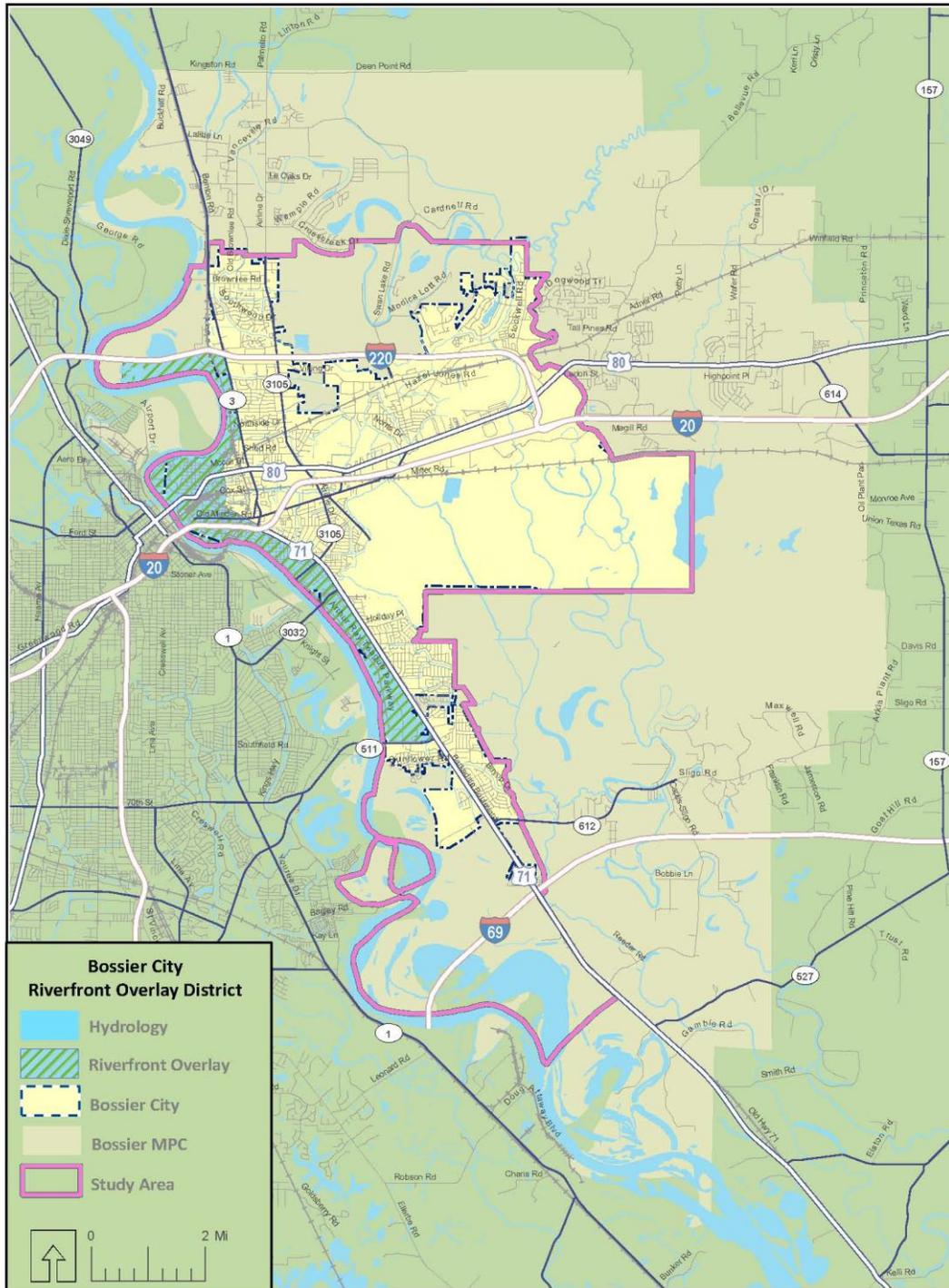




Figure 9: Medical Overlay District

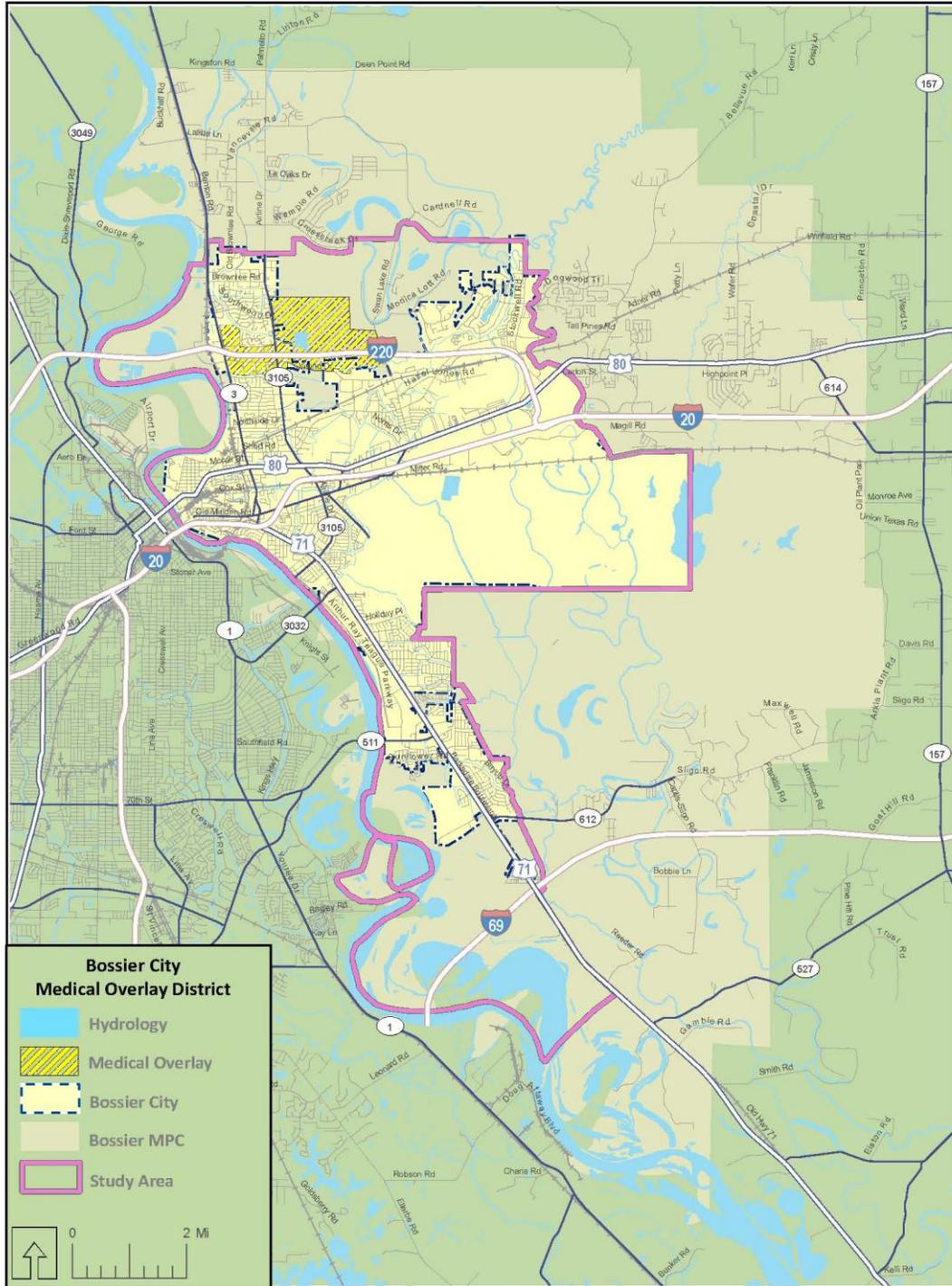
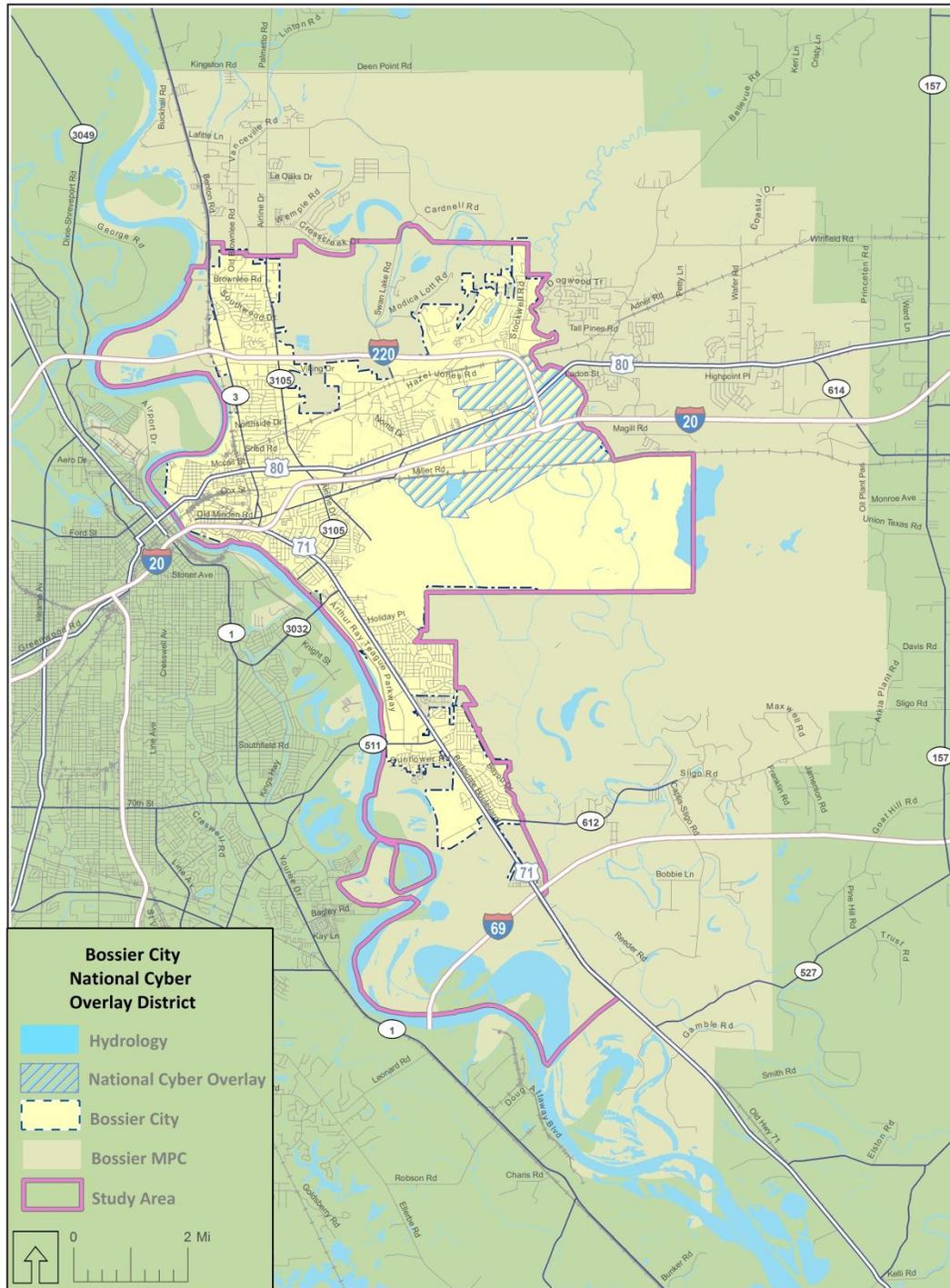




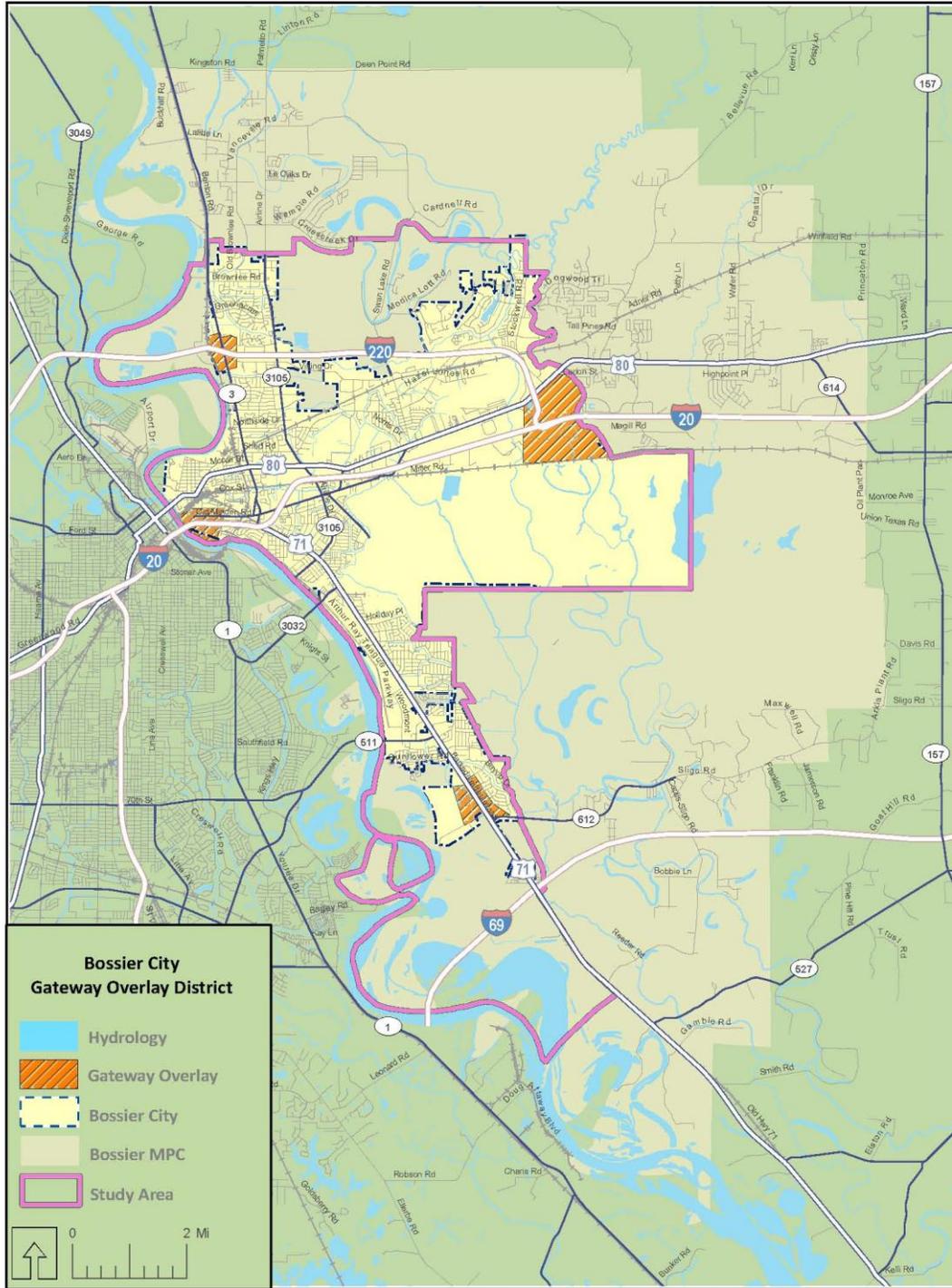
Figure 10: National Cyber Overlay District





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Figure 11: Gateway Overlay District



5

Parks & Open Space

B O S S I E R
C I T Y

Connecting park and open space areas creates an interconnected system of public spaces that is highly desirable in the Bossier planning area. This chapter provides guidance for the future development of Bossier's parks and recreation system. It describes the existing park system and offers recommendations for additional park and greenway facilities needed to fulfill any deficiencies based on park and open space standards.



Parks & Open Space

Parks and open space are essential components of successful and thriving communities. Not only do well planned recreational and common areas promote a variety of positive interactions and enhance the quality of life for residents, but they promote positive economic development. The vision for Bossier City's parks and open spaces, outlined in the vision & goals chapter, is to:

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.

To achieve this vision, this chapter evaluates existing park facilities that are accessible to Bossier City residents and visitors to ensure the benefits of a cohesive and integrated park and recreation system are enjoyed by all. This system is to include linear linkages and pedestrian ways that connect park and open space areas to neighborhoods, places of employment, other parks, and major generators in order to promote mobility. In addition, this chapter aims to help in the preservation of natural and open space areas, including critical natural features such as streams, rivers, and forested

areas that are valued by City leaders and residents.

In addition to existing facilities, the parks and open space analysis will consider 20 year population projections and anticipated growth patterns to determine future recreation facility and open space needs. Public input was also instrumental in preparing the park and open space recommendations with local leaders and citizens expressing their pride in Bossier's rural setting and small town atmosphere. These valuable resources, valued by local residents and leaders, should be protected and conserved through proper planning and preservation efforts.

Park Classification and Standards

Using national standards from the National Recreation and Park Association (NRPA) as a guide while considering the unique local values and needs of Bossier City residents and leaders, the following classifications are used to categorize the park and recreational facilities within the city:

- Mini-Park/Playlot
- Neighborhood Park/Playground
- Community Park/Playground
- Regional Park
- Open Space/Natural Areas
- Greenways/Bikeways/Trails
- Special Facility



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- Sports Complex



Mike Wood Memorial Park – Community Park

Park classifications are not only used to categorize existing facilities but also to define the types of park facilities that are needed to fill in gaps of service, resulting in recommendations for the appropriate amount of park space for future generations. Table 1 describes each of the park types and accompanying standards including general park function, park size, service area radius, and park land standards.

The park and open space standards provided in Table 1 help determine the size, location, and number of park facilities in Bossier City. In addition to size and location requirements, it is also important for the City to have a standardized list of facilities and equipment desired to provide at the park locations. Table 2 provides the minimum facility and equipment standards to consider when developing or improving park and open space areas within the City.



Mitchell Park – Neighborhood Park



Central Park - Playlot



Table 1: Park & Open Space Classifications

Categories	Function	Size	Service Area Radius	Parkland Standard
Mini-Park/Playlot	Used in densely populated areas or to serve unique recreational needs	<5 acres	<1/4 mile	.5 acres per 1000 residents
Neighborhood Park/Playground	Serves as recreational center of neighborhood	5 to 10 acres	1/4 to 1/2 mile	2 acres per 1000 residents
Community Park/Playground	Serves recreational needs of several neighborhoods	20 to 50 acres	1/2 to 3 miles	5 acres per 1000 residents
Regional Park	Serves entire metro area	>200 acres	30 minute drive	10 acres per 1000 residents
Open Space/Natural Areas	Lands set aside for preservation of significant natural resources, open space, and visual aesthetics/buffering	Variable	Variable	Variable
Greenways/Bikeways/ Trails	Large trail system to serve area and to tie the park system together	Variable	2 miles	Variable
Special Facility	Historic, cultural and/or natural sites to showcase unique characteristics of the area	Variable	Variable	Variable
Sports Complex	Consolidates athletic facilities for the community in one location	40 to 150 acres	Variable	Variable



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Table 2: Bossier City Parks and Recreation Facility Standards

Recreation Facilities	Facility Size	Service Area Radius
Recreation Centers	50,000 Sq. Ft. +	15 to 30 minute drive
Swimming Pools	6,500 to 7,500 Sq. Ft.	15 to 30 minute drive
Soccer Fields	100,000 to 170,000 Sq. Ft.	1 to 2 miles
Football Fields	Min. 85,000 Sq. Ft.	15 to 30 minute drive
Tennis Courts	Min. 7,200 Sq. Ft. Per Court	1/4 to 1/2 mile
Playgrounds	Variable	1/4 to 3 miles
Baseball/Softball Fields (Youth)	Min. 75,000 Sq. Ft.	1/4 to 1/2 mile
Baseball/Softball Fields (Adult)	150,000 to 600,000 Sq. Ft.	1/4 to 1/2 mile
Basketball Courts	2,500 to 8,000 Sq. Ft.	1/4 to 1/2 mile
Picnic Areas	Variable	1/4 to 3 miles
Picnic Shelters	Variable	1/4 to 3 miles
Pavilions	Variable	15 to 30 minute drive



Existing Facilities

In order to ensure adequate parks and recreational facilities are provided to Bossier City residents and visitors, an inventory of existing facilities was completed. A map of Bossier City's parks is shown in Figure 1. As shown, there are 19 park and open space facilities throughout Bossier City. Table 3 lists each of these facilities along with accompanying information including the size, available amenities, and physical condition.



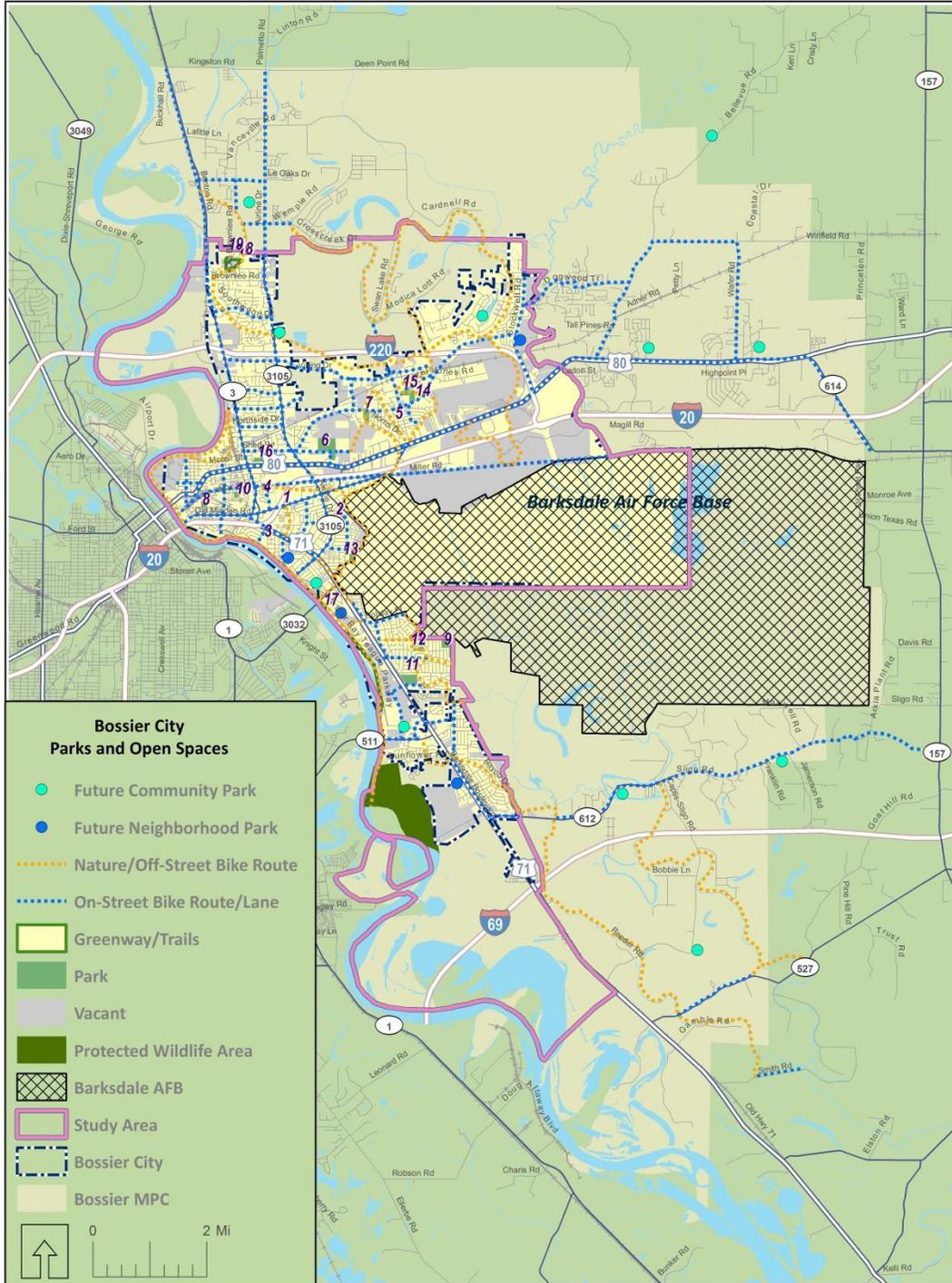
Arthur Ray Teague Greenway Pavilion



Donald Bond Optimist Park



Figure 1: Bossier City Parks and Open Space



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Table 3: Existing Park Inventory

#	Name	Park Classification	Location	Amenities & Use	Park Size (Acres)	Physical Condition
1	Bicentennial Park	Neighborhood Park	John Wesley Boulevard	Visitor information center, gazebo, monuments, tables, benches, used primarily for celebrations and weddings	2.2	Excellent
2	Patricia Park	Neighborhood Park	Patricia Drive	Youth baseball/softball field, tennis courts, modular playground equipment, picnicking, jogging/walking, and shelter with restrooms	4	Good
3	Central Park Playlot	Playlot	Central Park Drive	Modular playground equipment, picnic table, pavilion, benches, basketball goals, and walking trail	0.1	Excellent
4	Jack Tuttle Playlot	Playlot	Preston Boulevard	Jogging/walking trail, open play areas, bench	1.7	Excellent
5	Meadowview Playlot	Playlot	Meadowview Drive	Open play area	1	Excellent
6	Tinsley Athletic Complex	Sports Complex	Tinsley Drive	Four adult softball one adult/senior boys baseball fields with scoreboards, concession stands, 4 soccer fields, 4 football fields, 2 tennis courts, restrooms, bleachers, pavilions, 2 modular playground areas, walking trail	120	Good
7	Shed Road Neighborhood Park	Neighborhood Park	Shed Road	Swimming pool, three youth softball fields, bleachers, picnicking, pavilions, modular playground equipment, tennis and basketball courts, and jogging/walking trail	14	Excellent



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#	Name	Park Classification	Location	Amenities & Use	Park Size (Acres)	Physical Condition
8	Fort Smith Community Park	Neighborhood Park	Coleman Street	Swimming pool, senior citizens center (Bossier Council on Aging), outdoors basketball court, picnicking, tennis courts, jogging trail. Adjacent to Bossier High School, students use the courts throughout the school year.	12	Fair
9	Mike Wood Memorial Park	Community Park	Dennis Street	Swimming pool, three pavilions, picnic area, tennis courts, basketball court, two modular playgrounds, jogging/walking trail, bleachers, Frisbee golf course, and shade trees	30	Excellent
10	Mitchell Park	Neighborhood Park	Cox Street	Recreation center, outdoors basketball court, practice football/baseball fields, and modular playground, jogging/walking trail, picnicking, water Spray Park	4.25	Excellent
11	Parkway Playlot	Playlot	Parkway Drive	Two tennis courts and parking spaces	0.6	Poor
12	Shady Grove Neighborhood Park	Neighborhood Park	Wayne Drive	Air-conditioned gym, softball field, batting cage, community center and activity rooms. Heavily utilized park	10	Excellent

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#	Name	Park Classification	Location	Amenities & Use	Park Size (Acres)	Physical Condition
13	Hooter Neighborhood Community Park	Neighborhood Park	Hooter Street	Martin Luther King Community Center, air-conditioned gym, recreation room, Head Start facilities, picnic areas, community service room, parking, modular playground, water spray park, jogging/walking trail, practice baseball/football fields, outdoor basketball	11	Fair
14	Clifford Almond Community Playfield	Community Park	Shed Road/Little League Drive	Little League baseball and T-ball fields, ADA accessible playlot, concession stand, and rest rooms	25	Good
15	Field of Dreams	Neighborhood Park	Hazel Jones Road	Modular playground and baseball field for handicapped children, restroom facilities, picnic areas, 3 covered pavilions, jogging/walking trail	2.5	Excellent
16	Walbrook and Donald Bond Memorial Park	Community Park	Mary Ann Street	Predominately used for baseball by children ages 8 to 14. Modular playground equipment, Dixie League baseball fields with 2 concession stands, covered bleachers, jogging/walking trail, and outdoors basketball goals, pavilions, 2 modular playground areas	34	Excellent
17	A.R.T Parkway Jogging Trail	Greenway	Along the Red River	Greenspace and trail with parking and pavilions along the route. Boat ramp entrance to the Red River.	5 miles	Excellent



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#	Name	Park Classification	Location	Amenities & Use	Park Size (Acres)	Physical Condition
18	North Bossier Park	Community Park	Old Brownlee Road	Restroom, modular playground, climbing rocks, picnic areas, spray park, four pavilions, benches, and jogging/walking trails	43	Excellent
19	North Bossier Tennis Center	Sports Complex	Mondello Way	Pavilion, Pro shop, 6 Har courts, 12 Har Tru courts and 3 Platamate ball machines	11	Excellent



Approximately 331 acres of park and open space areas were inventoried, which include properties owned by Bossier City. Schools and privately owned properties are not included in this inventory but can add to the park and open space amenities utilized by Bossier City residents. In completing the inventory, the amenities and facilities were categorically rated: poor, fair, good or excellent. This information was used in creating the improvement recommendations of this plan.

It is important to note that there are additional natural resources and open space areas that are not part of this inventory because they are not considered City owned public facilities. These include schools and other private facilities, such as playgrounds and pools belonging to, and managed by, specific neighborhoods or associations. There are also two Wildlife Management Areas (WMAs) within the Parish, including the Bodcau WMA located in the northeastern portion of the parish and the Loggy Bayou WMA in the southeastern corner of the parish. While these areas are outside of the planning area, they do serve part of the need for parish parks and natural areas.

Recommended Facilities

The NRPA recommends guidelines for park services based on acreage per 1,000 citizens. To assess the adequacy of the existing parks and recreation supply, it is necessary to look at existing population, the supply of parks provided including any planned improvements or expansions, and relate them to planning standards for desirable levels of service. In addition, it is necessary to consider forecasts in future population to determine improvements or additions to the current system. Table 4 and 5 compare Bossier's total park acreage to current and future population totals to determine any deficiencies or excess acreages.

As described in Chapter 2, Bossier Area Profile, Louisiana Tech University estimates Bossier City's 2009 population to be 65,772. Using the standards outlined in Table 1, the City should have approximately 494 acres of park land, which does not include regional park recommendations. Currently, the City maintains 331 acres of park and recreation areas, which is 67 percent of the recommended need, leaving a recommended need of 163 acres – the exact amount of recommended park space is shown in Figure 3.



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In order to support the recreational needs of future populations, Bossier City will need 400 additional acres of park space. Based on the exponential growth scenario outlined in Chapter 2, the City's estimated 2030 population is projected to reach 97,412 – requiring 731 acres of park space to support this population (see Table 4).

The park inventory was also used to examine the minimum facility and equipment improvements for each type of park. Like the park acreage requirements, the locations of these facilities are based on the population within the park service area. Table 5 provides the recreational facility requirements of each park facility for the current Bossier City population and future 2030 population.



Shady Grove Park – Recreation Center

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Table 4: Facility and Equipment Requirements

Park Categories	Recommended Acres/1,000 Residents	Existing Inventory (Acres)	Required Acreage Based on 2009 Population of 65,772	Deficiency/Excess (Acres)	Required Acreage Based on 2030 Population of 97,412	Additional Acres Needed by 2030
Mini-Park/Playlot	0.5	3.4	33	-29.6	48.7	45.3
Neighborhood Park	2	70.95	132	-72.3	194.8	123.85
Community Park	5	252	329	-240	487.1	235.1
Regional Park	10	-	-	-	-	-
Open Space/Natural Areas	Variable	-	-	-	-	-
Greenways/Bikeways/Trails	Variable	-	-	-	-	-
Special Facility	Variable	-	-	-	-	-
Sports Complex	Variable	-	-	-	-	-

Table 5: Facility and Equipment Requirements

Recreation Facilities	Recommended Standard 1 per Population	Existing Inventory (Number of Facilities)	Required Inventory (Based on 2009 Population of 65,772)	Deficiency/Excess	Required Inventory (Based on 2030 Population of 97,412)	Additional Facilities Needed by 2030
Recreation Centers	25,000	4	3	1	4	0
Swimming Pools	20,000	3	3	0	5	2
Soccer Fields	10,000	4	7	-3	10	6
Football Fields	20,000	5	3	2	5	0
Tennis Courts	5,000	26	13	13	20	0
Playgrounds	4,500	15	15	0	22	7
Baseball/Softball Fields (Youth)	5,000	16	13	3	20	4
Baseball/Softball Fields (Adult)	30,000	13	2	11	3	0
Basketball Courts	5,000	10	13	-3	20	10
Pavillions	60,000	22	1	21	2	0



Linear Linkages & Pedestrian Ways

Greenways tie park system components together to form a cohesive recreation and transportation environment. The Bossier City system of parks, open space, and recreation areas is not complete without linear linkages between facilities and connections to neighborhoods, schools and other public uses. A discussion of bike and pedestrian facilities is included in Chapter 6. This section deals primarily with greenways and trails.



Mike Wood Memorial Park - Trail

Greenways are generally created along corridors such as rivers, streams and abandoned rail lines. Use of excess rights-of-way along streets, utility and drainage easements, and shoulders and wide travel lanes on arterial roadways each offer the benefit of linkages between facilities. Trailheads are nodes along the path system; either points of beginning for an access trail

or key locations where the path intersects with other path components such as community sidewalks or bike paths. With a contiguous system as proposed in Figure 3, there are many potential locations to enter and exit the greenway system.

Through the community meeting process, residents of the City expressed a desire for more trails and bike facilities that connect the area's parks, schools, neighborhoods, and public buildings. Currently, Bossier City has the Arthur Ray Teague (ART) Parkway jogging trail and the North Bossier walking trail in addition to more isolated paths at area parks. The ART Parkway jogging trail extends 5 miles along the Red River. Completed in 2001, there are also several amenities including two small and three large pavilions and a boat launch with parking. As a valuable part of Bossier City's existing park and open space facilities, these trails provide the backbone of the City's greenway recreation and transportation network.

Together with the existing and recommended park and recreation system, recommended greenway facilities are presented in the Parks and Recreation System map shown in Figure 3. Connecting bike and pedestrian facilities to the existing and proposed greenway system is important to provide an overall fluent system of non-motorized travel that benefits the park and open space system as well as the

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transportation network. Additional recommended policies, standards, and facilities to meet Bossier City's recreational and open space needs are discussed in the next section.



Arthur Ray Teague Greenway

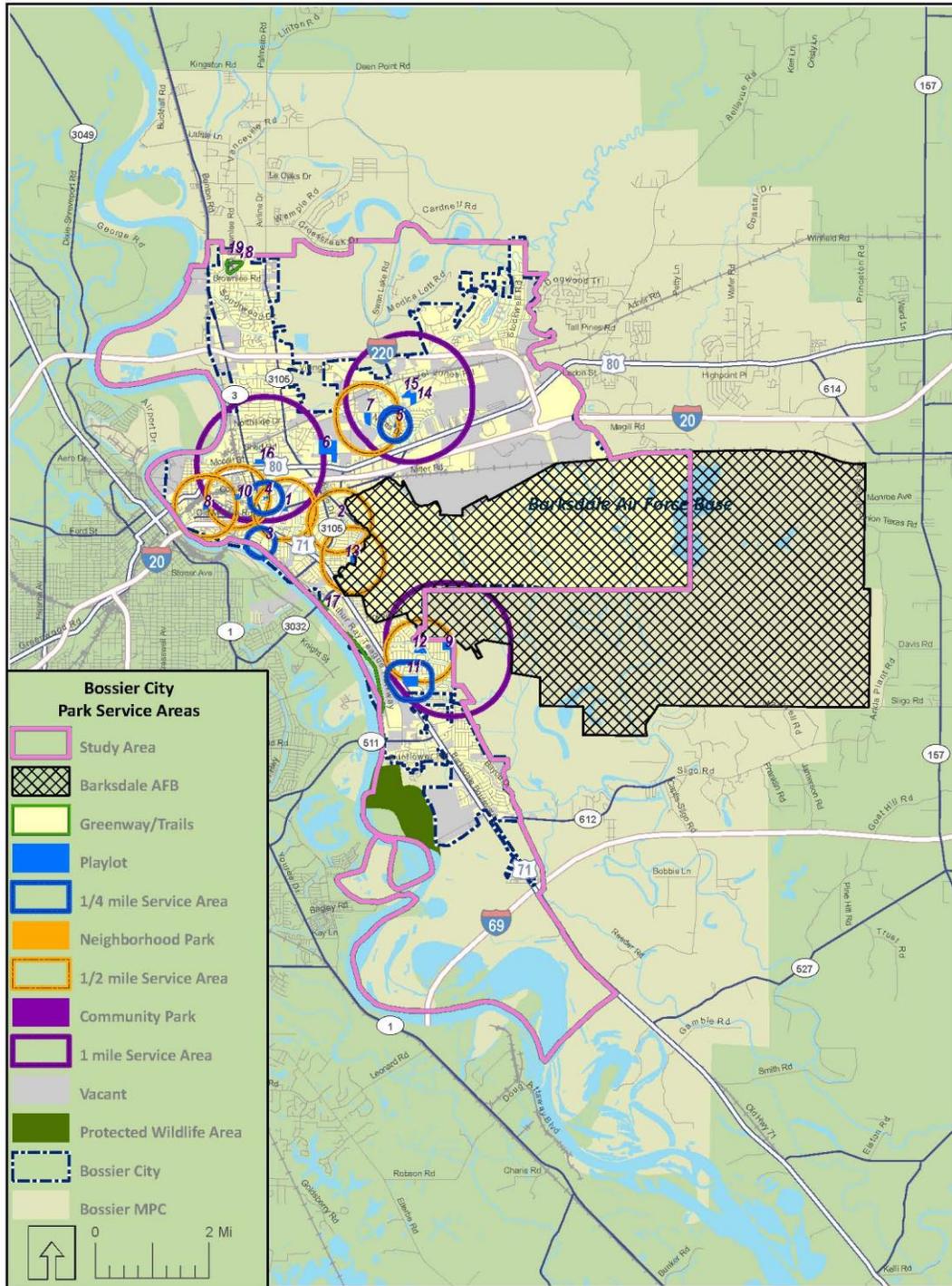
Park and Open Space Recommendations

Several tools were used to determine the proposed locations for parks. The first step was examining the existing system, making recommendations for improvements to the existing system, and then determining which areas were being served and which areas were under served. This was done using a combination of public input and mapping analysis. In conjunction with the recommended park acreages and recreation facilities presented in Tables 4 and 5, the following recommendations include several proposals for smaller, neighborhood serving facilities in the City.

Evaluating service areas is an effective means of identifying geographic areas that have sufficient park areas available, but more importantly to identify those in need of additional parks and recreation areas and facilities. The existing inventory of Bossier's recreational facilities is shown in Figure 1. Figure 2 illustrates the service areas of these facilities, including Mike Wood Memorial Park, Clifford Almond playfield, Shed Road playfield, the Tinsley Athletic Complex, and Walbrook Park, which contribute 223 acres to the current inventory. As exhibited, the central portion of the study area falls within the service areas of playlots, neighborhood, and community parks. Areas that are currently deficient in the availability of parks and do not fall within these service areas are generally located in the eastern and far southern areas of the City.



Figure 2: Parks Service Areas



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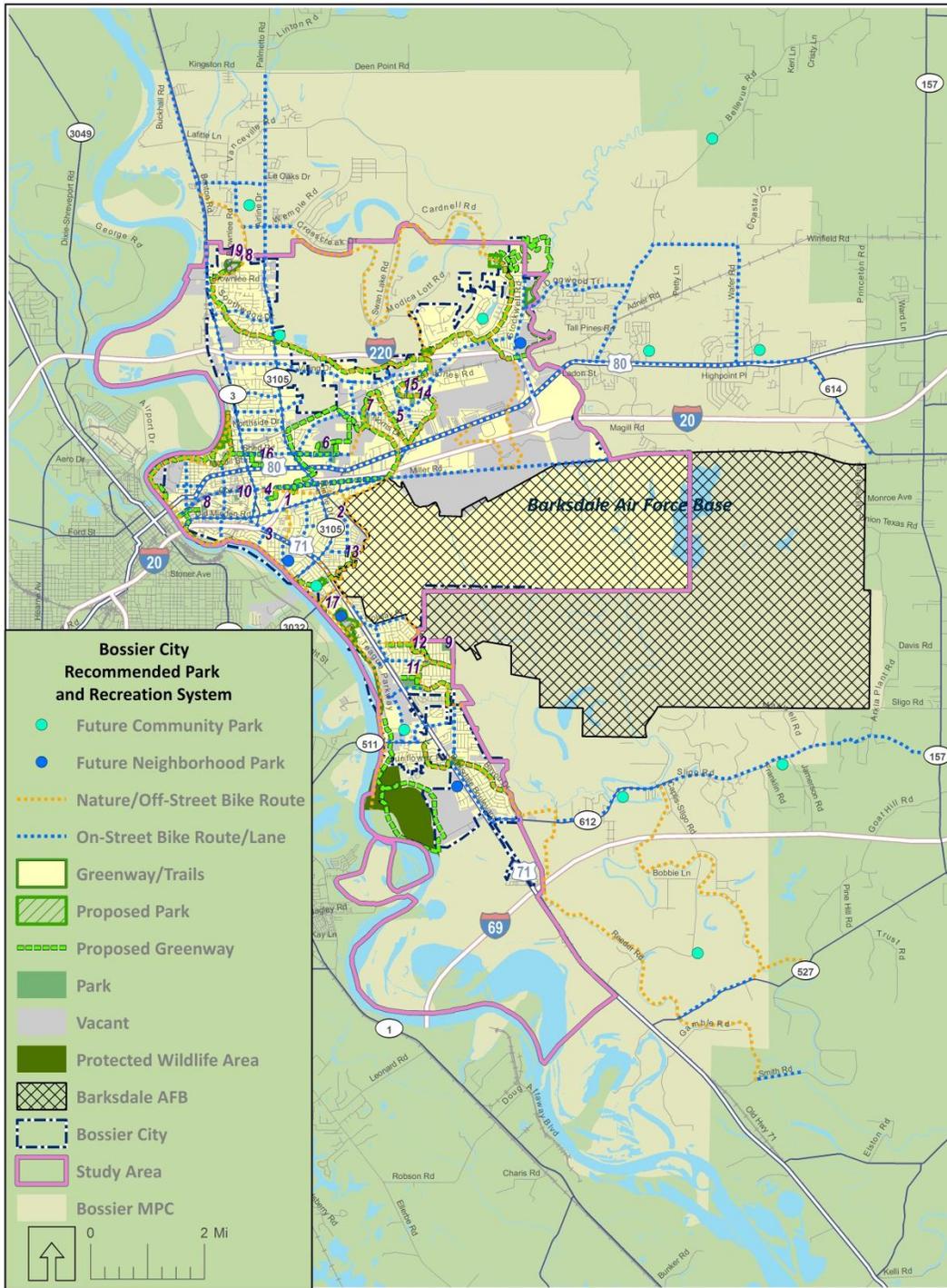
In addition to analysis of service areas, the creation of new parks should include public input and should be designed to meet the needs of the residents the facility is intended to serve. Throughout the public involvement process, several recommendations were made for additional pedestrian facilities including:

- Pedestrian crossing over the Red River
- Connect a bike trail over to Shreveport: Jimmy Davis Bridge
- Extend the jogging trail along the Arthur Ray Teague Parkway to Diamond Jacks to Boardwalk
- More parks in South Bossier to include open fields for sports practice, dog parks, walking trails, and Frisbee golf
- More bike lanes (Highway 71 suggested)
- Need more soccer fields, ball fields, and public golf courses
- More greenways

Consideration of the public's desires plays an important role in developing policies, standards, and programs to eliminate existing recreational and open space deficiencies, and will help achieve the vision of Bossier City's park system. Figure 3 shows the recommended park and recreation system for Bossier City that is geared toward achieving the stated goals.



Figure 3: Recommended Parks and Recreation System



6

Transportation

B O S S I E R
C I T Y

A well coordinated transportation system is instrumental in enhancing mobility, providing for economic development opportunities and increasing a community's quality of life. The purpose of this chapter is to guide the current management and future development of the City's transportation system.



Transportation

Transportation is of significant value and importance to Bossier City much as it is to the State of Louisiana and the nation. The transportation system is made up of a network of corridors that connect neighborhoods, business districts, and open spaces. These corridors define the shape and pattern of the community as well as the impression it leaves on tourists and residents. The transportation element of the Bossier City Comprehensive Plan establishes a system to accommodate local and regional travel demand through 2030. It is closely coordinated with each of the various elements of the Comprehensive Plan to create a strong and successful area wide transportation network.

The purpose of the Transportation element is to address area wide mobility needs on all levels, from sidewalks and trails, to local streets and neighborhood access, to arterial roadways, highways, railroads, airports and waterways. The principal aim of transportation planning is to ensure safe and efficient movement of people and goods. This plan element also includes an updated Thoroughfare Plan, which is the long-term general plan for developing an overall system of thoroughfares for Bossier City.

As part of the overall vision for Bossier City, outlined in Chapter 3, Vision & Goals, the

vision for the transportation element of the Plan is as follows:

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.

The plan will be a guide for securing needed right-of-way and upgrading and extending the network of streets, roads and highways within the City in an orderly and timely fashion as the area continues to grow and the public's mobility and access needs increase.

Key Issues

Enhancement of Area wide Mobility

Projected growth over the next 20 years will result in increased traffic congestion and safety issues if transportation improvements are not made to area roadways. Analysis based on growth projections for the Bossier City area identified several roadways as operating at an unacceptable level-of-service by Year 2030. Improving traffic mobility could involve widening some roadways and creating new roads in rapidly growing areas. In both cases, it will be important to understand where development is likely to occur so that the



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City can preserve and acquire sufficient right-of-way.

Traffic flow on existing roadways may benefit from transportation system management (TSM) and transportation demand management (TDM) strategies where additional capacity cannot be accommodated. TSM improvements are typically low-cost methods that improve traffic flow by making better use of the existing transportation system (i.e. turn lanes or turn restrictions, coordinated signal systems, access control measures). TDM aims to reduce travel demand through strategies such as van-pooling, transit, park-and-ride lots and encouraging telecommuting.

Bridge Crossing

Major thoroughfares in Bossier City connect important destinations and are vital to traffic movement. Currently, many of these roadways are congested, including I-20, I-220, and Westgate Drive. A large section of the population commutes to Shreveport everyday; therefore bridges crossing the Red River to Shreveport are critical to the livelihood of this community. Currently all the bridges are extremely congested, especially the Jimmy Davis Bridge in south Bossier. Overall improvements could include increasing bridge capacity, utilizing demand management principles like tolling, time restriction, etc.

Access Management

The transportation system is designed to provide access to adjacent land uses and intersecting streets. However, the number of access points can directly affect the efficiency and safety of the street system. Too many points of ingress and egress along a corridor can significantly impede traffic flow and result in vehicular and pedestrian conflicts. On the other hand, too few access points can result in reduced marketability of area property. An efficient system is properly regulated with regard to the number and placement of curb cuts, traffic signals and signage. During the public involvement process, Bossier residents raised major concerns about traffic and access issues along Airline Drive, East Texas Street, and Benton Road.

Multimodal Transportation

The transportation of people, goods, materials, and services is best achieved through a variety of transportation alternatives. In the Bossier region, the transportation system not only includes streets, but also rail, waterborne traffic through the Port of Shreveport-Bossier, and air travel through the Shreveport Regional Airport. Each of these nodes generates traffic that can impact the capacity of the existing network of streets and rail lines.



Bicycle and Pedestrian Facilities

Bicycle and pedestrian facilities are important components of the community's transportation and recreation system. The vast majorities of trips that occur throughout the planning area are by single occupant vehicles due to sprawling development patterns and because the transportation system is not well equipped to handle walking as an alternative to driving. Many neighborhoods have incorporated sidewalks; however, they lack continuity and connection within and between neighborhoods and other districts. A true "system" of transportation improvements offers a variety of modes, including driving, bicycling, walking, and high occupancy vehicles such as carpooling and public transportation.

Public Transportation

In tandem with bike and pedestrian facilities is the need to have an effective and comprehensive public transportation system that can allow users to reach a destination without a vehicle. While this method will not replace the automobile as the standard and preferred means of travel, the availability of public transportation and pedestrian friendly neighborhoods can play a significant role in achieving efficiency in the transportation system. SporTran provides

routes through Bossier, however, the service area is limited and coverage is not designed to compete with automobiles as an alternative means of transportation.

Residents have suggested incorporation of light rail for commuters and expanding bus transportation through a diversified fleet of small and medium size buses.

Coordinate Land Use and Transportation

The capacity and design of Bossier City's transportation system has a direct impact on local quality of life. The ability of the roadway system to evolve and meet changing development patterns is the key to maintaining a mobility network that is effective and free of significant congestion. Along local streets, where the local government has its greatest measure of control, Bossier City can regulate the location, layout and design of land development relative to the roadway, transit and sidewalk networks. However, coordination with LA DOTD and other area governments plays a bigger role on larger roadways.

Transportation improvements also have the capacity to guide the overall pattern of development of the City.

Improvements to specific areas may promote development activity whereas



intentional lack of improvements in other areas can help to preserve resources and manage growth. Reservation or acquisition of sufficient right-of-way, including land needed for new roadways, expansion of existing roadways, relocation of utilities, and development of trails and paths make future growth more manageable. Continuous coordination with land use will not only save time and money, but also provide ease in design and construction of new facilities and infrastructure.

Maintenance of the Existing System

In addition to constructing new roadways, priority should be given to maintaining and preserving the existing transportation system. With residential and industrial growth, truck and automobile traffic will contribute to congestion and wear on the City's roadway system. Continued maintenance and improvement of the roadway network will be important in ensuring a safe and well-managed transportation network.

Transportation Plans and Related Studies

2030 Long-Range Transportation Plan

Developed by the Northwest Louisiana Council of Governments, the Transportation Plan provides a framework for planning and development of the region's transportation system through 2030. Changes in the Bossier-Shreveport area, including projected population and employment growth, made the Long-Range Plan imperative to provide continuing attention to ongoing development of the transportation system. The plan identifies committed roadway improvements and short and long-range improvement needs throughout the metropolitan area.

Existing Transportation System

Two major interstate highways, I-20 and I-49, intersect near Bossier City. With the development of the Port of Shreveport-Bossier in close proximity to the Interstate Highway System and the Shreveport Regional Airport, the region is well suited for a variety of multi-modal economic development activities. Bossier City is well connected to other urban centers. Along I-20, Dallas, Texas is approximately 200 miles



west and Monroe, Louisiana is approximately 100 miles east. Little Rock, Arkansas is approximately 210 miles north and Lafayette, Louisiana is 227 miles south along the I-49 corridor.

The Red River is also an important component of the region's transportation system allowing barge access to and from the Mississippi River, which is the nation's largest river system. Situated along the Red River, the Port of Shreveport-Bossier City links customers throughout the Arkansas-Louisiana-Texas region to domestic and international markets via the Mississippi River and the Gulf Intracoastal Waterway.

Major Roadways

A network of State, Parish and local highways, roads, and streets comprise the surface transportation system in the Bossier planning area. Connections to other major state highways and the National Highway System (NHS) contribute to growth of the overall regional economy. The purpose of the NHS is to provide an interconnected system of principal arterial routes that serve major population centers, international border crossings, ports, airports, public transportation facilities, other intermodal transportation facilities and other major travel destinations; meet national defense requirements; and serve interstate and interregional travel. The roadway network in

the Bossier planning area includes the following facilities.

Interstate Highways

Proximity to Interstate Highways is essential for the movement of people and goods throughout the region. The area's transportation network is complemented by the presence of the following interstate corridors.

I- 20 - This east-west controlled access highway links Bossier City to Shreveport and Dallas/Ft. Worth (and ultimately I-10 east of El Paso, Texas) to the west and Monroe, Louisiana to the east.

I- 220 - This limited access corridor serves as a northern bypass of the Shreveport-Bossier City urbanized area. The presence of Barksdale A.F.B. is a limiting factor to extending this facility south of I-20 to form a complete loop around the urbanized area.

I-220 exits I-20 near the Shreveport Regional Airport and connects back to I-20 near the eastern extents of Bossier City's corporate limits. The southern segment is discontinued in Shreveport, but will ultimately tie into the proposed I-69 alignment upon completion.

U.S. Highways

The U.S. Highway system was a predecessor to the Interstate Highway System. A number of U.S. Highway corridors traverse the Ark-La-



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Tex region, three of which are within the planning area.

U.S. 79 – U.S. 79 runs southwest/northeast occupying the same alignment as U.S. 80 within the planning area. U.S. 79 originates in Round Rock, Texas and terminates in Russellville, Kentucky.

U.S. 80 – U.S. 80 runs east/west parallel to I-20. Through much of the planning area the route is shared with U.S. 79. Significant growth in the northeastern portion of the planning area continues to increase traffic volumes adding to an already congested condition.

U.S. 71 – U.S. 71 runs north/south and parallels the east side of the Red River. To the south, it connects Alexandria, Louisiana parallel to I-49 and ends at U.S. 190 near the Atchafalaya River. To the north, the corridor ties much of the Great Plains terminating in International Falls, Minnesota.

State Highways

Several thoroughfares in Bossier City are maintained by the Louisiana Department of Transportation & Development (LA DOTD).

LA 3 – Also known as Benton Road, LA 3 runs north from its point of origin at Old Minden Road near Barksdale Boulevard (U.S. 71) connecting to Arkansas S.H. 29. This highway segment is one of the area's busiest

roadways since LA 3 connects rapidly growing suburban areas between Bossier City and Benton. The Arkansas portion connects to Interstate 30 in Hope, Arkansas.

LA 3105 – LA 3105, also known as Airline Drive, originates at Barksdale Boulevard and continues north parallel to LA 3 (Benton Road). Similar to Benton Road/LA 3, this roadway is heavily utilized as a commuter corridor between the developing portions of the Parish and the Bossier urban area.

LA 782-1 – This short route is an extension of Patricia Drive and connects LA 3105 (Airline Drive) to LA 185 (Northgate Road).

LA 782-2 – Also known as Industrial Drive, is a spur of LA 72 (Old Minden Road) that connects to U.S. 79/80 (E. Texas Street). Parallel to I-20 and the KCS Railroad, the corridor is dotted with warehousing, distribution and light industrial uses.

LA 72 - Also known as Old Minden Road, this east-west corridor ties into I-20 and Industrial Drive and originates on the west at Traffic Street.

LA 185 - LA 185, or N. Gate Drive, originates at Old Minden Road near Airline, runs southeast and provides secondary access to Barksdale A.F.B.

LA 3032 - LA 3032 or W. Gate Drive is a short corridor that connects Barksdale A.F.B. to

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Shreveport where it becomes Shreveport Barksdale Highway before terminating at LA 1 (Youree Drive).

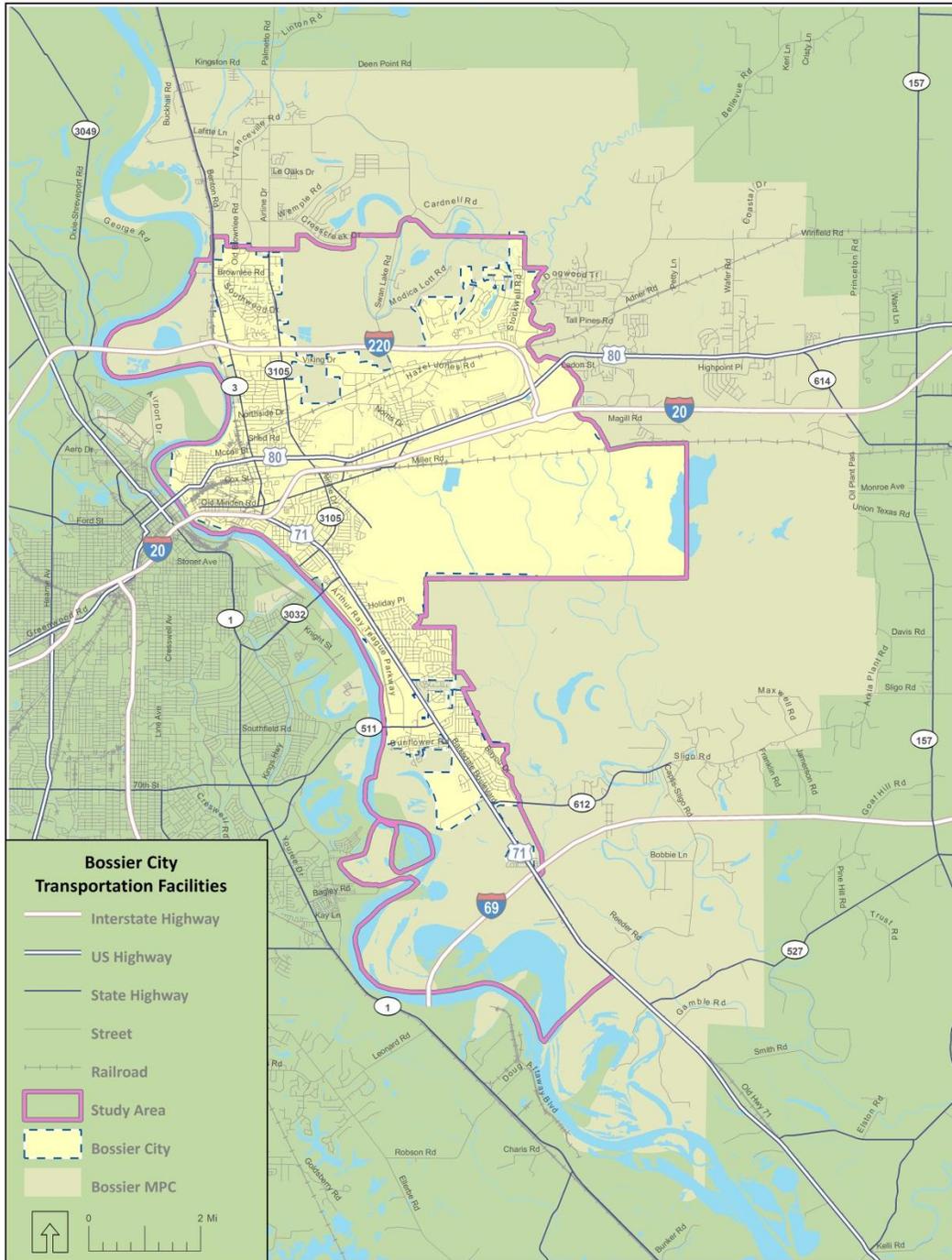
LA 511 - In the southern portion of Bossier City, LA 511 or Jimmy Davis Highway originates at U.S. 71 (Barksdale Blvd.) traversing the Red River to connect to Shreveport. In Shreveport, LA 511 is known as W. 70th Street as it proceeds westerly providing connections to Bert Kouns Industrial Loop (LA 526), I-49, Shreveport Regional Airport, Airport Industrial Park, West Shreveport Industrial Park and Greenwood.

LA 612 - LA 612 originates at U.S. 71 in southern Bossier City. Also known as Curtis Sligo Road, this roadway connects the communities of Curtis and Sligo, which are realizing rural development and congestion.



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Figure 1: Bossier Roadways





Traffic Volumes

Traffic volumes identify existing travel patterns and assist in determining the ability of the transportation system to serve the area's travel demands. The most recent available average daily traffic volume counts for major intersections were obtained from the City of Bossier.

Table 1 identifies the top 20 intersections in terms of traffic volumes. The highest average daily traffic volume in Bossier City in 2009-2011 was 55,275 at Airline Dr and East Texas St. There are significant volumes on both Airline Drive, Benton Road and Barksdale Blvd.

Table 1: Bossier City Top 20 Intersection Traffic Volume

Rank	Intersection	ADT
1	LA. 3105 (Airline Dr.) @ U.S. 79, 80 (E. Texas St.)	55,275
2	LA. 3105 (Airline Dr.) @ I-20 (W/B)	48,029
3	U.S. 71 (Barksdale Blvd.) @ LA. 3032 (Westgate Dr.)	46,904
4	LA. 3105 (Airline Dr.) @ I-220 (W/B)	46,231
5	LA. 3105 (Airline Dr.) @ I-220 (E/B)	45,356
6	LA. 3105 (Airline Dr.) @ Shed Rd.	44,969
7	LA. 3105 (Airline Dr.) @ LA. 72 (Old Minden Rd.)	44,381
8	LA. 3105 (Airline Dr.) @ Beene Blvd.	43,666
9	LA. 3 (Benton Rd.) @ U.S. 79, 80 (E. Texas St.)	42,959
10	LA. 3105 (Airline Dr.) @ Pierre Bossier Mall	42,542
11	LA. 3 (Benton Rd.) @ I-220 (E/B)	42,377
12	LA. 3105 (Airline Dr.) @ Viking Dr.	42,338
13	LA. 3105 (Airline Dr.) @ Melrose Ave.	41,865
14	U.S. 71 (Barksdale Blvd.) @ LA. 3105 (Airline Dr.)/McDade St.	40,817
15	LA. 3105 (Airline Dr.) @ I-20 (E/B)	38,733
16	LA. 3105 (Airline Dr.) @ Douglas Dr.	37,835
17	LA. 3 (Benton Rd.) @ Viking Dr.	37,572
18	U.S. 71 (Barksdale Blvd.) @ LA. 511 (Jimmie Davis Hwy.)	37,337
19	U.S. 71 (Barksdale Blvd.) @ Panther Dr. /Walker Dr.	37,222
20	LA. 3 (Benton Rd.) @ Hospital Dr./Autoplex Dr.	36,114
Source: City of Bossier, 2009-2011		



Safety

According to Bossier City's Crash Records Inventory System, approximately 1,002 crashes occurred within the City limits in 2009. Table 2 identifies the top 20 intersections with crash occurrences. The most crashes occurred at the junction of one of the busiest arterial roadways in Bossier, Barksdale Boulevard and Westgate Road.

From the table it is evident that most crashes occur on three of the most heavily travelled arterials in Bossier City, Airline Drive, Benton Road and Barksdale Boulevard. This is expected since they are also high volume roadways.

Table 2: Bossier City Top 20 Intersection with Crashes

Rank	Intersection	Crashes
1	U.S. 71 (Barksdale Blvd.) @ LA. 3032 (Westgate Dr.)	55
2	LA. 3105 (Airline Dr.) @ Viking Dr.	48
3	LA.782-2 (Industrial Dr.) @ U.S. 79, 80 (E. Texas St.)	47
4	LA. 3105 (Airline Dr.) @ U.S. 79, 80 (E. Texas St.)	46
5	LA. 3105 (Airline Dr.) @ LA. 72 (Old Minden Rd.)	41
6	LA. 3105 (Airline Dr.) @ I-220 (E/B)	39
7	U.S. 71 (Barksdale Blvd.) @ LA. 511 (Jimmie Davis Hwy.)	39
8	Stockwell Rd. @ U.S. 79, 80 (E. Texas St.)	39
9	LA. 3 (Benton Spur)/I-20 @ LA. 72 (Old Minden Rd.)	37
10	U.S. 71 (Barksdale Blvd.) @ Panther Dr. /Walker Dr.	35
11	LA. 3 (Benton Rd.) @ U.S. 79, 80 (E. Texas St.)	34
12	LA. 3105 (Airline Dr.) @ Beene Blvd.	34
13	LA. 3105 (Airline Dr.) @ Shed Rd.	31
14	U.S. 71 (Barksdale Blvd.) @ LA. 3105 (Airline Dr.) / McDade St.	30
15	LA. 3 (Benton Rd.) @ I-220 (E/B)	28
16	LA. 3 (Benton Rd.) @ Shed Rd.	27
17	LA. 3105 (Airline Dr.) @ I-20 (W/B)	24
18	LA. 3105 (Airline Dr.) @ I-20 (E/B)	24
19	I-220 (W/B) @ U.S. 79, 80 (E. Texas St.)	22
20	CenturyTel Ctr. Dr. /Zach Ave. @ LA. 511 (Jimmie Davis Hwy.)	22

Source: City of Bossier, 2009



Planned Transportation Improvements

Short-range transportation projects are included in Bossier's Capital Improvement Projects Plan (CIP). The CIP identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan. The following table lists the capacity improvement projects included in the CIP for Bossier City.

Apart from these capacity expansion projects, Bossier City also has planned roadway improvement projects like left turn additions, restriping and adding turn lanes on some of the existing roadways.

Table 3: Bossier City Capital Improvement Projects (2010 – 2014)

Facility	From	To	Project Description	Project Status
Arthur Ray Teague Parkway	Hamilton Road	I-20	Extend ART Parkway to North of I-20	2010
Arthur Ray Teague Parkway	Arthur Ray Teague Parkway	LA 511	Construct Safety ramp	2010
Arthur Ray Teague Parkway	Barksdale Blvd	KCS Underpass	ART Parkway Extension - North	2011
Arthur Ray Teague Parkway	Reeves Marine Drive	LA 511	ART Parkway Extension - South	2011
Arthur Ray Teague Parkway	LA 511 Thru Lanes	US 71	Construct Bridge	2010
Arthur Ray Teague Parkway	Jimmy Davis Bridge	US 71 Bridge	ART Parkway Extension	Undetermined
Swan lake Road	Shed Rd	I-20	Extend Swan lake Rd	2012
Swan lake Road	US 80	Shed Rd	Extend Swan lake Rd	2012
Shed Rd	Benton Rd	Airline Dr	Widen Shed Rd	2014
Viking Dr	Benton Rd	Airline Dr	Widen to 3 Lanes	2010

Source: City of Bossier, 2009



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Transit Service

There are two organizations that provide public transportation in Bossier City. Local transit service is available through SporTran but serves only Bossier City and Shreveport. The Bossier Council on Aging provides transportation services exclusively for the elderly. Each fills a niche in the overall transportation system for the City Planning Area as described below.

Shreveport Area Transportation System (SporTran)

SporTran is the public transit system for Shreveport and Bossier City. It is operated by Shreveport Transit Management, Inc. under contract by the City of Shreveport. A fleet of 45 buses is used to facilitate sixteen scheduled fixed routes, all of which are ADA accessible. Persons unable to access the fixed route system because of disabilities are eligible to use a demand-response paratransit service called the Lift Line. When qualified, a client must schedule service 24 hours in advance.

Schedules vary for both fixed route and paratransit services. Fixed route service is available from 4:55 a.m. to 8:00 p.m. on weekdays, from 5:30 a.m. to 7:15 p.m. Saturdays and from 7:55 a.m. to 5:00 p.m. Sundays. The paratransit vans are available from 6:30 a.m. to 7:00 p.m. weekdays, from 7:00 a.m. to 6:00 p.m. on Saturday and from 8:00 a.m. to 4:00 p.m. on Sunday.

Discounted fares are available to students, disabled and the elderly.

Rates of Fare

Adult Basic Fare: \$1.25

- Senior Citizen (+62): \$.0.60
- Disabled: \$.0.60
- Medicare Card Holder: \$.0.60
- Children (under 37"): Free
- Children (37" thru Age 11): \$0.60
- Students: \$.0.60

Transfer Charge: \$0.25

Event Shuttle (round trip): \$2.50

Pass

Day Pass: \$3.00

Monthly Pass: \$40.00

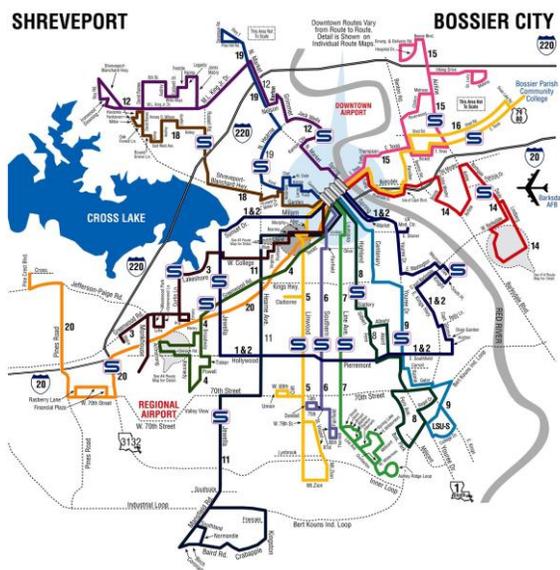
- Discounted Pass: \$20.00

Bossier Council on Aging (BCOA)

This agency offers demand-response public transportation services for the elderly throughout Bossier Parish. Transportation services are available from 7:30 a.m. to 4:00 p.m. Monday through Friday. The Council operates two vans, one of which is equipped with a handicap accessible lift. Fares are accepted by donation. Other transit service providers in the Bossier City Planning Area include intra- and interstate bus service and local for hire vehicles. Greyhound Bus Lines offers longer-distance bus service between Bossier City



and other destinations. Action Taxi also provides private taxi service in the area. The La DOTD manages and allocates federal transit funds through its Public Transportation section, whose mission is to enhance the access of people in non-urbanized areas to health care, shopping, education, employment, public services and recreation.



SporTran System Map

Bike and Pedestrian Facilities

A dynamic, multimodal transportation system encompasses a variety of transportation options, including those that are the most basic: walking and bicycling. In Bossier, similar to most other urban areas, the role of walking and biking has diminished significantly over the years as

dependence on the automobile has increased. In recent years though, there has been a renewed interest in making communities more livable, which means making neighborhoods, commercial districts and centers, and public spaces more pedestrian friendly and walkable.

Over the last several decades, dependence upon the automobile as the preferred mode of transportation has become a national trend. This trend is apparent in Bossier City, as witnessed by the increasing importance on transportation infrastructure improvements and specifically in the outward development pattern that has occurred. Reliance on the automobile has resulted in more choice in how and where to live, work and play.

However, dependence upon the automobile has not come without cost – a cost that is being realized in the form of increased taxes, reduced levels of public services such as police and fire protection, less affordable housing, degradation of green space and environmentally sensitive areas, pollution of air and water, and many other well documented costs. The automobile has changed development patterns causing land uses to be segregated, setbacks to be increased, and nearby neighborhoods to become rural subdivisions outside of corporate limits.



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All of these occurrences have contributed to reduced accessibility and less walkable communities.

Pedestrian walkways, sidewalks and crosswalks are part of the City's existing transportation system that serve the needs for pedestrian movement in residential neighborhoods, commercial business areas, and around schools, parks and other community facilities. Safe and well-maintained pedestrian facilities are particularly needed in the older established areas and in areas that did not have sidewalks installed before they were required by the Bossier City Subdivision Regulations.

The nature and extent of the sidewalk inventory has not been formally evaluated. However, consideration should be given to conducting such an assessment to ensure proper and timely maintenance of sidewalk facilities, implement compliance with the American's with Disabilities Act (ADA) and establish sidewalks in neighborhoods that warrant them. Locally drafted and administered ordinances should also restrict obstacles on sidewalks such as parked vehicles and trailers, which are a hindrance to pedestrian mobility. Eliminating barriers to pedestrian mobility is one of the most important features in planning and developing an effective pedestrian network.

Sidewalks are an important part of the City's transportation infrastructure as they provide safe pedestrian travel along the City's street system. The City's Subdivision Ordinance requires sidewalks on both sides of all new collector roads and major thoroughfares. In addition to constructing sidewalks along new roadways, many older roads will need to be retrofitted with sidewalks.

Maintenance of existing sidewalks and ramps is also important to ensure that facilities are safe for elderly and disabled users

As Bossier City continues to grow, designated bicycle routes, on-street bikeways, and off-street multi-use trails should be developed to link major attractions and destinations throughout the City. In this way bicycle routes can provide an alternative mode of transportation while also serving the recreational needs of area residents.

The Arthur Ray Teague Greenway offers an excellent example of a trail facility that provides connection from South Bossier toward downtown. Greenway facilities differ from other pedestrian ways in that they tend to follow along rivers, streams and abandoned rail lines (see Chapter 5 for a more detailed discussion on Greenways). Figure 3 in Chapter 5, *Recommended Parks and Recreation System*, illustrates existing and proposed greenway facilities in the study area.

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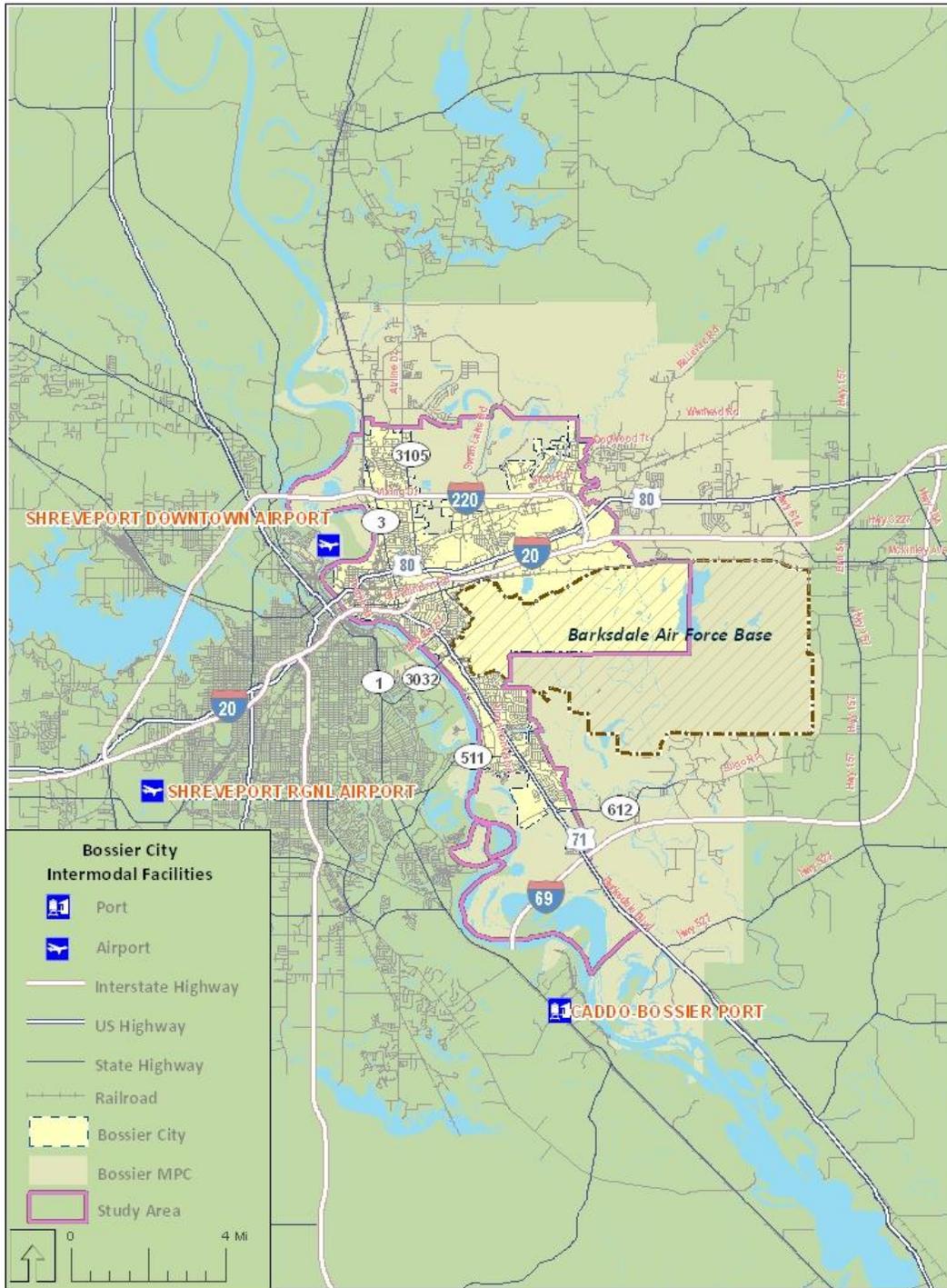
Bike and pedestrian facilities should focus on connecting to the park and greenway system in addition to other attractions and generators. It is recommended that the City develop a “Greenways Master Plan” to serve as a long-range plan for the development and implementation of non-motorized transportation options.

Airport

Two civilian airports are located in Shreveport and serve the Ark-La-Tex region that includes Bossier City. Barksdale AFB provides military air service for the base. Despite the fact that both civilian airports are located in Shreveport, each contributes to Bossier’s transportation system by facilitating the movement of people and goods. The airports are illustrated in the following Figure: Bossier Intermodal Facilities.



Figure 2: Bossier Intermodal Facilities





Shreveport Downtown Airport

Since 1931 and a Delta Air Lines commercial flight to Monroe, Louisiana and Jackson, Mississippi, the Shreveport Downtown Airport has provided air service to the Shreveport-Bossier area.

Located along a meandering point of the Red River on Airport Drive north of the downtown area, the Shreveport Downtown Airport continued commercial air carrier service for the region until 1952 when the Shreveport Regional Airport was opened. Today, the Shreveport Downtown Airport operates as a general aviation facility.

Shreveport Regional Airport

The Shreveport Regional Airport is the primary commercial airport for the Shreveport-Bossier area. It was opened in 1952 to fulfill the region's demand for passenger airline service. The older Downtown Airport lacked room for expansion and was too close to Barksdale AFB. Since its inception, the Shreveport Regional Airport has continued to grow and prosper.

Several air cargo companies utilize Shreveport Regional Airport for delivery and reception of goods and materials. Both runways at the airport are designed to handle the weight of the largest cargo carriers. Among others, United Parcel Service and Federal Express operate from

the Shreveport Regional Airport. The facility, with its strong passenger demand and tenant activity is also well positioned as a multimodal facility. The airport is designated as a small hub airport served by four airlines.

Rail

The railroad has played an important role in the history and development of Bossier and, as the City progresses, that role continues. The existing railroads in Bossier City are illustrated in the above Figure 2, *Bossier Intermodal Facilities*. Today, trains frequently pass through Bossier City carrying goods and services to destinations within the area such as the Port of Shreveport-Bossier and beyond. However, unlike decades past, rail lines must now transect major roadways that provide access to various destinations throughout Bossier. The result impedes traffic movement and causes delay, which is necessary to allow the railroad service to adequately function. For many, as expressed by citizens through the public involvement process, the stops are too frequent and the noise generated by passing trains is highly undesirable.

Despite some of the negative impacts of rail service, it is essential to the success of a truly multimodal transportation system. Rail provides a land-based alternative to truck traffic that can prove to be cheaper. As a result, it remains a useful and cost effective method of transportation for many entities,



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particularly industrial activity, agriculture and retailers of large items such as cars or lumber.

Passenger rail service is not directly available in Bossier City. AMTRAK provides a bus connector service to the nearest terminal, in Shreveport.

Union Pacific Railroad (UP) and Kansas City Southern Railroad (KCS) operate rail service in Bossier City. Union Pacific operates a Class I rail line that enters Bossier City from Caddo Parish south of Interstate 20 and follows Benton Road north through the Parish. KCS operates lines that travel generally east and west. Two rail lines enter Bossier City jointly north of Interstate 20 and split beyond Traffic Street. One section continues east, crosses Interstate 20, and runs adjacent to Barksdale Air Force Base while another travels southeast along Barksdale Boulevard. A third major rail line operated by KCS splits from the UP rail line north of Texas Street before veering northeast in a straight path past the Bossier Industrial Park before turning east toward Princeton.

The KCS rail lines connect in northwest Shreveport at a major intermodal facility containing 44 tracks, which is a key feature of the network that is referred to as the *NAFTA Railway*. Similar to the proposed I-69 corridor, it connects Mexico, 12 states and Canada. The KCS intermodal facility in Shreveport is also a transfer point for the

Union Pacific Railroad. The UP intermodal facility is located in New Orleans.

Port

The Port of Shreveport-Bossier plays a significant role in Bossier's future economy, growth and transportation network. As part of a significant port network, the success of the port is also significant to the State of Louisiana. Louisiana's strategic location at the mouth of the Mississippi River and the Gulf of Mexico make the port and maritime industry one of the state's most important economic generators. The Port of Caddo-Bossier, illustrated in the Figure 2, *Bossier Intermodal Facilities*, is a "smart" industrial park that works exceptionally well for business relocation, business expansion and business startup. It is one of the most "accessible" inland ports because of its ideal location. It's also a multi-modal transportation and distribution center that links customers throughout the region to domestic and international markets.

The Port of Caddo-Bossier encompasses more than 2,300 acres of prime industrial real estate with large tracts of greenfield sites immediately available for industrial development. As one of the fastest inland ports in the nation, The Port of Shreveport-Bossier is known for its ease of doing business and for having some of the lowest utility rates in the country. Located on the Red River just south of Shreveport-Bossier,



Louisiana, The Port has immediate access to barge, rail, truck and air transport providing a robust network of distribution. The Port's Master Plan is being developed and will include an Economic Impact Analysis of all Port operations, as well as a Strategic Economic Development Component.

Major Activity Generators

Bossier City residents travel daily to work, home and a myriad of other places along the way. All land uses generate trips. The number of trips that each use generates depends upon a number of factors such as the type of use, size and location. The role of the transportation system is to adequately accommodate the number of trips generated by the various uses.

Specific uses in the City create very large numbers of trips. Barksdale AFB, for example, is a major employer for both the Bossier area and the greater region. While a number of persons travel to and from the air base throughout the day, the majority of traffic generated by the base occurs at those times that people are traveling at the beginning and ending of the work day. CenturyLink Center, on the other hand, is also an employer. However, the majority of traffic generated by the arena occurs during major events.

These and other major trip generators can have a significant impact on the transportation system, particularly regarding traffic volumes and flow patterns. Thus, the various major trip generators were identified and considered in development of the Transportation Element and companion Thoroughfare Plan. Specific trip generators considered include:

- Barksdale Air Force Base (outlets from West Gate Drive to Barksdale Boulevard, as well as North Gate Road to Old Minden Road)
- Pierre Bossier Mall (outlets along Airline Drive and Texas Street)
- Bossier City Municipal Complex (outlets from Beckett Street to Benton Road or Texas Street)
- Heart of Bossier Shopping Center (outlets along Benton Road and Barksdale Boulevard)
- Gaming District (outlets near the riverfront, Traffic Street, Old Minden Road, and Barksdale Boulevard)
- Airline High School (outlets along Airline Drive)
- Medical area (various outlets near Interstate 220 and Airline Drive)
- CenturyLink Center (outlets along Woodmont Boulevard onto Jimmy Davis Highway)
- Downtown Shreveport (immediate access points at Interstate 20 and Texas Street, with secondary access via West Gate Drive)



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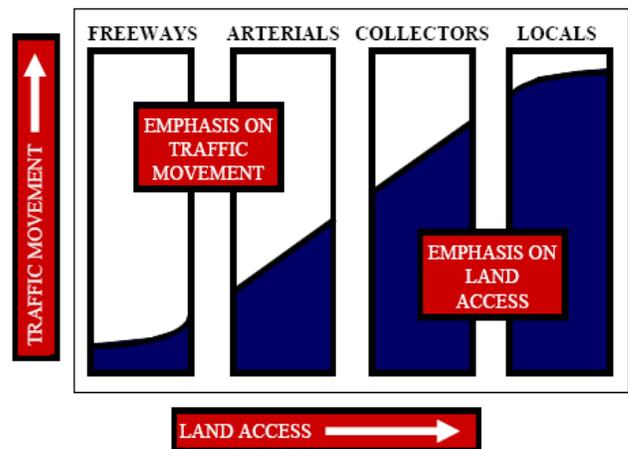
- Shreve City Shopping Center (outlets along West Gate Drive/Shreveport Barksdale Highway)

Thoroughfare Plan

Bossier City's current Thoroughfare Plan is depicted in Figure 3. The Thoroughfare Plan shows the general alignments and functional classifications for existing roadways as well as the approximate alignments and functional classifications for potential new or enhanced thoroughfares. The proposed alignments should be considered during subdivision platting, right-of-way dedication, and construction of major roadways within the City and its planning area. The primary objective of the Thoroughfare Plan is to ensure that adequate rights-of-way are preserved on appropriate alignments. Preserving necessary rights-of-way facilitates the orderly expansion and improvement of the thoroughfare system.

The thoroughfare plan developed for this comprehensive plan serves as an update to the previous plan prepared in 2002 and accounts for changes in land use and new development since 2002. It should be noted that a Thoroughfare Plan prepared within the context of a community's Comprehensive Plan typically does not involve a detailed level of technical analysis as compared to a community-wide transportation study involving intensive,

computerized travel demand modeling. It is therefore recommended that a transportation plan and model be developed for the City that would more thoroughly analyze and identify needed transportation improvements.



Actual roadway alignments can vary from the plan depending on future development trends and necessary refinement of projected circulation needs. Some of these improvements may not occur for many decades, depending on growth trends, while others may prove necessary sooner.

Functional Classification

Functional classification of transportation facilities describes the hierarchical arrangement and interaction between various roadways. Classification is based on each roadway's functional role in the

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overall network, such as traffic movement or access. Classifications may change over time as the role of various roadways adapts to serve different land uses or other transportation facilities. For example, a road that has previously been classified as a collector may be reclassified to a minor arterial as an area becomes more developed.

The diagram below shows schematically how various street classifications relate to each other in terms of movement and access. As land access increases, traffic movement decreases on the lower classified roadways and vice versa – as land access decreases, traffic movement increases along the higher classified roads.

The functional classification for existing and future roadways was determined based on the criteria in following table. The Bossier City's roadways are classified in the following figure.

The Thoroughfare Plan map does not show future local streets because these streets function principally to provide property access and are typically designed and evaluated through site-specific development plans. Likewise, collectors are required with new development and most alignments will depend on the surrounding street system and the particular development concept.



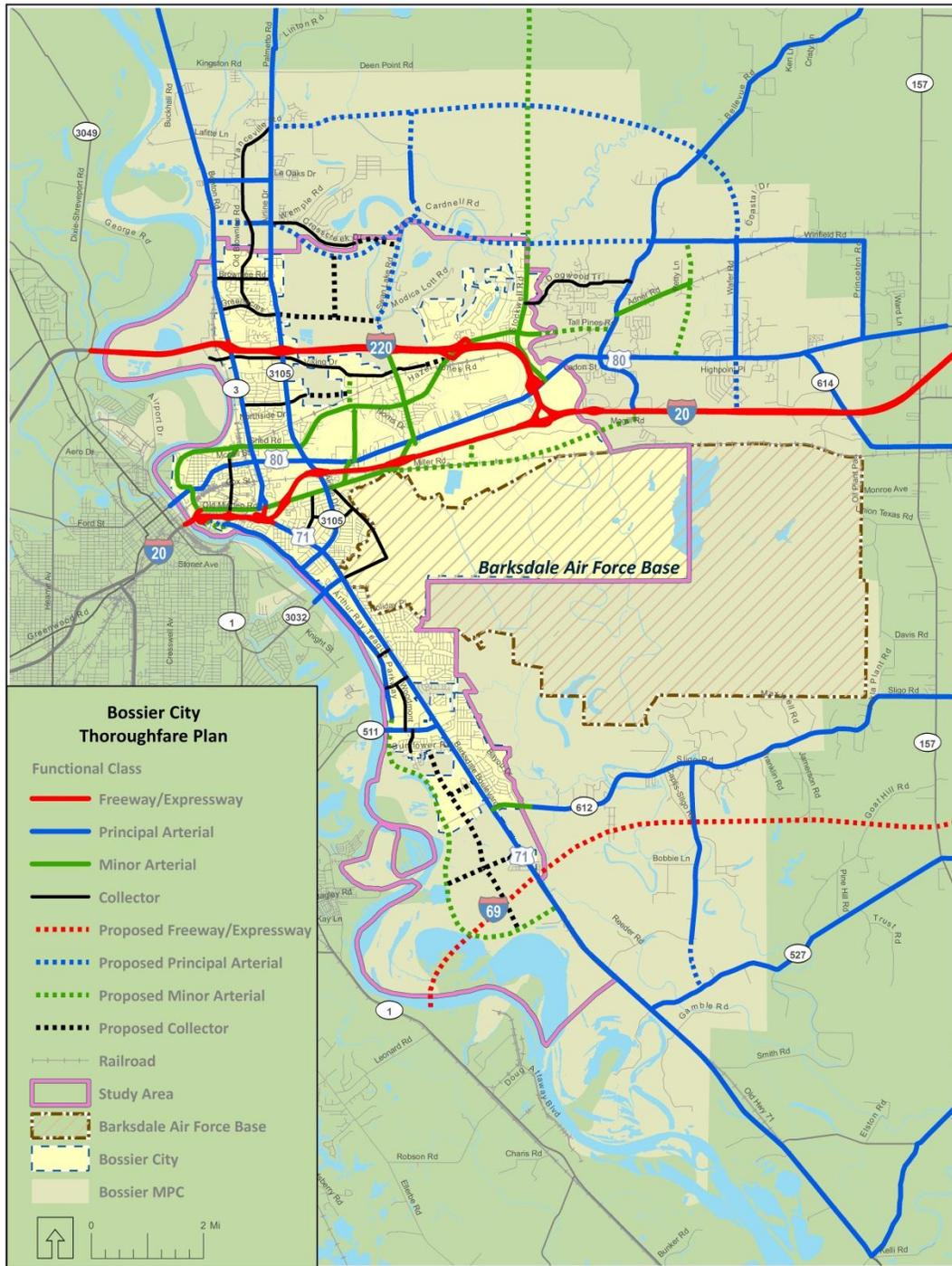
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Table 4: Functional Classification

Criterion	Expressway/ High-Speed Thoroughfare	Principal Arterial	Minor Arterial	Collector	Local Residential Street
Functional Role	Entirely through traffic movement with no direct access to property.	Mobility is primary, access is secondary. Connects Freeways and other Arterials.	Connects Freeways, Principal Arterials and lower-classification roadways. Access is secondary.	Collects traffic destined for the Arterial network. Connects arterials to local streets. Also land access.	Primarily access, little through movement.
Roadway Continuity	Inter-city, regional and interstate.	Connect expressways to lower-classification roadways. Connect activity centers.	Connect expressways and principal arterials to lower-classification roads.	Continuous between arterials. May extend across arterials.	Discontinuous. Connect to collectors.
Roadway Length	Usually more than 5 miles long	Usually more than 5 miles long	Usually more than 3 miles long	Varies from about 1/2 mile to 2 miles	Generally less than 1 mile long
Traffic Volumes	40,000 vpd or more	20,000 to 60,000 vpd	5,000 to 30,000 vpd	1,000 to 15,000 vpd	100 to 5,000 vpd
Desirable Spacing	5 miles or more	2 miles or more	1/2 mile to 2 miles	1/4 to 1/2 mile	Varies with block length (at least 125 feet between)
Posted Speed	55 to 70 MPH	40 to 55 MPH	30 to 45 MPH	35 MPH or less	20 to 30 MPH
Access	Controlled access. Grade-separated interchanges and frontage/service roads.	Intersect with freeways, arterials, collectors and local streets. Restricted driveway access.	Intersect with freeways, arterials, collectors and local streets. Limited driveway access.	Intersect with arterials and local streets. Driveways permitted.	Intersect with collectors and arterials. Driveways permitted.
Through Truck Route	Yes	Yes	Permitted	No	No
Bikeways	No	Permitted	Yes	Yes	Yes
Sidewalks	No	Yes	Yes	Yes	Yes



Figure 3: Bossier Thoroughfare Plan





Thoroughfare Implementation

Implementation of the Thoroughfare Plan occurs incrementally, one development and capital improvement project at a time. As such, it involves many players, including Bossier City, Bossier Parish and LA DOTD, as well as private developers, intra-governmental agencies, and land owners within or adjacent to proposed alignments. Each of these entities can utilize the Thoroughfare Plan in making decisions relating to planning, coordination and programming of future development and transportation improvements.

It is of particular importance that landowners and developers use the Thoroughfare Plan as a guide for planning roadways, particularly the internal circulation network in subdivisions. The Thoroughfare Plan should also be used to ensure that new developments provide for continuous roadways and through connections between neighborhoods. This will improve community-wide mobility and connectivity. During the review of preliminary and final plats for proposed subdivisions, the City should ensure consistency with the Thoroughfare Plan and the availability of sufficient right-of-way.

Plan Amendment Process

It will be necessary for the Bossier City to periodically consider and adopt amendments to the Thoroughfare Plan to reflect changing conditions and new needs for thoroughfare system improvements and development. A systematic procedure should be followed for making Plan amendments, including a set schedule for annually inviting and considering proposed changes.

Typically, Plan amendment requests originate from landowners, civic groups, neighborhood associations, developers, other governmental agencies, City staff, or other interested parties. The burden for proving compelling reasons for the public benefit of any proposed changes rests with the requesting parties. Proposed amendments should be considered in a fair, reasonable, and open process. A recommended amendment process is outlined as follows:

- The Bossier City Planning Commission and applicable members of City or County staff analyzes proposed revisions
- Planning Commission formally considers the proposed changes and staff recommendations
- The proposed amendments are presented at a public hearing with the

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City providing required public notice in advance of the hearing

- The revised Thoroughfare Plan, including any approved Plan amendments, is adopted by the Bossier City Planning Commission
- The Planning Commission submits the revised Thoroughfare Plan to City Council for consideration. The amended Plan becomes effective upon final adoption

7

Utilities and Infrastructure

B O S S I E R C I T Y

Many policy changes and infrastructure updates have taken place since the adoption of the Bossier Comprehensive Land Use and Development Plan in 2002 by the Bossier City-Parish Metropolitan Planning Commission, City of Bossier City, and the Bossier Parish Police Jury. The following chapter reviews related new studies and ordinances published since 2002, documents any changes in existing conditions that have taken place in the past ten years, and identifies the areas that are still in need of improvement to meet the goals and objectives.



Utility Plans, Studies and Ordinances

Related plans and studies that address utility and improvements for the study area include the following:

Water System Improvement Plan, April 2008.

This study by Camp Dresser and McKee Inc. (CDM) includes a detailed presentation of the existing water system and evaluation of the proposed water treatment and distribution facilities and improvements required to meet the city's needs through the year 2028.

201 Facility Plan, Wastewater Master Plan, May 2009.

This study by CDM includes a detailed analysis of the wastewater management alternatives and an evaluation of wastewater treatment facilities.

Bossier City Hazard Mitigation Plan Update,

2011. This study by AMEC documents Bossier City's hazard mitigation planning process updates and identifies relevant hazards that could occur in Bossier City. It also identifies strategies the City will continue to use to decrease vulnerability and increase resiliency in Bossier City.

Bossier Parish Hazard Mitigation Plan, June

2011 This plan prepared by Providence Engineering and Environmental Group, LLC.

evaluates the hazards that occur in Bossier Parish and prioritizes the actions that need to be taken to provide a safe place to live for the citizens of Bossier Parish.

Existing Systems

Bossier City Water Sources

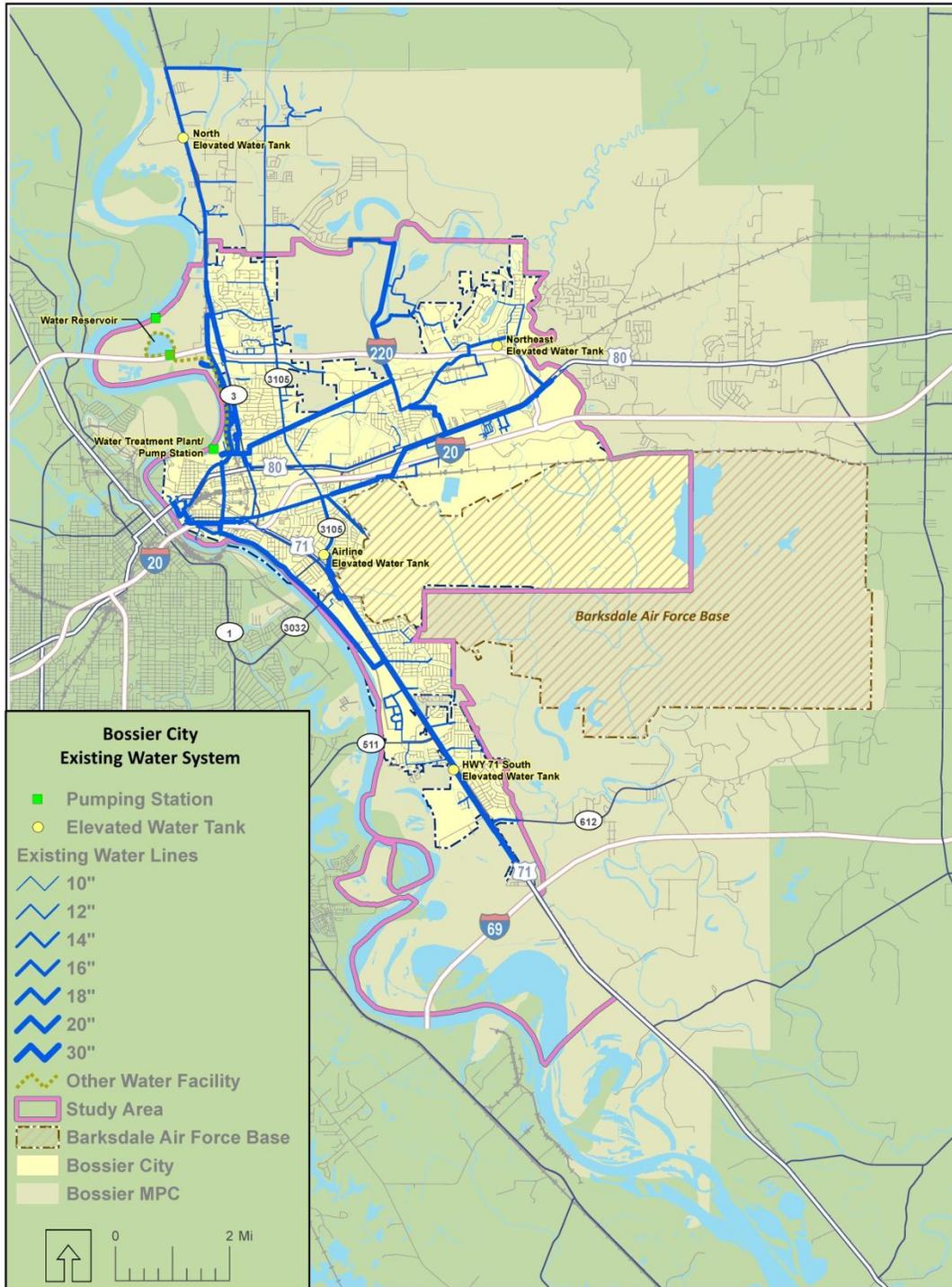
Bossier City draws its water from the Red River. The City has relied on the Red River for its water supply since 1958. Bossier City does not use ground water as a water supply source and does not purchase water for its use.

The Red River is a flowing stream with several lock and dam structures located on the river that straighten the stream, stabilize its banks, prevent seasonal flooding, and make year-round navigation possible. The natural beauty of the Red River has attracted home construction along its bank and the fish and wildlife habitat has attracted sportsmen.

The City water supply comes from two intake locations on the Red River, the North River Pump Station and the South River Pump Station. The North River Pump Station pumps to an off-line reservoir called the Bossier City reservoir and the South River Pump Station pumps directly to the Red River facility at the Bossier City Water Treatment Plant. Figure 1 shows the two intake locations and the reservoir.



Figure 1: Existing Water System



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The primary function of the reservoir is to serve as a pre-sedimentation basin. It also serves to protect Bossier's supply against accidental spills upstream on the Red River. The reservoir is 600 million gallons (MG) and is large enough to provide an emergency supply to Bossier for approximately 30 days depending on the time of the year and the associated demand.

Water Treatment

The Bossier City Water Treatment Plant (WTP) built in 1958 had an original treatment capacity of 6 million gallons a day (MGD) and was originally designed as a lime softening facility, treating water directly from the Red River. Plant expansions and treatment modifications have been made over the years to keep up with the increased water demands required for Bossier City. Production capacity was increased in 1972 to 16 MGD and again to 25 MGD in 1996. New treatment techniques such as the addition of ozone and computer control systems were implemented in the 1996 expansion, to contend with unique treatment challenges imposed by new State and Federal Regulations.

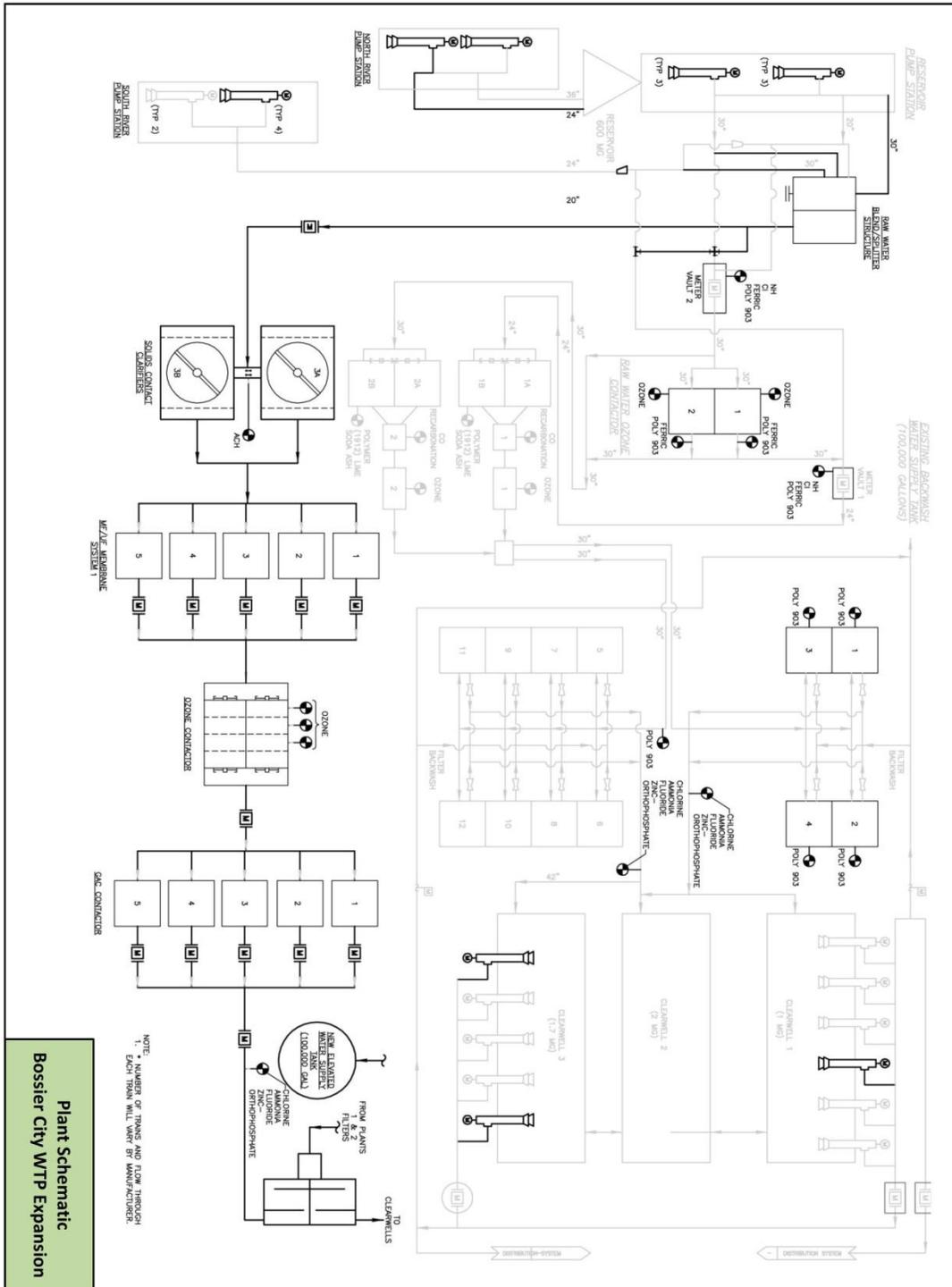
The Bossier WTP is currently in the design process to expand their treatment and production capabilities up to 50 MGD to meet future demands. The new plant design will incorporate low-pressure

membrane filtration with ozone addition into the treatment process to improve finished water quality. Figure 2 shows the schematic of the future improvements to the WTP. Bossier City's water systems require the use of over 20 MGD of surface water for its customers.



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Figure 2: Plant Schematic





Water Distribution

The City of Bossier City owns and operates a distribution system of over 20,648 metered services (customers) and provides bulk delivery of water to three private systems, the Town of Benton, East 80 Utilities and Cypress Black Bayou Water System. The delivery of water to customers is done through a piping network that dates back to the 1950s. The network has expanded as growth dictated and as treatment of water allowed. The network is bounded on the west by the Red River, on the north by Kingston-Deen Point Road, on the east by State Highway 157, and on the south by the Goathill Road, Pinehill Road, and Red Chute Bayou.

The plant site lies just north of Texas Avenue (U.S. Highway 71) along the Red River. Two primary mains lead from the high service pumps at the plant and travel north and south to feed the distribution system. These mains are 30-inches in size. The distribution lines extend to all areas of the City and form an interconnected grid. Figure 1 shows the public water distribution system network for Bossier City.

Water Storage

Finished water storage at the Bossier WTP consists of three underground concrete tank clearwells, for a total plant storage capacity of 4.5 MG. Clearwells are connected by a

transfer valve and treated water is pumped into the distribution system by service pump stations. The existing clearwells provide the adequate onsite storage equal to 10% of the plant's capacity.

There are four elevated storage tanks in the Bossier City distribution system that provides a total storage capacity of 7.5 MG. The Airline Drive Tank has a storage capacity of 1.5 MG. The North East and Golden Meadows Tanks have capacities of 2 MG each. All of these three storage tanks were rehabilitated in 2002 and no improvements are needed according to the Waster Systems Improvement Plan.

The North Tank has a capacity of 2 MG. It was constructed in 2006 and the Water Systems Improvement Plan recommended a chloramination station be added to boost chlorine residuals in the line service customers including the Town of Benton. A general rule of thumb for storage is to provide system storage equal to the average daily flow of the plant. This includes onsite and offsite finished water storage. Currently, there is a combined storage volume of about 12 MG (4.5 MG in clearwells and 7.5 MG in elevated water storage tanks). According to the Water Systems Improvement Plan the total system storage is approximately equal to the finished water produced by the plant. When the average daily flow approaches it, another 3 MG of storage should be on line



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at either the WTP or out in the system or a combination of the two.

A summary of existing Bossier City water treatment and distribution system capacities is displayed in Table 1.

Table 1: Water Treatment and Distribution City of Bossier City

Treatment and Distribution Facilities	2002 Capacity	2012 Capacity	2028 Capacity
Water Treatment Plant	25 MGD	25 MGD	45 MGD
High Service Pumping	45.5 MGD	62 MGD; 52 MGD Firm	52 MGD
Clearwell Storage	4.5 MG	4.5 MG	7.7 MG
Elevated Tank Storage	5.5 MG	7.5 MG	
Total Length of Distribution System Lines	254 Miles	364 Miles	

Source: *City of Bossier City Water Systems Improvement Plan*

Wastewater Treatment

Bossier City owns and operates two treatment plants (WWTP), the Red River Plant and the Northeast Plant. No major improvements have been done to either wastewater treatment plant since the 2002 Comprehensive Plan was published. Both plants are staffed 24 hours a day, and are inspected by The Louisiana Department of

Environmental Quality (LADEQ) at a minimum of one time a year.

The Bossier City Red River Plant has a total treatment capacity of 8 MGD and serves the southern and eastern sections of Bossier City. The plant has a flow equalization basin to help handle excessive flows, and an N-Viro system that converts the sludge to an agricultural additive. The main drying unit is located at this plant.

The Northeast Plant has a treatment capacity of 6 MGD and serves the northern and western sections of the City. This plant utilizes the same treatment system and the N-Viro system except for the drying unit. The product is moved to the Red River Plant for the final treatment. Bossier's National Discharge Elimination System laboratory is located at this facility.

The 2009 Wastewater Master Plan evaluated existing system operations and condition. The master plan also included recommendations for improvements, repair, and rehabilitation. The master plan evaluated six alternatives for collection, transmission, and treatment of wastewater. The recommended alternative was to expand and update the Northeast and Red River WWTPs. Based on the recommendation of the master plan, both treatment plants are currently under review for enhancements to accommodate future anticipated growth.



Wastewater Collection System

The Bossier City collection system serves an area of approximately 33 square miles. Wastewater flows are conveyed to and treated at one of the two WWTPs. There are approximately 261 mile of gravity sewer ranging in size from four to 42 inches in diameter. The system also contains approximately 65 miles of force main and 3,925 manholes.

The wastewater transmission system includes approximately 119 lift stations that are operated and maintained by the City. These lift stations typically serve areas such as individual subdivisions and trailer parks, or function as booster pump stations. Currently, wireless alarming technology is being installed on the lift stations to allow for continuous monitoring and data collection. A summary of Bossier City wastewater treatment and collection system capacities is displayed in Table 2.

Table 2: Wastewater Treatment and Collection City of Bossier City

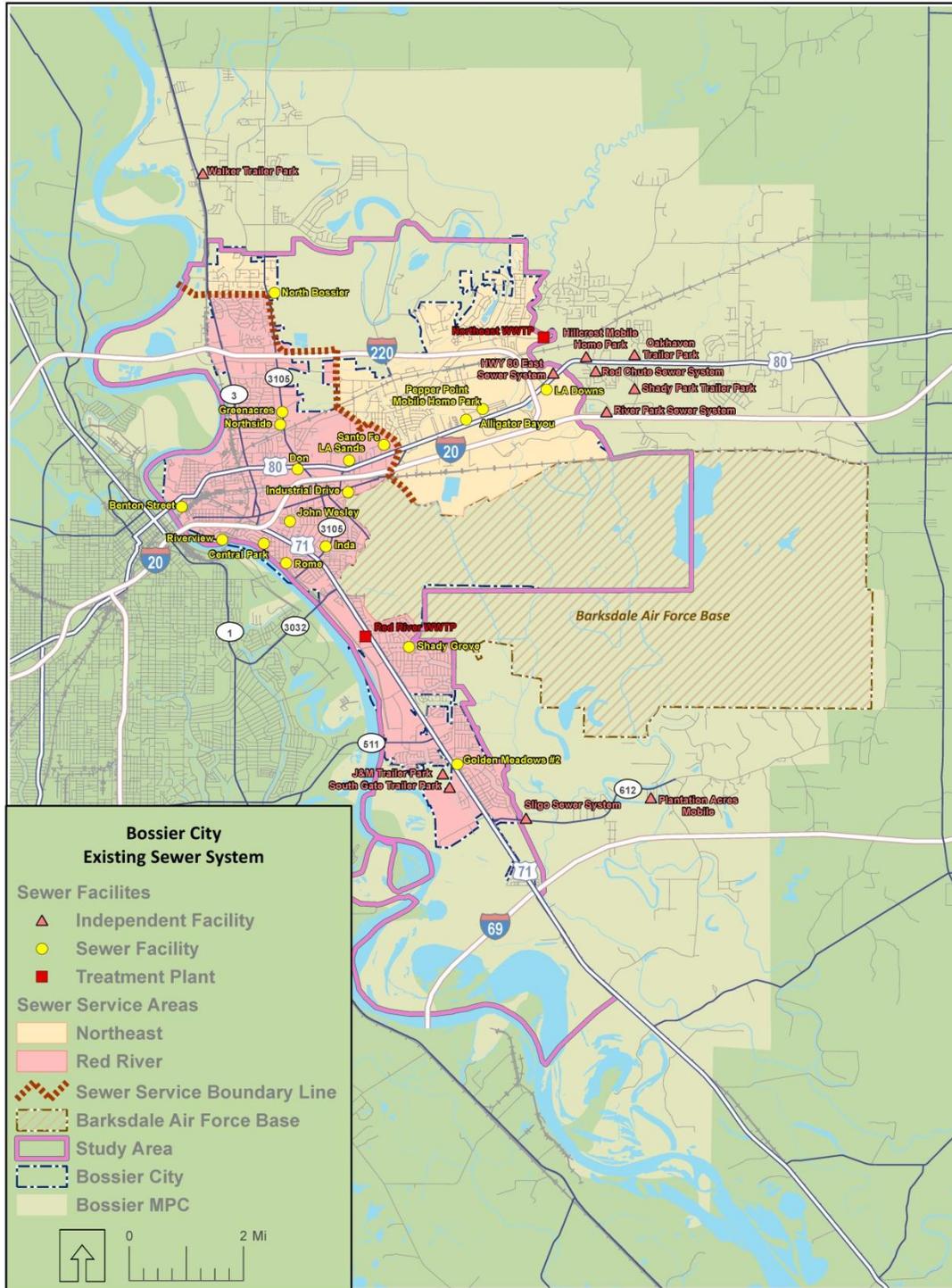
Treatment and Collection Facilities	2002 Capacity	2012 Capacity	2030 Capacity
Total Wastewater Treatment Capacity	14 MGD	14 MGD	20.5 MGD
Red River Treatment Plant Capacity	8 MGD	8 MGD	12.5 MGD
Northeast Treatment Plant Capacity	6 MGD	6 MGD	8.5 MGD
Sewer Lift Stations	87	119	
Length of Force Mains	52.8 Miles	72 Miles	
Longest Force Main	7 Miles		
Length of Gravity Lines	207 Miles	261 Miles	
Largest Gravity Line	42 inches	42 inches	

Source: City of Bossier City 201 Facility Plan, Wastewater Master Plan

Displayed in Figures 3 and 4 are the major lift stations in Bossier City, locations of WWTP, the areas that the plants serve and other locations of community systems.



Figure 3: Existing Sewer System





Storm Drainage

Storm drainage systems are intended to minimize the potential for flooding of buildings and facilities and to allow use of roadways as required. Flooding has historically been a problem within Bossier Parish and the City of Bossier City due to the unique topography of the area. The Red River forms most of the western and southern limits of Bossier Parish. The eastern boundary is formed, in part, by Bayou Bodcau, Lake Bistineau, and Loggy Bayou. The major waterways that drain the area are Willow Chute, Benoit Bayou, Flat River, Red Chute Bayou, Fifi Bayou, and Macks Bayou, as shown in Figure 5.

Historically, flooding from the Red River has had an effect on the study area. The direct flooding problem from the river has been controlled by a system of artificial levees along the Red River. Other sources of flooding can be attributed to local rainfall from major storms. According to reports included in the Bossier Parish Hazard Mitigation Plan, of the 14 federally declared disasters in Bossier Parish, six involved flooding. Furthermore, since 2004 Bossier recorded 31 flood events.

One of the major flooding events was recorded in late 2009. This flood event resulted in very high water conditions on Red Chute Bayou from the Dogwood Trail bridge southward to Sligo, Louisiana. Nearly

all flooding affected streets and thus drained into the sanitary sewer and storm runoff system. Some areas of the levees along the west edge of Red Chute Bayou were overtopped and floodwaters surged into neighborhoods in eastern Bossier City. About 2,500 people living in subdivisions along and near Red Chute Bayou were evacuated.

Stormwater and drainage services throughout Bossier Parish are comprised of ditches, swales, conveyance pipes, and retention and detention facilities. Drainage facilities are provided to control flooding and to protect water quality in rivers, streams, and as well as to protect wildlife habitat. Drainage facilities within incorporated areas are owned and maintained by each municipality. Bossier Parish and the City of Bossier City both own and maintain extensive surface water management systems. Displayed in Figure 6 are the existing major concrete drainage ditches.



Figure 5: Existing Drainage

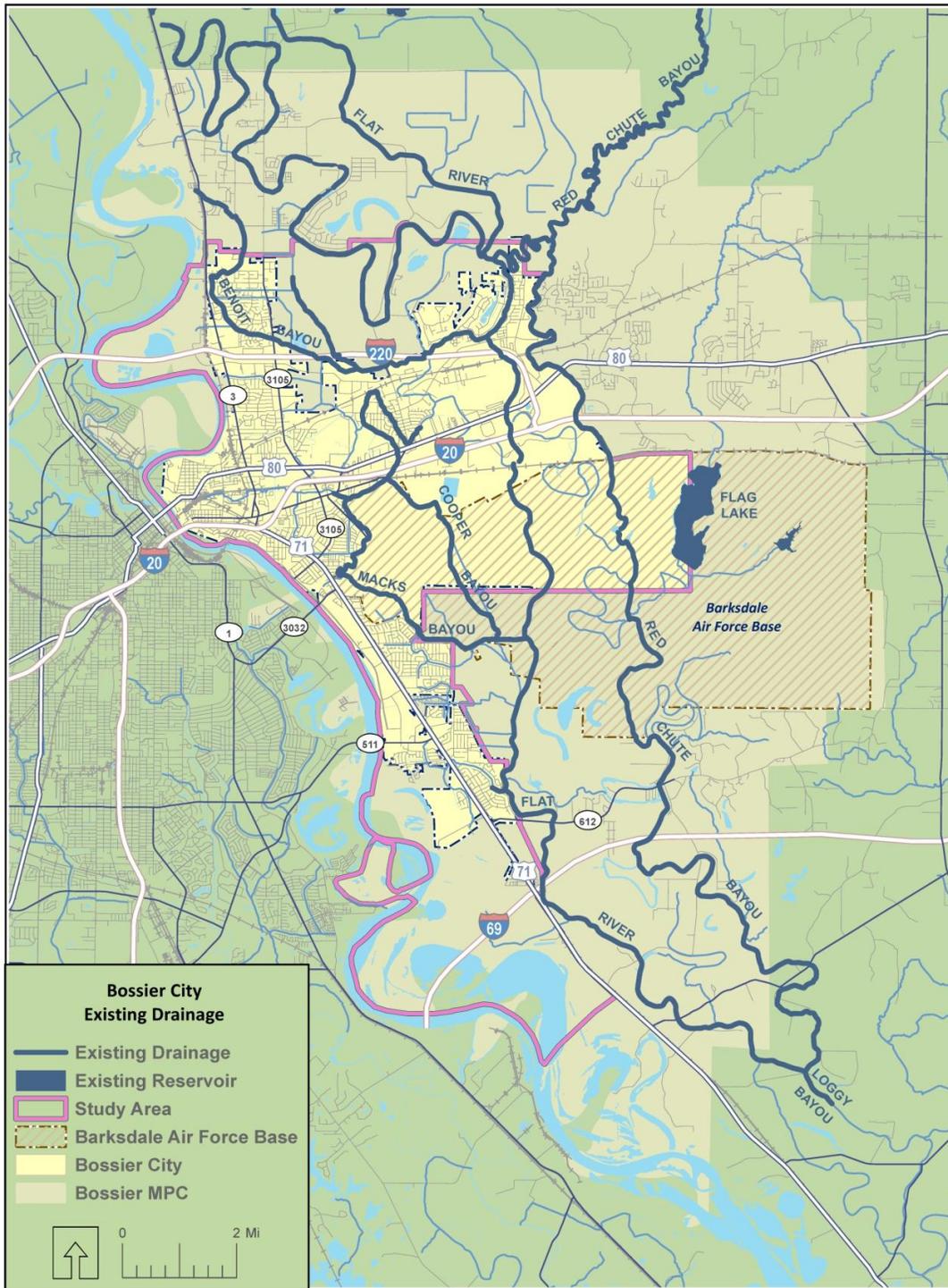




Figure 6: Ditches





Storm Drainage Ordinances

Bossier Parish and the City of Bossier City have in place ordinances or policies that serve as tools to minimize the potential for flooding of buildings and facilities and to allow use of roadways as required.

The Parish has adopted an ordinance to require that all persons desiring to subdivide land or tracts of land within the parish submit a "Drainage Impact Report", with special reference to low areas where water may collect (Ordinance No. 4041). To facilitate the process for those desiring to subdivide land, the Parish has developed guidelines for new development that detail design criteria, preferred methods, and submittal package information to be included in the Drainage Impact Report.

The City and the Parish have both adopted separate Ordinances establishing methods for controlling the introduction of pollutants into the municipal separate storm drain system (MS4) in order to comply with the requirements of the Louisiana Pollutant Discharge System permit process (City Ordinance No. 56 and Parish Ordinance No. 4170).

The City and Parish have also adopted a construction and post-construction erosion and sediment control ordinance regulating discharges to the municipal separate stormwater drainage system (MS4) to

prevent and/or minimize pollution from stormwater runoff (City Ordinance No. 107 and Parish Ordinance 4200). This ordinance requires that in addition to the plans and specifications, a Stormwater Pollution Prevention Plan (SWP3) be submitted for the projects in urbanized areas. These ordinances address any development or re-development construction projects that disturb one or more acres. The ordinance also applies to disturbances of less than one acre of land that are part of a larger common plan development that will ultimately disturb one or more acres of land.

Parish Utilities Systems

Water Source and Distribution

Bossier Parish water supply sources for independent community and private systems are primarily wells that tap the surface of alluvial, Wilcox and Chicot formation aquifers. Bossier Parish has 26 active public community water systems. There is one surface water system and five water systems that purchase surface water. There are 20 ground water systems, ten are municipal and ten are non-municipal systems.

Village Water Supply, Inc. is the largest privately operated water system in the Parish with approximately 3,600 service



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connections and 18 wells. Village Water System Inc. gets its water from deep wells in the Chicot Aquifer in east Bossier Parish. The water is then treated and pumped into the water system.

Other systems outside the city limits of Bossier City include the following: Village Water Supply, Belleview Water System, South Bossier Water System, Central Bossier Water System, Red Chute Water System, Cypress Black Bayou Water System, East 80 Utilities, The Town of Benton, The Town of Haughton, and the Town of Plain Dealing. Red Chute Utilities provides water and sewer service to the Dogwood Subdivision was purchased in 2011 by Bossier Parish's Consolidated Waterworks/Sewerage District No.1 Groundwater wells are the sole source of water for most of the systems outside the city limits except for the Town of Benton, East 80 Utilities, and Cypress Black Bayou, which purchase water from Bossier City. Red Chute Water Systems purchases water from both the City of Bossier City and Village Water Supply. Barksdale Air Force purchases water from the City of Shreveport.

Bossier Parish is in the early stages of a studying the feasibility of utilizing an existing surface water treatment plant as possible potable water source for the Parish and adjacent areas. The existing plant is located at Camp Minden and its water supply source is Bayou Dorcheat. If feasible,

the plant will potentially become part of the Bossier Parish consolidated water and sewer district. The Camp Minden water plant would supply water to residents in south Bossier Parish, as well as to the areas supported by the Bellevue and Village water systems.

Parish Sewer District

Sewerage collection and treatment facilities for Bossier Parish outside the city limits typically consist of individual house septic tanks or community treatment systems. Many of the community water systems also maintain community sewer systems.

Bossier Parish is beginning the process of the building of a rather large and widespread sewerage collection and treatment system. The system will be built in two phases. The two phases will be built almost simultaneously. Figure 7 illustrates Phases One and Two of the Parish Sewer District.

Phase One will include a collection system east of Red Chute Bayou along Highway 80 to approximately State Highway 157. Arms of the collection system will reach north on Bellevue Road, Wafer Road, and Princeton Road (to the Princeton Elementary School). Private industries (i.e. Calumet Lubricants) have already planned on pumping their pre-treated wastewater to the pumping station at the school. Bossier Parish will pick

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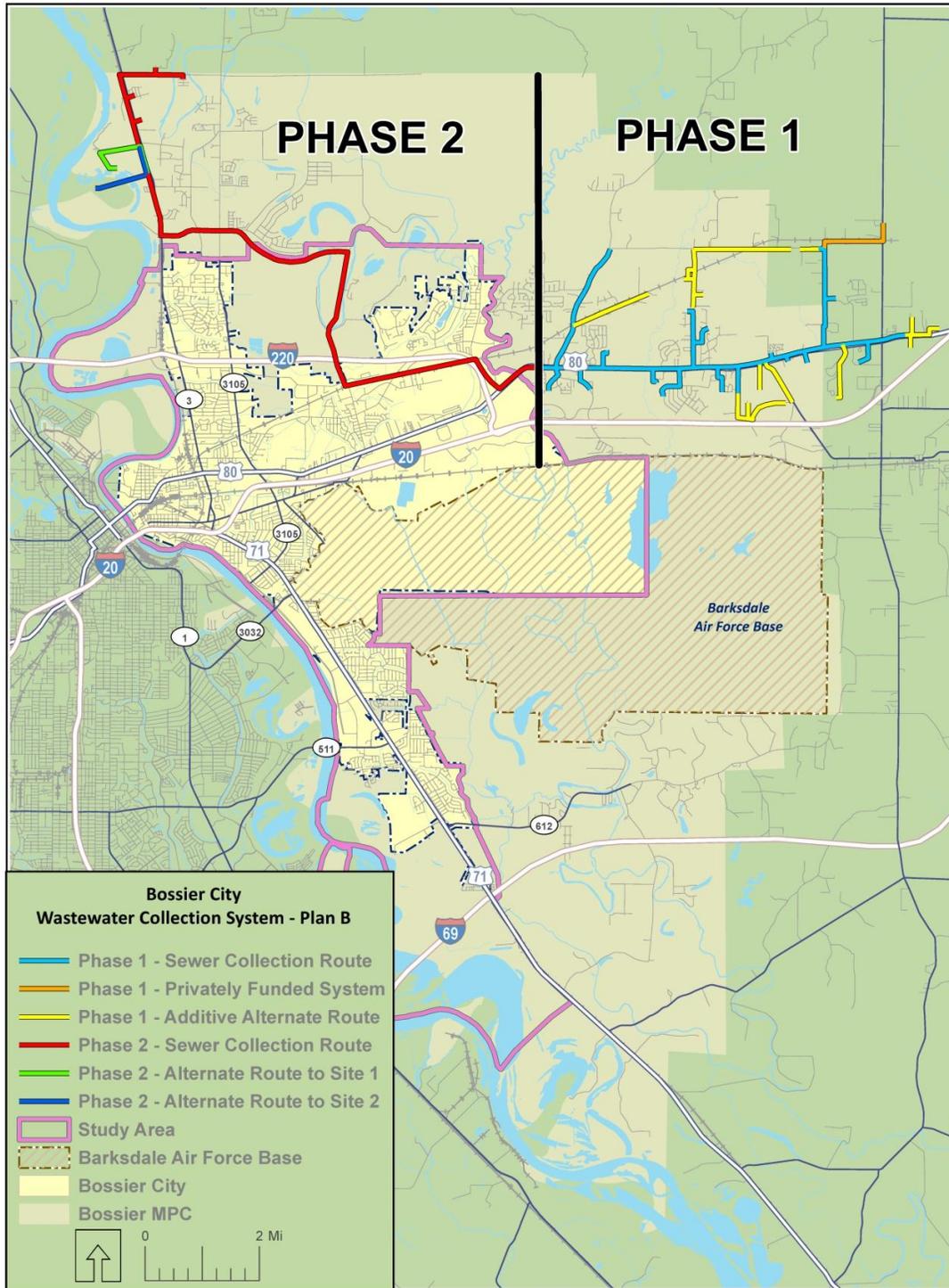
up sewerage from most of the subdivisions and mobile home parks in this area.

Phase Two will include building a pumping station on the east side of Red Chute Bayou (to receive Phase One) in order to pump the sewerage to a location on Red River between Bossier City and Benton where a 3 MGD treatment facility will be built. In addition, a collection system will be built along Benton Road to receive sewerage from several subdivisions on Benton Road and Kingston Road.

With funding secured, the Parish will most likely engaged in Phases One and Two at the same time with a 2 ½ to 3 year window of construction. A future Phase Three will consist of building a force main from the Phase One Plant to the Phase Two Plant.



Figure 7: Wastewater Collection System





Recommendations

The City of Bossier City and Bossier Parish are one of the most desirable locations in North Louisiana for growth, especially in residential development. The City and Parish are in a position to proactively manage this growth in the best interests of its residents and the environment. The following is a list of recommendations that will help the City and Parish to have many of the tools and facilities in place to manage future land use.

- Continue to plan for City improvements to water and wastewater facilities to increase capacity, while providing reliable utility services.
 - Implement the City of Bossier City Water System Improvement Plan and the Wastewater Master Plan recommendations.
 - Implement the outstanding actions from the 2002 Bossier Comprehensive Land Use and Development Plan
 - Complete a water system loop in River Bend Subdivision
 - Install a new transmission line from the WTP south on Hamilton Road to Old Minden Road
- Review flooding and related problems in the City and Parish, identify and implement problem solutions.
 - South Bossier River Basin
 - Willow Chute and Flat River Drainage Canal
 - Autumn Creek Subdivision
 - Rosedale Place Subdivision
 - Carriage Oaks Subdivision
 - Continue to enforce stormwater management ordinances.
- Develop a facilities maintenance program to address rehabilitation or replacement of older lines and supplying services to areas likely to be developed in the future.
- Support local water conservation and re-use initiatives.
 - Develop community outreach and education programs.
- Consider a Parishwide zoning plan to help for future growth and expansion of existing and future facilities.
- Expand city limits north as new wastewater facilities are developed to include subdivisions north of the current city limits.
- Maintain a City/Parish Geographic Information Systems (GIS) geodatabase with up-to-date software and current data sets.



Housing

B O S S I E R
C I T Y

Housing is important to a community because it plays a vital role as not only a source of shelter, but also as a symbol of quality of life and personal pride. This chapter provides data about housing as it exists in Bossier City as well as guidance for the future of housing in the City. Included are recommendations for creating the right mix of housing in order to fill needs within Bossier City.



Housing

Neighborhoods offer an image of community pride and speak significantly to the character of an area and its residents. A well-maintained neighborhood with an active street life often provides the perception of safety, communication, integrity, health, and family values. The vision for Bossier City's housing as stated in Chapter 3, Vision & Goals is as follows:

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.

As mentioned in the vision statement, dynamic neighborhoods are a desirable feature in Bossier City. Desirable neighborhoods are based upon a number of variables, particularly those related to the local housing stock. For housing to be attractive it must be:

- Affordable to the extent that a household can cover the costs of purchase, maintenance, utilities and other regular expenses at an acceptable rate;
- Adequate to meet the needs of households in terms of living spaces, open space, amenities, and infrastructure;

- Accessible without undue hardship which may, on an immediate scale, include handicap accessibility and, on a larger scale, provide quick access to destinations for work, shopping or recreation;
- Appealing to the investor, homeowner or renter because it is well-maintained, in an attractive location, new, historic, or otherwise offers a distinct or desired character; and,
- Quality in its materials, construction and maintenance.

Housing is certainly not the only characteristic that is important in the desirability of a neighborhood. Potential and existing homeowners and renters will be more attracted to areas that include:

- Quality infrastructure such as well-maintained streets, curbs, and storm drainage;
- Identity through gateways, defined edges, landscaping, lighting, signage, architecture, other streetscape amenities, or history;
- Dynamic character, particularly pedestrian activity such as walking, bicycling, open communication, and children playing;
- Proximity to amenities such as parks, schools, churches, daily shopping, work opportunities; and,
- Curb appeal of maintained landscaping and other features that indicate active and attractive upkeep.



The purpose of the Housing chapter of the Bossier City Comprehensive Plan is to ensure that area homes and neighborhoods meet the current and future needs and requirements of residents. To do so, housing should be affordable, adequate, appealing and of sound quality. Neighborhoods should offer quality infrastructure, a strong identity, dynamic character, proximity to amenities, and curb appeal.

Current Housing Issues

Residents and leaders of Bossier City, through interviews and public meetings, have identified a number of issues that play a role in the ability to provide an exceptional living environment and need to be addressed. The primary issues identified are listed here:

1. Encourage housing diversity
2. More middle income housing needed in central Bossier City
3. More housing for young professionals needed
4. More lower income housing needed
5. Townhomes and condos needed downtown
6. Limit mobile homes
7. Renovate older homes
8. Apartments needed in south Bossier City
9. Residential areas need to incorporate mixed uses

Development Trends

Bossier City data reveals 27 residential developments currently under construction, planned, or completed since 2003. The total number of units in these developments is 6,113 as shown in Table 1. The largest percentages of these developments are single-family units, followed by apartments, then townhomes.

The locations of these residential developments indicate growth to the north of I-220 and just southwest of Barksdale Air Force Base. This type of centrally located residential development pattern, paired with the City's moderate density levels, points toward healthy development trends as opposed to sprawl, which uses valuable open space and is considered a less efficient development pattern.

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Table 1: Residential Developments Since January 1, 2003

<u>ACTIVE SUBDIVISIONS INSIDE CITY LIMITS</u>	<u>TOTAL LOTS</u>	<u>UNITS COMPLETED</u>		
		<u>SINGLE FAMILY</u>	<u>TOWNHOMES</u>	<u>APARTMENTS</u>
SOUTH BOSSIER SUBDIVISION				
SAVANNAH PLACE	321	296		
SOUTHGATE ESTATES	648	648		
GARDENS OF SOUTHGATE	194	146		
GOLDEN MEADOWS	1123	1115		
MADISON PLACE	145	134		
PLANTATION TRACE	309	308		
PLANTATION TRACE ESTATES	66	59		
PLANTATION TRACE GARDENS	100	98		
TARA	62	62		
JAMESTOWN APARTMENTS	212			212
NORTH WEST BOSSIER SUBDIVISION				
OAK ALLEY	140	118		
OAK ALLEY @ GREENACRES PLACE	62	55		
GREEN ACRES PLACE	865	854		
GREEN ACRES GARDEN DISTRICT	24		23	
GREEN ACRES PLACE TOWN HOMES	66		66	
CHEZ MOI GARDENS	19		5	
NORTH EAST BOSSIER SUBDIVISIONS				
RICHMOND COVE	115	114		
STOCKWELL PLACE	433	432		
STONEBRIDGE	326	281		
TIBURON	104	80		
VILLAGE AT TIBURON	192	168		
CARRIAGE OAKS CROSSING	73	72		
THE CROSSING	26	19		
VILLAS AT STOCKWELL	14	14		
VICTORIAN POINTE	22	20		
THE STOCKWELL LANDING APARTMENTS	241			241
VILLAGGIO APARTMENTS	239			239
TOTAL	6141	5093	94	692

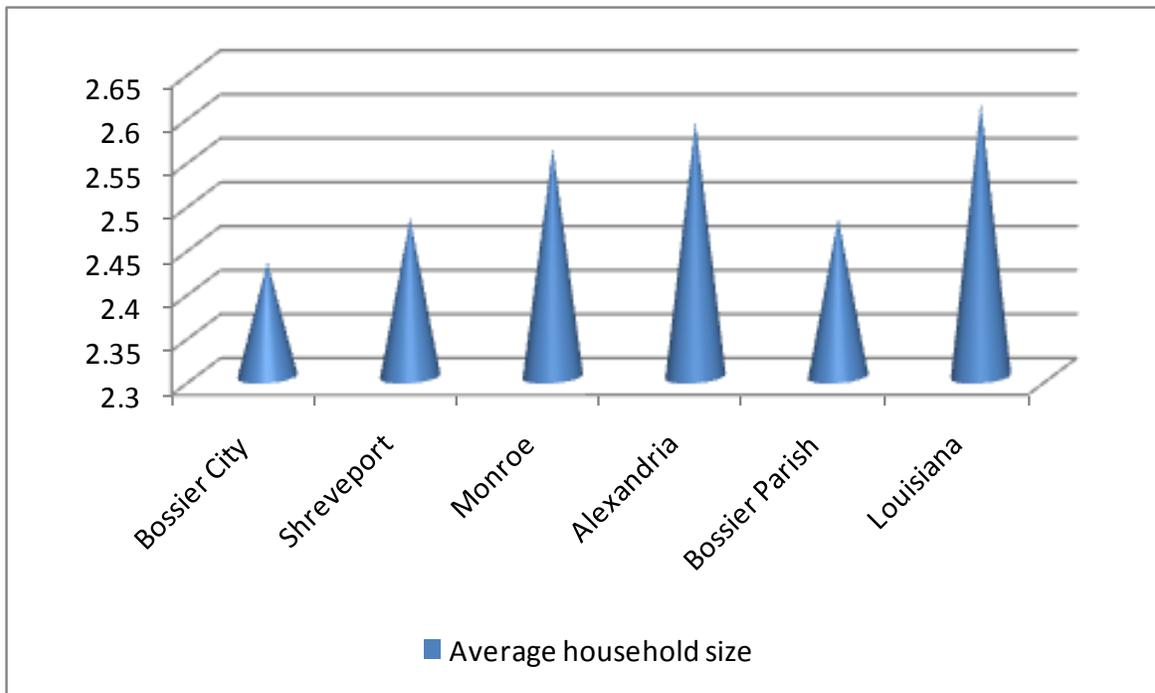


Household Characteristics

Bossier City has the smallest average household size when compared to comparable nearby cities as well as Bossier Parish and the State of Louisiana. The average household size in Bossier City is 2.43, which is smaller than Shreveport (2.48), Monroe (2.56), Alexandria (2.59), Bossier Parish (2.48), and Louisiana (2.61).

This may correspond to the fact that the 25 to 29 year old age group makes up a large percentage of residents in Bossier City, and typically are working singles and young families.

Figure 1: Average Household Size



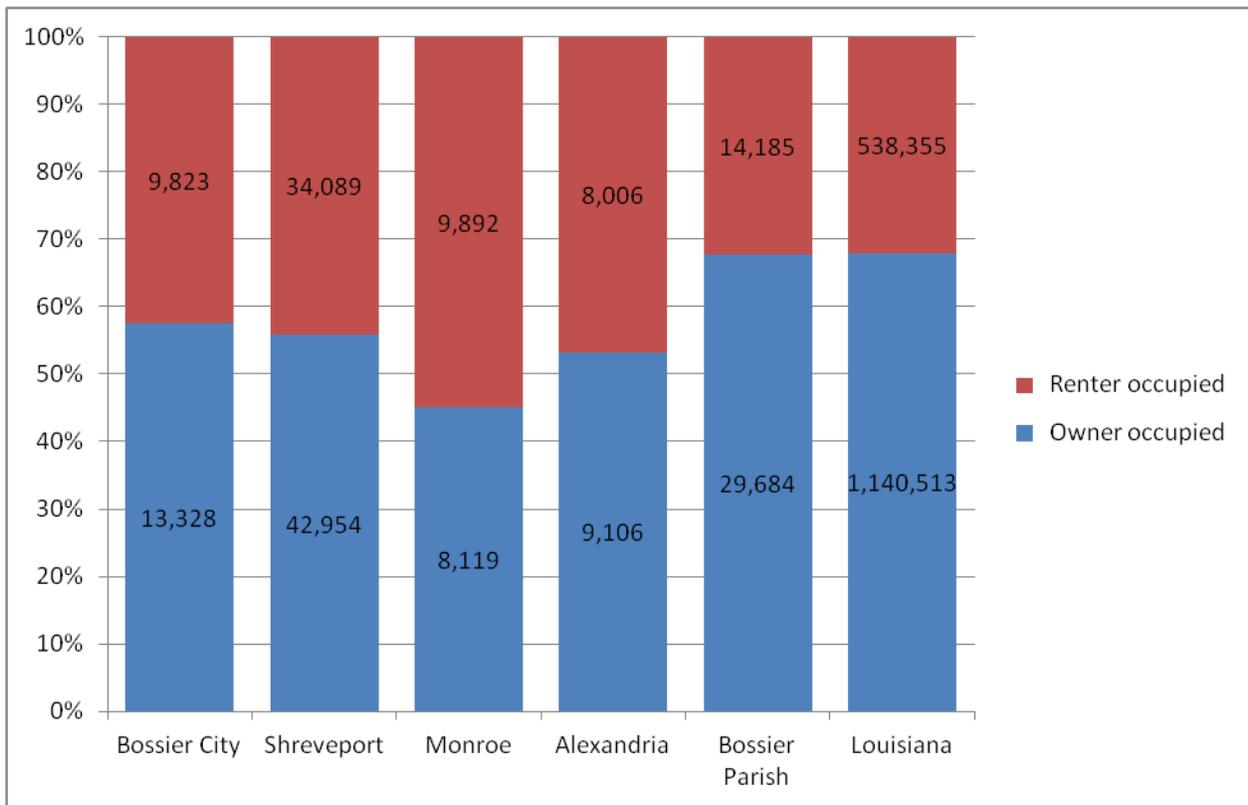


Ownership

Approximately 58 percent of housing units in Bossier City were owner-occupied according to the American Community

Survey 3-Year Estimate (2008-2010). This is higher than Shreveport, Monroe, and Alexandria, but lower than Bossier Parish and Louisiana. This is reflected in Figure 2.

Figure 2: Housing Occupation



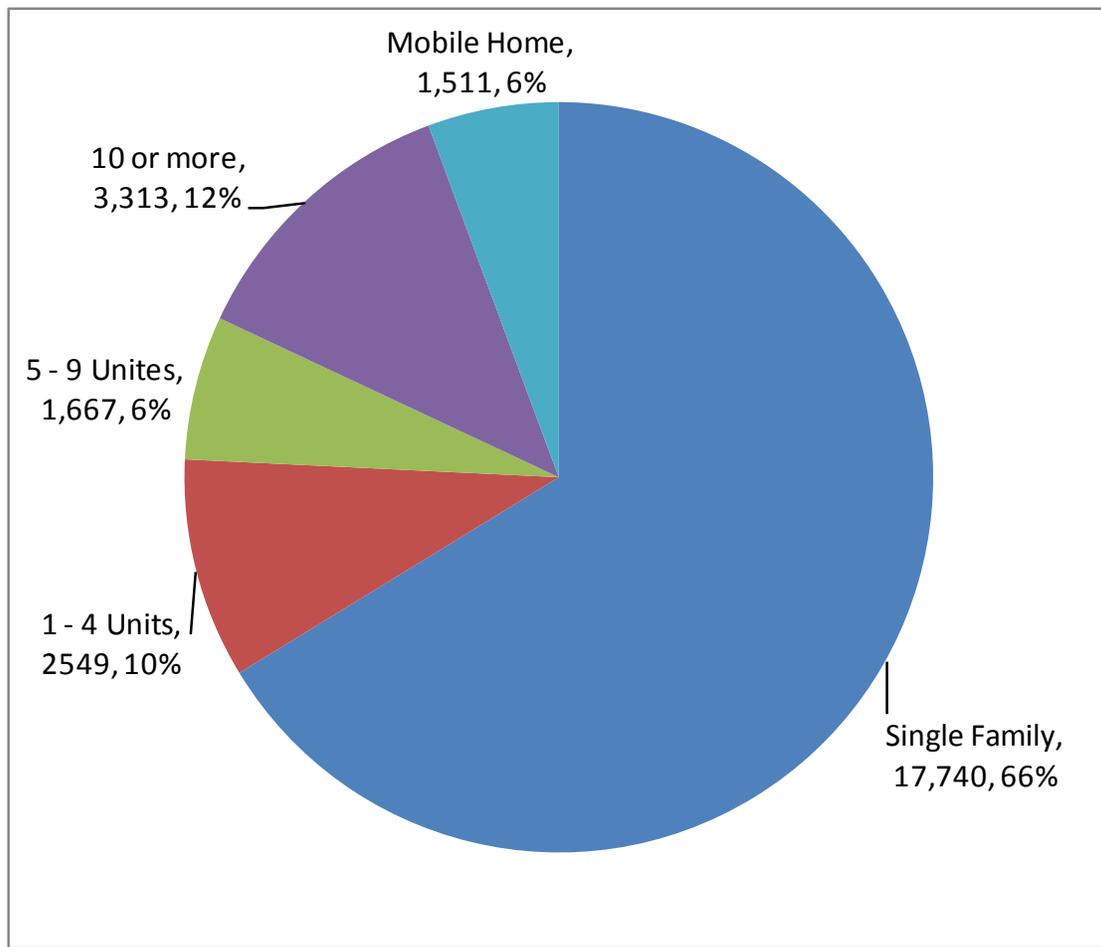


Housing Types

A majority of the housing in Bossier City is single-family detached units (66 percent). 24 percent of all dwellings are multi-unit dwellings, with 6 percent having less than five units and 18 percent having more than five units. Mobile homes make up six percent of all dwellings in the community.

These figures are shown in Figure 3. Because Bossier City is fairly urbanized and suburbanized, the percentage of mobile homes was relatively low. However, the percentage was even lower in Shreveport (3.5 percent), Monroe (2.5 percent), and Alexandria (2.2 percent). By comparison, though, Bossier Parish (15.5 percent) and the State of Louisiana (13.4 percent) were much higher than Bossier City.

Figure 3: Housing Type



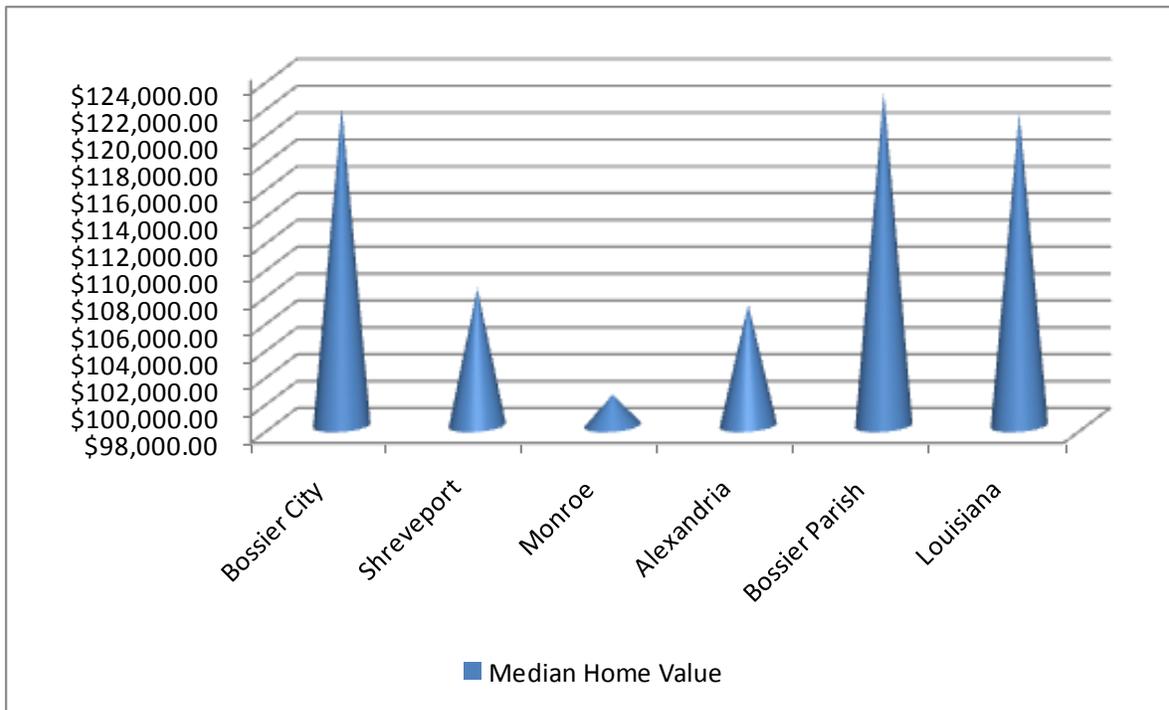


Property Value

The median value of Bossier City's owner-occupied housing units was \$121,700 in 2009. This is slightly lower than the Bossier Parish median value but higher than the Shreveport, Monroe, Alexandria, and Louisiana median home values.

While the presence of low- to moderately-priced homes in the City provides opportunities for young people, low-income residents, and families looking for affordable starter homes, there are fewer options for move-up housing. Only 7 percent of homes are priced above \$300,000.

Figure 4: Median Value of Owner-Occupied Housing Units





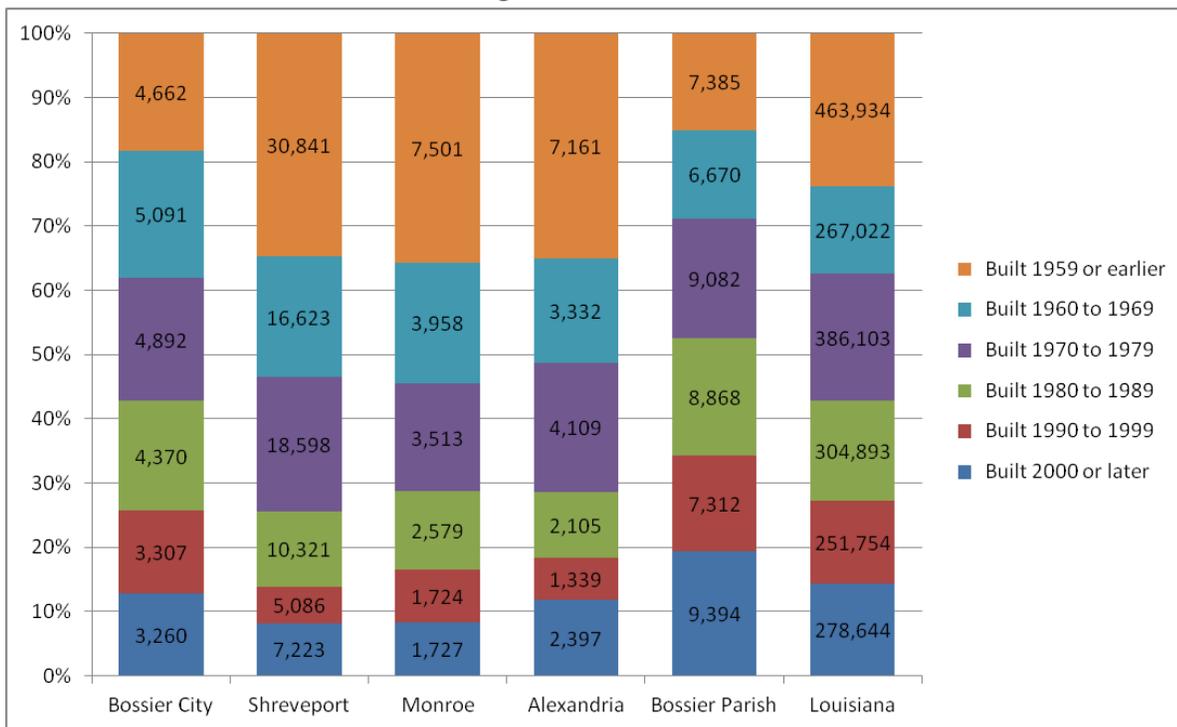
Availability

According to the American Community Survey 3-Year Estimate (2008-2010), there are 25,582 housing units in Bossier City, an 11 percent increase from the 22,893 units in the 2000 Census. This increase in housing units generally corresponds to the 9 percent increase in population between 2000 and 2009.

Because there was a greater percentage increase in housing units than population, the vacancy rate grew from 7.9% to 9.5%, with 1,829 vacant units in 2000 and 2,431 vacant units in 2010.

As shown in Figure 5, 37 percent of the housing units in Bossier City were constructed prior to 1970, which is a lower percentage of older homes than Shreveport, Monroe, and Alexandria. However, even though Bossier City has a lower percentage of older homes than peer cities, a large percentage of Bossier City homes are more likely to need serious repair or revitalization in the near future.

Figure 5: Year Structure Built





Cost and Affordability

Home affordability is invariably an issue of debate. For many, the question is, "Affordable to whom?" The household earning \$30,000 will define affordable quite differently from the household that earns \$120,000 in a year. Nevertheless, each is looking for housing that is affordable.

When determining affordability, the US Department of Housing and Urban Development (HUD) suggests that the home be one in which the homeowner or renter pays no more than 30 percent of gross household income toward housing costs. To be a true measure of affordability, housing cost must be based upon more than the simple cost of a home mortgage or rent.

Table 2: Housing Affordability by Income, 2009 for Bossier City

Percent of Median	Household Income	Affordable Home Payment
180%	\$84,703	\$2,118
150%	\$70,586	\$1,765
120%	\$56,468	\$1,412
100%	\$47,057	\$1,176
80%	\$37,646	\$941
50%	\$23,529	\$588
30%	\$14,117	\$353

**Median income available from 2009 American Community Survey*

Housing costs must include all anticipated payments related to the home, such as taxes, insurance, utilities, phone service, and association dues. While these items may not

be considered raw cost, they are necessities that are directly associated to housing.

In Bossier City, the median household income in 2009 was \$47,057. For housing to be considered affordable to a family earning the median household income, housing costs should not exceed \$1,176 in a month. As noted in Table 2, a family earning 180 percent of the median could pay slightly more than \$2,100 per month and still consider housing costs to be affordable. On the other hand, families earning only 30 percent of the median household income can afford only \$353 in monthly housing-related expenses.

A number of factors impact housing affordability:

The Cost of Construction or Renovation

Housing price is largely based upon the cost of labor and materials necessary to construct or renovate a housing unit. People are seeking larger homes that require more space, more time to build and more materials. The price of materials and labor also impacts cost. If lumber prices increase, the cost is passed on to the potential buyer. Likewise, the cost of housing increases as the number of amenities increases. Many of today's homes include items that were either not available or options only decades



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ago. Units that once included only two bedrooms are now expected to include three or four bedrooms and at least one additional bathroom. Kitchens often include a walk-in pantry. Garage size has increased to accommodate two (or even more) vehicles, instead of one.

The Market

Standard procedure for homebuilders is to construct homes in a price range that can produce a balance between highest margin for profit and volume of homes that can be sold. Housing types available in a wide range of market rates promote a mix of people of varying incomes and lifestyles while introducing a friendlier, pedestrian scale neighborhood setting with appropriately scaled roads and sidewalks connecting neighborhoods and uses. Housing units can be built for above or below the balance but the builder increases risk in doing so. A homebuilder may choose to construct custom homes for high-income residents. The margin for profit will increase, but the number of units requested will also decrease. Additionally, if the economy sours, high-end housing is generally the first to slow. On the other hand, housing constructed below the balance provides reduced profit and does not always guarantee a high volume as compensation. Thus, the builder that chooses to construct housing below the balance will likely earn less profit without added incentives.

The quality of residential development has a tremendous impact on the existing community and further reinvestment in neighborhoods. In rebuilding residential neighborhoods, it is critical that new development not only respects the existing urban fabric but that it contributes to future development. Design elements such as compatibility of architectural styles and level of density with existing housing, accommodation of parking, treatment of the public realm and relationship to the street, should all be considered.

Land

Realtors and real estate investors often say that the value of land is primarily based upon three items - location, location and location. The same applies in consideration of housing affordability. Land in some areas will be more cost prohibitive than in others. For example, land in urban areas tends to be more expensive than rural areas. Land in declining areas may be cheaper to acquire but costly to assemble.

Many newer subdivisions are constructed outside of the urban area because the cost of land is more reasonable. A portion of that reduction in cost is generally passed on to the buyer. On the other hand, a common complaint of residents that live outside the urban area is lack of amenities such as parks, open space, community facilities, day care facilities, or schools within walking



distance. Once additional land is acquired to provide for these elements, the costs of development may well meet or exceed the cost associated with urban development.

Financing

Development of housing requires significant investment. Like most investment ventures, capital is most accessible when the product proposed follows conventional market practices. Because affordable housing projects have a tendency to provide less profit and fewer margins for error, they are sometimes considered to be risky by lenders. While this may not keep a project from being funded, it may result in increased rates of interest, shorter loan life or added requirements. In each case, the cost is passed on to the buyer.

Incentives

Market forces can often add to the cost of housing. In those cases, government and nonprofit organizations can introduce incentives that make development of affordable housing a more viable option. Incentives come in a number of forms and are truly limited only by regulation and innovation of local organizations. Typical incentives can include acquisition and assembly of land, streamlined development review processes, reduced fee or bond requirements, provision of infrastructure, buy-down programs that utilize local funds

to cover an amount of construction costs, loan guarantee, rental assistance, and down payment assistance for homebuyers.

Amenities

As previously discussed, housing demands today are substantially different than in past decades. Residents have come to realize that amenities play a very large role in the quality of life they can expect to experience in a community. Parks, recreation areas, open spaces, community centers, swimming pools, tennis courts and connecting sidewalks are features that should be common. Each of these, plus other amenities comes with a price tag and diminishes affordability. Ironically, individuals that live in manufactured housing communities, apartment complexes and other types of affordable housing tend to have fewer amenities, but these are the areas with the most need.

Regulations

Regulation is designed to increase safety or ensure that other objectives of the community are met. However, added regulation often equates to added cost of construction, either through direct costs or delays ("time is money").



Fees and Dues

Fees are commonplace in housing. Utility service generally requires a service fee. Financial institutions often add processing fees to the mortgage preparation process. Homeowners associations assess dues to cover expenses of managing the neighborhood. While many of these fees are fairly minimal compared to other housing costs, each detracts from affordability.

Housing Programs

Federal Programs

Housing has been an issue with the Federal government since the 1920s. Today, a significant number of homes are purchased with assistance from the Federal Housing Administration. While public housing has often been criticized, it has provided a service to those that might otherwise be homeless. Two of the more recognizable HUD programs are described below. HUD sponsors numerous others that may prove beneficial to both Bossier City and Bossier Parish.

- *HOME Investment Partnership.* HOME represents the single most significant housing related grant available through the federal government. The grant is based upon a formula and allocated in a fashion similar to the Community Development Block Grant currently

received by Bossier City. While neither the City nor Parish is currently eligible for funds, discussion among parties has included an eligible consortium of communities that could share funds. HOME funds are available for to provide a variety of housing measures to those in need, including down payment and closing cost assistance, homebuyer education (under specific circumstances), pre-construction loans, rental assistance, and rehabilitation funds.

- *Section 202 Supportive Housing for the Elderly.* Designed to assist very low income persons that are 62 years or over, Section 202 provides rental assistance that can be applied to multifamily construction. In addition to rental assistance, Section 202 funds can be used for initial project funds that do not require repayment as long as the structure continues to provide reduced rent for the elderly (at minimum 40 years).
- *Section 811 Supportive Housing for Persons with Disabilities.* Similar to Section 202, Section 811 meets the special needs of the disabled by allowing rental assistance for multifamily structures. Capital advances are permitted in the same fashion as Section 202.

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- *Youthbuild*. This program is designed to be multifunctional. While the primary goal is to provide at-risk youth with professional and social skills, it also results in development/rehabilitation of affordable housing. Through youthbuild, young adults are trained in marketable construction and repair skills that are then used to spur community revitalization.
- *Weed and Seed*. Developed by the Department of Justice as a means of eradicating drug abuse, gang activity and other criminal elements within a neighborhood, this program has proven to be equally effective in assisting in community empowerment and revitalization efforts. While the amount of funds available for assistance is generally small, it can be used for demolition of dilapidated or drug/gang infested housing as part of weeding out opportunities for criminal mischief.

State of Louisiana Programs

The Louisiana Housing Corporation (www.lhfa.state.la.us) serves as a conduit for all the various Federal and State housing initiatives, such as Assisted Program Loans, HOME Assisted Program loans, and low-income housing tax credits.

- *Assisted Program Loans*. Available for first-time homebuyers whose annual

income does not exceed 115 percent of the median income, adjusted for family size, in Bossier Parish. The program will grant up to 3 percent of the mortgage amount to the borrower to assist in down payment and closing cost requirements.

- *HOME Assisted Program Loans*. Provides assistance to first-time homebuyers whose annual income does not exceed 80 percent of the median income, adjusted for family size, in Bossier Parish. This program will grant an amount ranging from 4.5 percent to 9 percent, depending on the loan amount, to assist in paying a portion of the down payment and/or closing costs and prepaid items.
- *Low-Income Housing Tax Credit Program*. This program is the primary means of directing private capital towards the creation of affordable rental housing. Developers of low-income rental housing use the tax credit to offset a portion of their federal tax liability in exchange for the production of affordable rental units. To qualify for the tax credit, either 20 percent or more of the project's units must be rent-restricted and occupied by individuals whose income is 50 percent or less of the median family income; or, 40 percent or more of the units must be rent-restricted and occupied by individuals whose income is 60 percent or less of the



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median family income. The maximum rent charged to low-income tenants is 30 percent of the maximum income for a low-income household.

Potential Local Housing and Community Development Programs

The Bossier City Community Development Department utilizes Community Development Block Grant funds annually received from the Department of Housing and Community Development as a means to assist in various housing programs. While these programs are only available within the municipal limits of Bossier City, similar programs can be developed utilizing private funds or by competing for statewide CDBG funds for the remainder of the MPC planning area. Recently, funds for housing related programs have slowed as Bossier City, like all entitlement communities across the country, attempts to grapple with expansive and costly changes in Lead Based Paint regulations.

Single Family Housing Rehabilitation Program

Also provided in the form of a forgivable loan, assistance through this program allows for rehabilitation of homes of individuals with limited incomes or special needs. Homes that are rehabilitated through this program

are required to meet Housing Quality Standards, as well as local building codes. The level of funds available for Bossier City is between \$1,000 and \$24,999 per unit.

Code Enforcement

While not providing new housing, the Code Enforcement program funds a position for the purpose of ensuring that slum/blighted areas of the city are maintained in accordance with local codes.

Bossier City Public Housing

The Housing Authority of Bossier City (HABC) owns and/or manages a total of 921 public housing units in the community, including:

- 437 low-income units;
- 180 Section 8 housing units; and,
- 304 low- to moderate-income housing units.

Of the total, 130 units are for elderly and handicapped persons. The HABC has cited high priority need levels for public housing modernization, safety / crime prevention / drug elimination, and resident services / family self-sufficiency.

Homeownership Assistance

Various forms of homeowner counseling is available to prospective homebuyers and existing homeowners seeking advice. Agencies within Bossier City include:



- Bossier City Department of Community Development
- Consumer Credit Counseling Services – Bossier City
- Bossier Office of Community Services, Inc.

Each of the aforementioned agencies provides pre-purchase counseling, default/foreclosure counseling, and rental counseling.

The Role of Manufactured Housing

In addition to public housing, manufactured housing is often times ridiculed and misunderstood. Prior to mandated construction requirements enforced by the Department of Housing and Urban Development, mobile homes were cheap and, as the term implies, mobile. Mobile home parks were often poorly designed and created an immediate eyesore for the community.

Today, even in its most basic form, manufactured housing is a far cry from its predecessors. In fact, when developed in a manner appropriate to the expectations of the community, manufactured housing has the potential to provide quality, affordable housing, to blend in and to enhance the surrounding area.

Many have sought manufactured housing because of its affordability. In the current housing market, a number of people are seeking to become homeowners but are unable to find a “stick built” home that is in quality condition, is affordable and meets their needs. Manufactured housing provides the pride of homeownership to these households. In 2008, according to the Manufactured Housing Institute, 14 percent of new homes purchased in the United States were a manufactured home. While the National Association of Home Builders may not anticipate manufactured housing becoming the residence of choice for the majority of homeowners, it does acknowledge that more residences will incorporate prefabricated, pre-assembled materials.

Bossier City is home to a variety of manufactured housing communities, mobile home parks (as will be discussed, there is a difference) and single-lot sites with manufactured units. In some communities, such as Southern Living, the homes are older, more basic, and in a declining condition. Windsor Place represents a new trend in manufactured housing developments in Bossier. It includes a higher quality of housing unit and improved site standards but remains basic compared to the possibilities that can be created through innovative use of new development techniques.



Manufactured Housing Defined

The general public classifies nearly all factory-built housing as mobile homes. In fact, a mobile home has not been constructed since 1976, when Congress passed the Federal Manufactured Home Construction and Safety Standards. However, of the factory built housing alternatives, manufactured housing remains the closest cousin to the earlier generation mobile home.

Manufactured Housing

Manufactured housing is constructed entirely within the confines of a factory, removed from the elements. Such housing is constructed to the requirements of the "HUD Code" that was developed to ensure that homes transported across one or more states were held to a single, specific construction standard. In some cases, area building codes are more stringent than those required by the HUD Code. On the other hand, the HUD Code is more restrictive in some jurisdictions.

Once transported to a site, a manufactured home may be placed on a permanent slab or on a more temporary foundation. Generally speaking, the wheels and hitch are removed. In the case of a multi-section home, the portions of the home are

attached at the site. Any structural additions to a manufactured home must meet local or state building requirements.

Modular Housing

Unlike manufactured housing, modular housing is not required to meet the HUD Code. Rather, such homes are required to meet the construction requirements of the location or state in which the home will be placed. Like manufactured housing, the large majority of a modular home is constructed within a factory, although major additions can be made once the home has reached its location.

Panelized Housing

Also commonly known as "sectional housing", panelized housing is constructed at the factory as a series of units that include windows, doors, wiring, plumbing, and other elements of the structure. Like modular housing, panelized housing is assembled on the site, but as a series of linked panels. Also similar to modular housing, the panelized home must be constructed to the local or state building codes within the state and location in which the home will be constructed on site.

Pre-cut Housing

The final, factory built alternative involves pre-cut housing that is only partially prepared at the factory. After all materials are cut in accordance with a specific



construction schedule, they are packaged and delivered in a kit with all other components of the house to the location of the home. Beyond this, the pre-cut home is assembled in much the same manner as any other "stick built" home, but with much more efficiency. When completed, the home must meet all requirements of the appropriate local or state building code.

Table 3 indicates the overall difference in the cost of purchasing an average manufactured home compared to its "stick built" counterpart. In 2009, the price of an average 1,530 square foot manufactured home was approximately \$63,100 while the price of an average 2,422 square foot "stick built" home was \$203,182 (without land cost). Cost per square foot of the manufactured home was \$41.24 against \$83.89 for the "stick built" unit.

Contrary to popular opinion, manufactured housing is not constructed to a far reduced standard in order to maintain affordability. On the contrary, the cost savings is actually spread across a number of variables.

Factory built housing resembles an assembly line approach that permits efficient construction under mass production conditions and without the concern for weather or vandalism. As indicated by the Manufactured Housing Institute, manufactured housing is also more cost effective because construction workers are

trained specialists that are not required to travel from one job site to the next or coordinate with other specialists, such as plumbers or electricians.

Finally, because of the mass production, assembly line approach, the factory is able to assemble more units. As a result, materials are purchased at a reduced rate.

Manufactured Housing for both Quality Infill and Remote Site Development

Countless ordinances across the country prohibit the use of manufactured housing in existing neighborhoods and subdivisions as a source of infill development. Many neighborhoods would rather be faced with dilapidated housing or a vacant lot than see a standard manufactured home brought in.

Standard manufactured housing is more than simply perceived as different from surrounding housing. It generally, unquestionably looks different. Combined with its less than stalwart reputation, the common manufactured home is rarely designed to blend in with the rest of the community. Materials are inconsistent with those used in stable neighborhoods. The roof pitch is usually smaller, the front facade is very general, the home is proportioned much differently, the frame is protected



from view by a metal or plastic skirt, and exterior amenities are lacking such as a chimney, porch or garage. In short, it appears cheap, and few neighbors would be willing to accept that impact upon their property.

in with the surroundings. As an example, the roof of a manufactured home can now be hinged to allow it to be raised or lowered to meet roof pitch requirements. Some manufactured homes can be designed to permit vaulted ceilings and nine-foot high walls, as well as appropriate length and width. Some are now also designed to span two stories.

Table 3: Cost and Size of New Manufactured Homes Compared to Conventional Homes

New Manufactured Homes	2000	2005	2009
All Homes			
Average Sales Price	\$46,400	\$62,600	\$63,100
Average Square Footage	1,505	1,595	1,530
Cost Per Square Foot	\$30.83	\$39.25	\$41.24
Single Section			
Average Sales Price	\$30,200	\$34,100	\$39,600
Average Square Footage	1,130	1,085	1,125
Cost Per Square Foot	\$26.73	\$31.43	\$35.20
Multi-Section			
Average Sales Price	\$53,600	\$68,700	\$74,400
Average Square Footage	1,675	1,720	1,730
Cost Per Square Foot	\$32.00	\$39.94	\$43.01
New Conventional Homes			
Average Sales Price	\$207,000	\$297,000	\$270,900
Less Land Price	\$47,476	\$78,219	\$67,718
Price of Structure	\$159,524	\$218,781	\$203,182
Average Square Footage	2,265	2,414	2,422
Cost Per Square Foot	\$70.43	\$90.63	\$83.89

Source: U.S. Commerce Department Census Bureau survey sponsored by the U.S. Department of Housing and Urban Development

Slowly, manufactured housing organizations have come to recognize the emphasis on maintaining and enhancing local quality of life. As a result, manufactured housing has the opportunity to become much more attractive and, in most places, even blend

Manufactured housing developed to its full design potential remains rare. Bossier has a significant number of manufactured homes, many of which are located in manufactured home parks or communities, but no example exists to indicate the full potential of manufactured housing. But that is certainly no indication that such standards cannot be implemented or that such a level of quality yet affordable housing is not attainable.

Design Standards

To ensure that quality manufactured housing is developed in Bossier, particularly relative to infill development that requires continuity with surrounding homes, the community will likely need to create specific design standards. Such standards are common throughout the country and are a clear indication that manufactured housing is acceptable assuming that it can meet specific aesthetic requirements.



Visual appearance requirements for manufactured housing may address:

- Installation upon a foundation that complies with state or local building codes;
- Length and location of the structure;
- Width of the structure (commonly at least 14-20 feet wide);
- Use of exterior materials that are consistent with surrounding residential structures, including color, texture and appearance;
- Roof construction with an acceptable pitch, overhang and materials (in some cases, the roof is required to be double pitched);
- Removal of transportation related items such as the wheels, axles and hitch;
- Landscaping that is consistent with the surrounding residential area; and,
- Construction of a garage, front porch or other feature that will add consistency with the surrounding area (and provide for enclosed storage of mowers, bicycles, etc.).

Building Better Communities

The MPC Planning Area includes a larger number of mobile home parks and manufactured home communities than Bossier City. The existing communities are in a variety of locations that range in quality from sound to declining. Development of new manufactured housing communities

has received significant negative attention and pressure from area residents who feel that new manufactured housing will not maintain or enhance the quality of life in the area and will cause services and value to deteriorate. The general attitude appears to be that manufactured housing communities are acceptable as long as they are not located in close proximity to established neighborhoods or where they will impose on existing services and facilities.

As with infill development, much of the reputation of manufactured housing communities has been earned through negative history and experiences. The large majority of sites for manufactured housing communities have been developed and operated under private ownership and leased to the owners of manufactured housing. Because the land will be under private control, government has generally minimized regulation and oversight. As a result, most of the communities start out below the standards of conventional subdivision development. Some communities are also not well-maintained over the longer term, particularly among mobile home parks.

Like the individual manufactured home units within them, the quality of manufactured housing communities has steadily improved over time as demands and expectations of both residents and neighbors have increased. Still, a lack of strong standards



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places manufactured housing communities at a disadvantage and harms their reputation.

Resolving this issue is a dilemma for many communities. Requiring manufactured housing communities to meet the design standards of conventional subdivisions will increase the cost of housing. However, lack of strong but reasonable and consistent standards results in creation of substandard communities.

Manufactured housing communities require standards that are very similar to conventional subdivisions, including:

- Density, particularly if no minimum lot size is established;
- Lot size that is increasing over time to match similar requirements for conventional subdivisions;
- Lot width, frontage and depth;
- Setbacks and minimum yards;
- Lot coverage, as a means to prevent overcrowding of units within a community;
- Distance between units for fire safety reasons and limitation of density;
- Common open space and facilities, particularly with the understanding that residents of manufactured housing communities need the same level of services, if not higher, as residents of conventional subdivisions;
- Buffering and enhancement of boundaries and entrances, again in a

manner similar to conventional subdivisions;

- Landscaping (including mature tree preservation, where appropriate);
- Streets and sidewalks that meet the standards of conventional subdivisions; and,
- Adequate parking spaces and location off of the internal circulation roads, equivalent to off-street parking requirements for conventional developments.

To allow for innovation in design, manufactured housing communities can be developed utilizing the same alternative design techniques offered to conventional subdivisions, such as cluster subdivisions and Planned Unit Development.

Neighborhood Planning

The neighborhood planning process should be community-driven, with the City, MPC, and Parish providing support to neighborhoods that come together to craft a desired future for their area and create a plan to achieve it. The plans generated by the neighborhood groups, through assistance by City and metropolitan government, will help to guide support and service delivery to the neighborhoods. The benefits of a neighborhood planning program may include:



- Enhanced quality of life;
- Recognition as a desirable place to live;
- Creation of a livable and sustainable community;
- Development of an enhanced physical environment; and,
- Provision of a forum to inform and educate citizens on local development processes and other local issues.

The neighborhood planning program should have a clear objective to be accomplished before it is formally initiated. The basic concerns need to be clearly articulated so the success of the program can be based on the achievement or resolution of the stated concerns. Following a statement of objective, the neighborhood should acquire a thorough understanding of the character of its area by preparing an inventory of existing neighborhoods. Completion of an inventory will allow the community to pinpoint more specifically what it wants to maintain or improve. The inventory should include: (1) physical conditions, (2) visual and aesthetic conditions, (3) growth related factors, and (4) stakeholder input.

Physical Conditions

- *Existing land use* – The City's existing land use inventory was updated as part of the efforts of this Comprehensive Plan (see Figure X in Chapter 4). The extent and variety of land uses are among the

strongest determinants of neighborhood character.

- *Historic or architectural resources* – Documentation of these resources identifies the heritage of the neighborhood, and these assets can enhance property values, increase neighborhood pride and enhance economic development.
- *Natural features* – These features play a role in defining the potential growth constraints, patterns, and limits of the neighborhood. Natural features are often as important to the character of the neighborhood as is the built environment.
- *Special features* – Neighborhoods typically identify themselves by a special feature such as a landmark, park, or church, which contributes to its charm, uniqueness and neighborhood character.
- *Traffic characteristics* – The extent, type and flow of traffic through the neighborhood needs to be examined to address current traffic related problems.
- *Structural conditions* – Dilapidated buildings, streets, sidewalks and other physical deficiencies can significantly detract from the neighborhood's overall image and should therefore be identified.



Visual and Aesthetic Considerations

- *Viewshed* – The viewshed of vistas that are visible from and within the neighborhood should be mapped and delineated so that the best approach to visually preserving or improving the neighborhood may be determined. Even in areas of limited topography, viewshed considerations should include communication towers, transmission lines, billboards, and conflicting land uses.
- *Entry images* – The images one sees upon arriving in the neighborhood are very important to the overall image of the neighborhood.
- *Special landscape features* – Street trees, open space, greenways, gardens or other landscaped areas are assets that add aesthetic charm to a neighborhood and are worthy of protection.

Growth Related Factors

- *Current policies and regulations* – The existing zoning adjacent to neighborhoods should be closely examined to determine the potential magnitude of future development. Also, the development standards should be evaluated and compared to the objectives of the neighborhood.

- *Sewer and water availability* – The availability of sewer and water infrastructure is a determinant of future growth regarding the capacity to support new development or redevelopment.
- *Apparent or potential growth pressures* – The development pressure around the neighborhood will have a significant impact on the character of the neighborhood. The primary concern is how to minimize the impact of expected or potential growth.

Stakeholder Input

- *Public meetings* – Information provided by residents and property owners is valuable in providing insight into the character of the neighborhood and a better understanding of the residents' perspectives and priorities. Public participation should include those who are directly involved with the neighborhood.
- *Individual interviews* – Personal interviews offer additional information that is often difficult to uncover through public meetings. Facts relating to neighborhood history, recent changes or trends and significant local issues are frequently identified through personal interviews.

Following completion of the inventory, the MPC, City or Parish, and neighborhood

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should analyze the outcome of the inventory and existing condition assessment and begin to prepare a neighborhood plan. The plan should formulate specific actions to protect the neighborhood's essential features, respond to actual growth demands, and reflect the preferences of local residents. The plan may include:

- identification of physical improvements;
- redevelopment alternatives and strategies;
- beautification projects;
- economic development strategies;
- fundraising programs;
- neighborhood design standards;
- development/redevelopment guidelines; and,
- other citizen-initiated programs and improvements.

The plan may specifically address land use, zoning, lot area, lot width and depth requirements, building coverage and building height, buffer yard requirements, parking requirements and standards, sign regulations, open space preservation, landscaping, lighting, road pavement and details, vehicular circulation, speed limits, pedestrian circulation, design guidelines, building addition guidelines, architectural detail requirements, maintenance of structures and properties, and other applicable issues.

To enact the plan, a neighborhood organization should be organized as a

citizen action committee. A neighborhood organization may accomplish the following:

- Conduct detailed inventories of existing conditions;
- Initiate beautification projects such as neighborhood entrances and vacant lots;
- Establish standards of neighborhood development through restrictive covenants;
- Provide local policing through neighborhood watch and other programs;
- Raise funds for local improvements such as neighborhood parks or centers;
- Establish a social network;
- Sponsor neighborhood events such as block parties, home tours, etc.;
- Provide self-enforcement of codes and restrictions;
- Distribute newsletters on items of neighborhood interest;
- Coordinate with the City and/or Parish on local improvement projects;
- Establish a volunteer network for neighborhood cleanup and beautification; and,
- Represent the neighborhood on local issues.

Preferably the neighborhood organization would be formed through creation of a neighborhood association, which adopts private deed restrictions for the defined neighborhood.



Neighborhood Implementation of Private Covenants

A restrictive covenant is an agreement between private individuals limiting the way in which property may be used. It is defined as follows:

The restrictive covenant is a device whereby certain uses of land can be outlawed for the benefit of the owners of land. Included in the deed whereby the land conveyed, such covenants bind the owner to refrain from the proscribed use. Where such covenants are a part of a general plan for the development of an area, exacted by a grantor who retains neighboring property, or mutually agreed upon by neighboring landowners, they run with the land.

Covenants are typically signed at the time of subdivision between a developer and the purchasers, although the residents of an established neighborhood may do the same. Under accepted legal doctrine, a scheme of covenants creates reciprocal negative easements between all the property owners within the affected area, giving each of these the right to enforce the covenant, and conversely the duty to conform to its restrictions. A covenant is a private contractual agreement and may impose certain limitations on properties and

property owners that are unenforceable by zoning or other city ordinances.

The provisions of the covenants usually state the permitted uses within the defined neighborhood, such as only single-family dwellings and accessory structures. Architectural control is quite common and the covenant may refer to an architectural committee responsible for reviewing and approving house plans. Limitations on the size and cost of the dwelling may be stipulated. Minimum side yards and setbacks may also be outlined. Minimum lot size and reservations for utility easements are also normally contained within the covenant. Other provisions may be included, and the number of limitations is at the discretion of the contracting parties, in this instance by the neighborhood.

Recommendations

The following recommendations are made to help ensure that housing is affordable, adequate, appealing and of sound quality and that neighborhoods offer quality infrastructure, a strong identity, dynamic character, proximity to amenities, and curb appeal.

- Housing should be affordable to the extent that a household can cover the costs of purchase, maintenance, utilities and other regular expenses at an acceptable rate;

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- Housing should be adequate to meet the needs of households in terms of living spaces, open space, amenities, and infrastructure;
- Housing should be accessible without undue hardship which may, on an immediate scale, include handicap accessibility and, on a larger scale, provide quick access to destinations for work, shopping or recreation;
- Housing should be appealing to the investor, homeowner or renter because it is well-maintained, in an attractive location, new, historic, or otherwise offers a distinct or desired character; and,
- Housing should be quality in its materials, construction and maintenance.
- Neighborhoods should have quality infrastructure such as well-maintained streets, curbs, and storm drainage.
- Neighborhoods should have an identity through gateways, defined edges, landscaping, lighting, signage, architecture, other streetscape amenities, or history.
- Neighborhoods should have a dynamic character, particularly pedestrian activity such as walking, bicycling, open communication, and children playing.
- Neighborhoods should be close to amenities such as parks, schools, churches, daily shopping, and work opportunities.
- Housing should have curb appeal of maintained landscaping and other

features that indicate active and attractive upkeep.



9

Image & Design

B O S S I E R C I T Y

The image and design of a city can work to attract or detract visitors from a city or certain areas and districts within a city. This chapter focuses on strategies to improve the visual appeal and quality of life for Bossier City. In particular, emphasis is placed on how to improve signage in the community and how to implement additional overlay districts. This particular plan does not address specific design standards but identifies areas of the city where overlay districts could be utilized to capture the desired image and character of an area.



Image & Design

The image and design of Bossier City is affected by residents, business owners, government, and local institutions committed to improving Bossier City through enhancing its visual appeal and preserving its heritage. A high standard of quality for the visual impact of the City instills community pride among businesses and residents thus enhancing its appeal. In the previous comprehensive plan, the Image and Design chapter focuses on the identification of the various land forms, physical image, and character of the Bossier area and makes recommendations for how to improve that image and character for certain areas of the City. Having established that foundation and identified the desired look of the city, this chapter focuses on further strategies to improve the image and quality of life for Bossier City and achieve the vision for Bossier's image and 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.

Proper use of this Plan as a decision making tool will result in a City with a distinct sense of place and its own individual identity as a growing City that is small town at heart. By implementing the recommendations presented in this chapter, Bossier City can realize its vision and achieve a consistent identity throughout.

Significant Use Districts

One way to make Bossier City a destination for visitors and newcomers while enhancing the experience for current residents is to give individual definition to significant use districts such as the Downtown, Riverfront, and Arena areas. However, there are several things to consider when developing such areas. For instance, if a place is successful, there will be more visitors and hence increased demand for proximate parking. Solving these challenges requires convenient, yet not obtrusive or unsightly, parking arrangements that dominate some developments of today. The image and design of a city must meet timing expectations and budgets, be mindful of current regulations and building codes, and be especially aware of the immediate pressures of public development goals.



Each area, such as the Downtown or a neighborhood, contains specific visual elements, which either contribute to or detract from their visual quality. In many ways, the art of making a place where people want to gather and live involves the incorporation of common elements and characteristics in these areas such as walkability, sustenance, convenience, safety and security, commons areas, and natural elements, such as trees, gardens, and water features. Understanding the role these elements play can result in design options which will enhance the visual image of Bossier City.

Overlay Districts

Elements that significantly influence visual character should be tailored to specific locations or areas of the city to create design solutions appropriate to both the location and the larger context of the city. Overlay districts are one way to organize design concepts specific to certain areas while considering a diverse set of regulations for land uses, lot area, setbacks, site design, etc. An overlay district retains the uses allowed by the current “underlying” zoning, but requires compliance with a special set of standards for the corridor or district regardless of the underlying zoning. The goal is to accommodate a variety of uses permitted by the underlying zoning

but ensure such uses are designed to achieve an attractive built and natural environment as outlined in this plan. The Downtown, Riverfront, and Arena Areas are three specific areas within Bossier City specifically considered for the use of overlay districts.

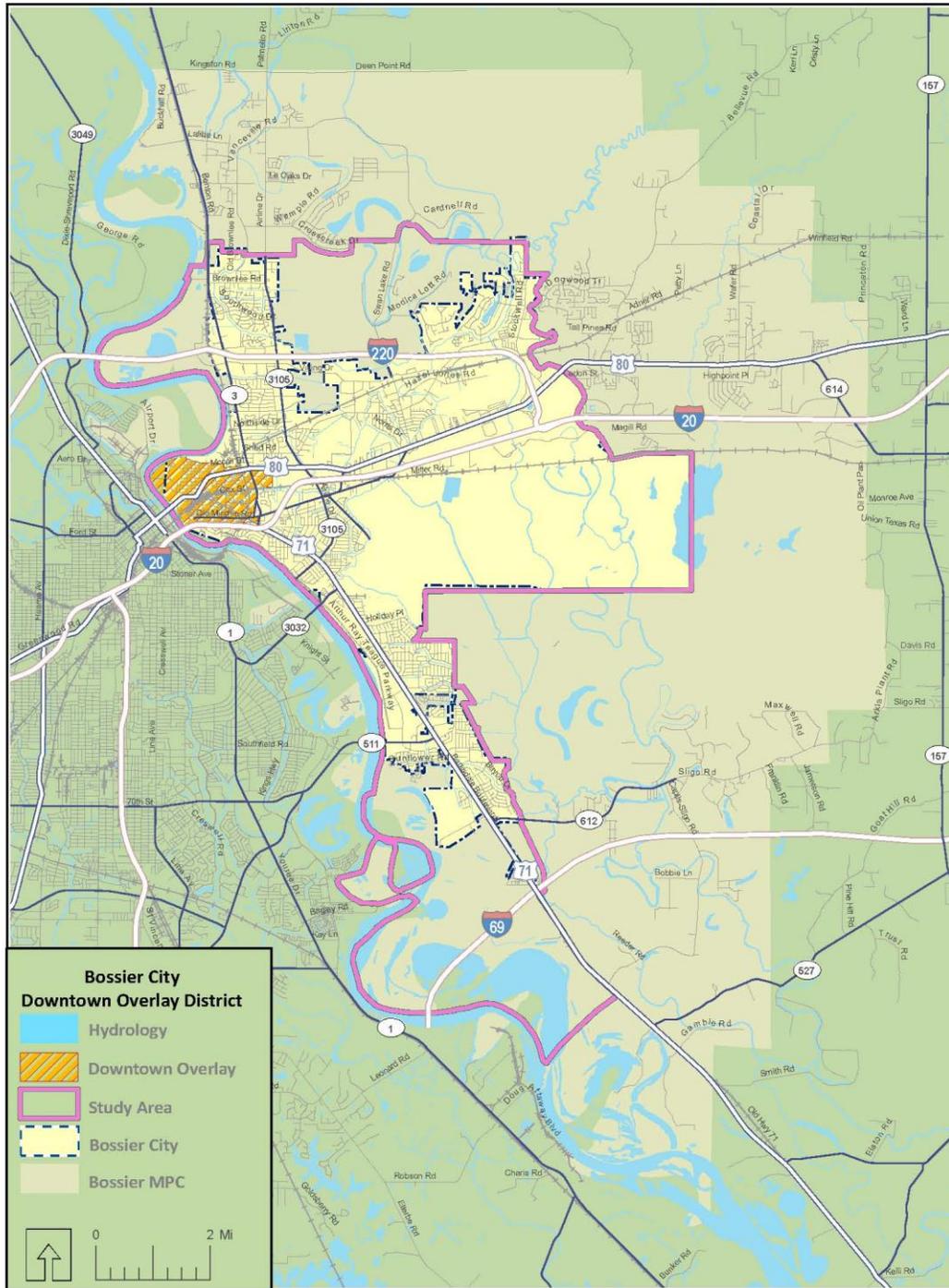
Downtown Overlay District

A true and viable downtown business district still does not really exist in Bossier City; however, efforts have been made to reinvent the old city center. Historically, Bossier’s City Hall functioned from a building on Barksdale Boulevard. Other merchants and financial institutions made their home nearby, however, many of these features are now gone.

In many ways, the art of making a place where people want to gather and live reverts back to the more traditional central Main Street or square, fronted by town walks, civic buildings, specialty retailers, family eateries, downtown live-work housing, neighborhood theater, central park with town square, and massive street trees. Mixed uses originated out of necessity with gathering places to shop, mingle, live, work, eat, rest in the park, stroll, take in a movie, people-watch, and meet friends.



Figure 1: Downtown Overlay District





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The Downtown Overlay District encompasses the Central Downtown area, from the Red River Benton Road and from I-20 to just north of East Texas Street. It currently contains multiple buildings, dating from the early to the mid 1900's. However, existing uses do not fully utilize the site, circulation, frontage, or access. While many of the buildings have an interesting character, mechanical, electrical and even some structural systems are deficient and require renovation to bring them into code and ADA compliance. The site's historic character, frontage and interesting buildings lend itself to a mixed-use development with public open areas accessible to a town square for tenants and the community.

The introduction of mixed uses could create a lively and vibrant downtown district and feed other businesses in the area. Improved circulation, landscaping, user-friendly building entrances and attractive signage could make this area a destination for locals and potential businesses looking to relocate in Bossier City. Promoting a historic village or an artist type manufacturing center, similar to Shreveport's "Artspace", would enhance this site and add value to the development.

Designs that have proved successful in other resurrected town squares include landscape amenities, a street promenade, and central park gardens that can change a place from vacant to inviting. Proposed improvements to the entire Downtown Overlay District include:

- The Downtown buildings are renovated, where possible, and converted to new mixed uses. When conversion is unfeasible, buildings and foundations will be removed.
- The City will partner with developers to create mixed use spaces, including possible live/work lofts, public sculpture, display areas, studios and commercial space.
- Environmental concerns are addressed to a level that support mixed use.
- Public spaces are created along Barksdale Boulevard.
- The Christ the King School facility is improved and expanded in a way consistent with mixed use.
- Circulation, parking and access to buildings are improved.
- New mixed-use buildings capture the Barksdale Boulevard frontage and create a more urban setting.

Citizens feel strongly about the old city center, and they want to see a return of the original focus. Image enhancement is important in supporting the re-growth



of an existing area, but people and activities are critical to success. Bossier leadership must bring in new businesses and inject a significant level of commercial activity into the now quiet area. Without a higher volume of people conducting business, there will be no "Downtown".

Riverfront Overlay District

The Bossier Riverfront has undergone significant change over the last decade and is now in the process of turning its face back to the river. The area has seen the addition of Red River channelization, the Arthur Ray Teague Parkway, and most importantly, riverboat casinos. Each of these casinos supports gaming, dining, shopping, entertainment, and hotel accommodations within their respective properties. Each has significant structured parking to support their operations. The casinos are competitive, but the entire district would benefit from strong pedestrian circulation paths, and the injection of public grounds to connect these separate operations into a true district. In addition, other private development is being planned in this area to take advantage of the high volume of visitor traffic. Bossier should coordinate the development activities so there is consistent quality and character. And, the city should provide

the framework of circulation and services that tie the area together, bringing a higher benefit from the combined activities.

In effort to accomplish this, *The Bossier City Riverfront Development District Redevelopment Plan* was completed in 2006. It outlines plans for a Riverfront Development District area focused on solutions for reinventing the older housing areas, older business areas and industrial manufacturing areas adjacent to the Red River and directly east of downtown. The Bossier City Riverfront Development District area and the Red River frontage are featured as a public amenity and a catalyst for a new mixed-use neighborhood with urban character and density. The Bossier City Riverfront Development District area is a planned corridor, which will be a primary component of an improved, compact, pedestrian-oriented setting.

The Riverfront Overlay District recommended in this section coincides with the Riverfront Development District Area from *The Bossier City Riverfront Development District Redevelopment Plan* (see Chapter 4). Land along the river corridor is located within a variety of zoning districts, each having a diverse set of regulations for uses, lot area, setbacks and site design. The Riverfront Overlay District would ensure existing



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and proposed businesses understand that their businesses are part of a larger whole and must relate to the surrounding context and neighborhoods.

The provisions of the Riverfront Overlay District are intended to:

- Accommodate a variety of uses permitted by the underlying zoning but ensure such uses are designed to achieve an attractive built and natural environment as outlined in the Bossier City Riverfront Redevelopment Plan.
- Provide a uniform set of site and architectural design standards to promote harmonious development and redevelopment within the corridor.
- Enhance and highlight the significant natural features of the Bossier City side of the Red River.
- Promote public safety and efficient vehicular flow by minimizing conflicts from turning movements resulting from the proliferation of unnecessary curb cuts and driveways.
- Reduce distractions to motorists by reducing visual clutter through uniform treatment along the road edge.
- Address situations where existing development does not conform to the standards outlined in the Redevelopment Plan.

Regulations set forth in the Riverfront Overlay Zoning District are also aimed at the protection of the riverfront, to preserve the River's natural environment, and ensure recreational opportunities. Proposed improvements to the recreational areas within the Riverfront Overlay District include:

- Provide recreational spaces that are connected.
- Provide 50' to 100' wide buffer along the River's edge.
- Open views to River without undermining native vegetation.
- Replace native plant species and eradicate invasive species.
- Extend ART Walk-trail linkage to connect the Red River to the casinos and the Louisiana Boardwalk.
- Pursue long-term public acquisition strategy of properties in flood plain for recreational uses.

The Riverfront Overlay District should also include developing mixed-use amenities according to the following guidelines:

- Improve Riverfront Development District by redeveloping the River's edge.
- Create more mixed-use opportunities along Barksdale Boulevard in the Downtown Area within the Riverfront Overlay District.
- Existing companies such as McElroy Metal is an active mainstay on the

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riverfront and efforts should be made to keep it as part of new neighborhood development.

- Strengthen connections between Riverfront Overlay District, East Texas Street area and the downtown.
- Continue to expand on East Texas Street area to compliment the Louisiana Boardwalk area.
- Pursue blight abatement and code standards.
- No more salvage yards, car storage lots, unlicensed garages and car shops.
- Remove abandoned and derelict buildings to encourage and attract new infill development.

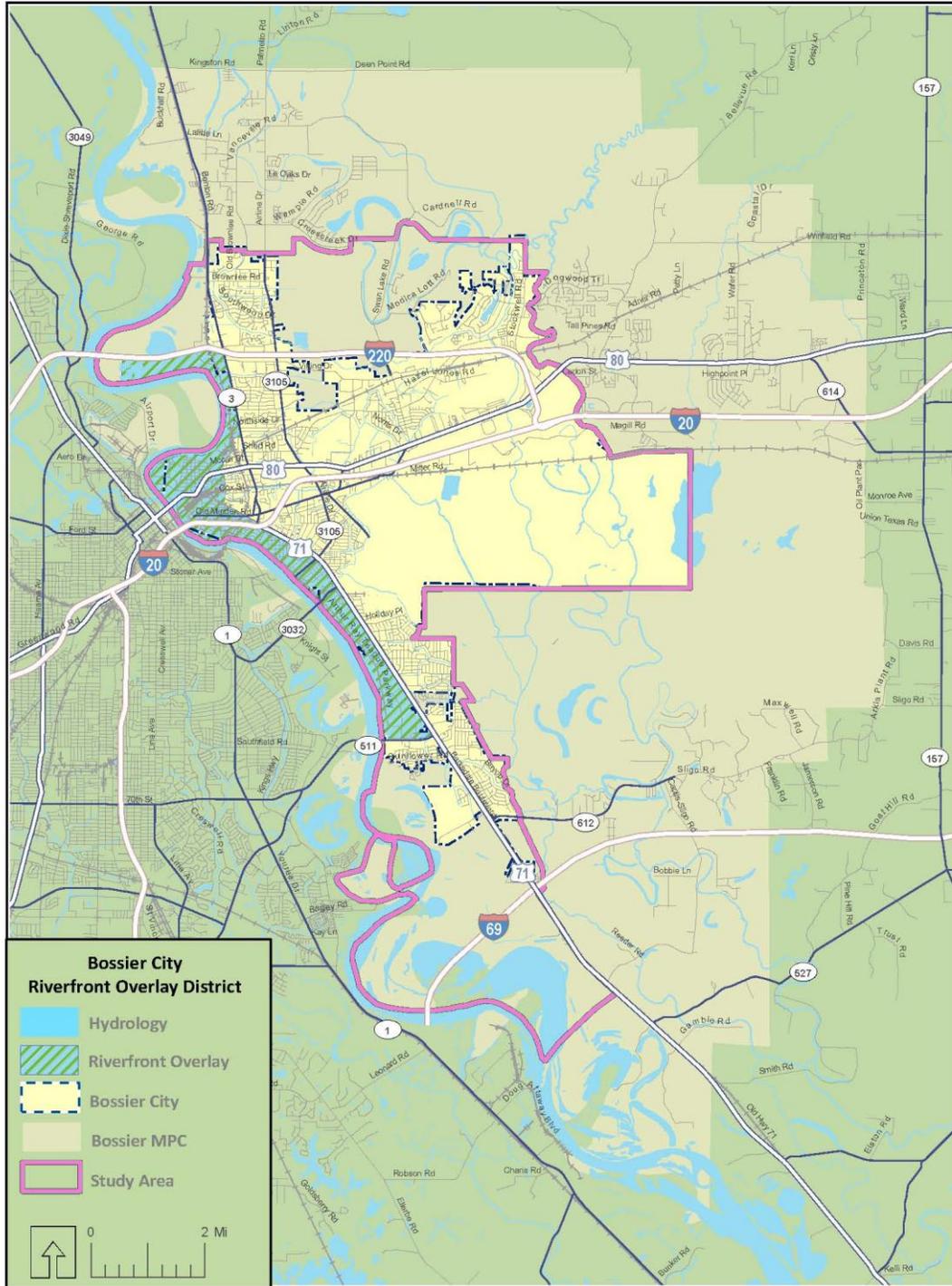
It is envisioned that regional destinations, such as the Riverfront casinos, present along the Red River will evolve into mixed-used areas with resplendent landscapes, along with multiple dining and retail opportunities.

The Riverfront Overlay District applies to all properties within the Bossier City Red Riverfront Development District Corridor Boundary. The standards contained therein will supersede the regulations of the underlying zoning districts.

No building or structure, nor the enlargement of any building or structure, shall be erected unless the standards of the overlay are met. A use proposed on a site that does not meet the standards of this overlay district, or plans requiring site plan review, shall comply with the standards of the overlay. The idea is that a standard (specific or general) is provided whenever some modification is expected from what is required by the underlying zoning.



Figure 2: Riverfront Overlay District





Medical Overlay District

Both Willis-Knighton Bossier Health Center and Schumpert Bossier Healthplex are located along Interstate 220 between Benton Road and Airline Drive. The two medical institutions could serve as anchors in a district designed to serve the community's medical needs. The area also serves as a crossroads for three major arterials in the community, raising the possibility of future Commercial and Office development. This area is intended to concentrate medical facilities to provide community health care services and attract ancillary uses such as professional medical and dental offices, nursing home facilities, retail pharmacies, and restaurants.

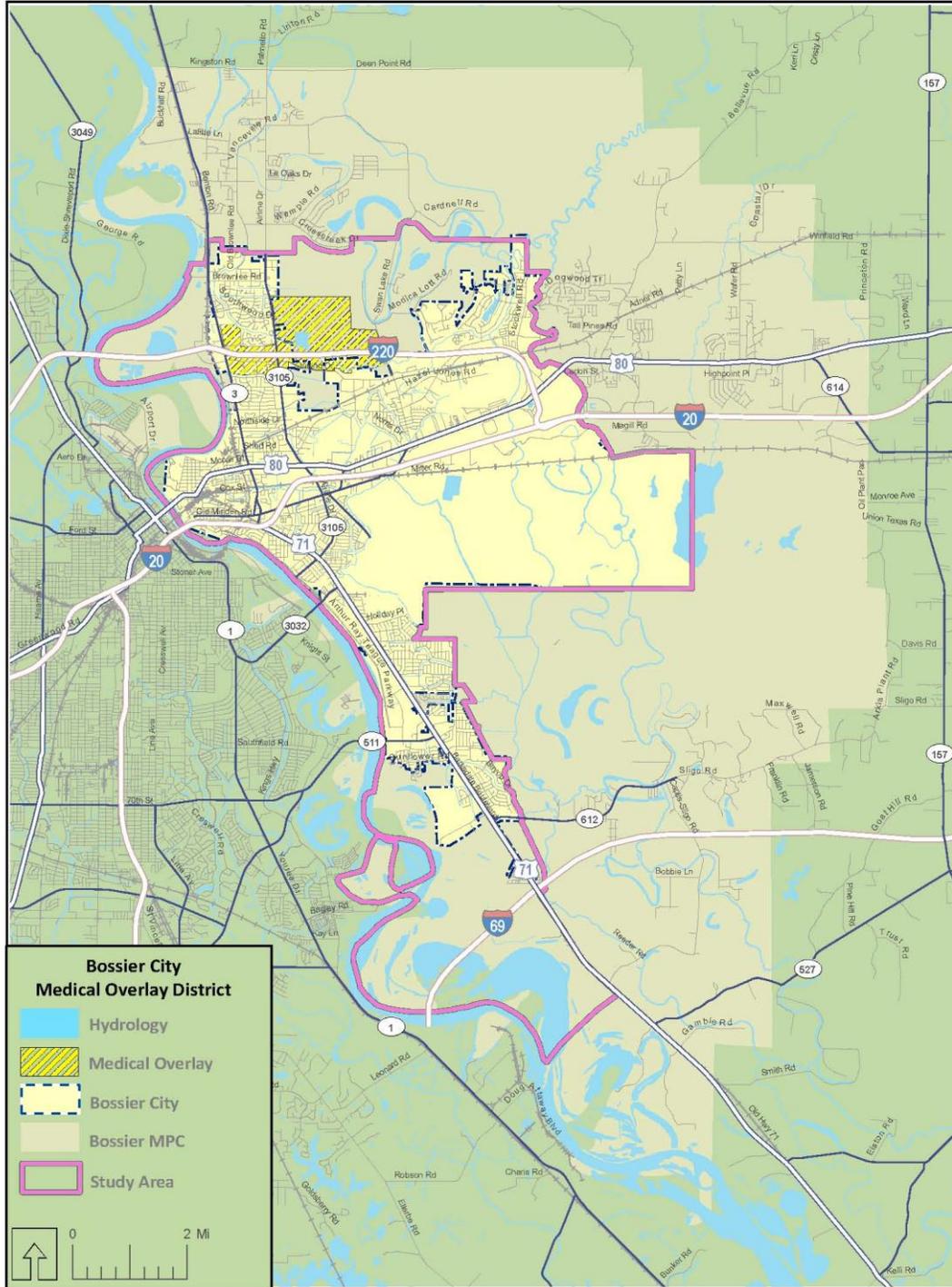


Guidelines for the Medical Overlay District should consider the following:

- Building development that is variable to promote the specific needs of an area that accommodates a variety of scale and building design that supports the goal of encouraging a walkable, medical center area.
- Mixed-use opportunities, such as medical offices above ground floor retail, are encouraged.
- Appropriate landscaping and open space between buildings and adjacent land uses should be provided to enhance the appearance of the area and buffer negative visual and noise impacts of activity within the Medical Overlay District on surrounding areas.
- Open space should be retained and landscaping incorporated into site design and parking areas. Front-yard parking should be discouraged.
- Future development should reflect unified development pattern that includes connectivity between uses, controlled signage (height, size, type) to prevent "visual clutter" and supporting commercial uses to serve workers and patrons of these developments.
- The area should include an extensive pedestrian circulation system that makes walking convenient.
- Accommodate housing that would benefit from proximity to health services (senior housing, nursing home, special needs housing, and guest lodging for families of hospital patients)
- Civic benefit uses such as places of worship, schools, municipal services, community centers or municipal parks, passive recreation (including greenways and trails)



Figure 3: Medical Overlay District





National Cyber Overlay District

The National Cyber Overlay District Guidelines and Regulations were developed by the Building and Zoning Division of Bossier City Metropolitan Planning Commission. This Comprehensive Plan relies on the existing NCO document to provide the parameters and standards of the overlay and simply incorporates these recommendations into this document.

The NCO is intended to serve as a guide for optimal growth and development; ensuring that it is a continuing asset to Bossier City. The Master Plan for this area promotes a concept of new innovative development that advances technology, progress, and research. The guidelines set forth minimum criteria to ensure proper development while encouraging a campus type-setting that incorporates a variety of land uses and promotes excellence in design and construction. These guidelines also protect tenants from undesirable and improper uses that will detract from the purpose of the National Cyber Research Park.

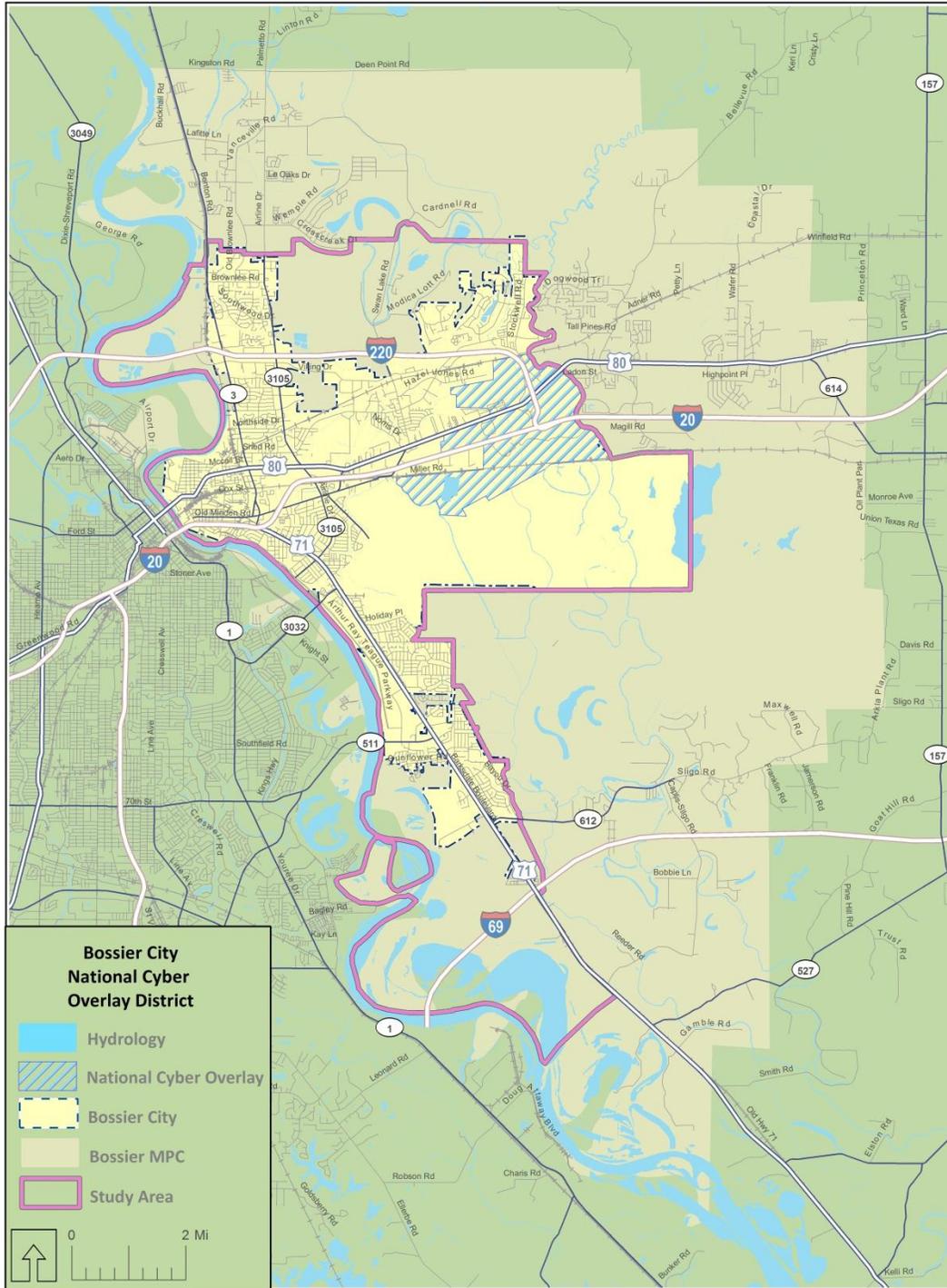
Proposed development will create outdoor spaces, pedestrian pathways, and streetscapes as well as create uniformity in development and high

quality architectural and environmental uses.

The NCO is divided into 2 districts, the Research Park District and the Commercial District, each with separate district and sign regulations. The district regulations address building standards, permitted uses, landscaping requirements, density, yards, outdoor storage, building heights, loading areas, and open space to name a few.



Figure 4: National Cyber Overlay District





Gateway Overlay District

The Gateway Overlay is created to enhance the visual character of gateways into Bossier City that link the Interstate 20 interchanges to major focal points of the community. It is intended to ensure that land development adjacent to gateways occurs in a manner that is compatible with the use of the transportation corridor while minimizing traffic hazards and congestion.

The GWO should enhance highway commercial businesses associated with interstate interchanges, define a visual gateway to Bossier City, and create opportunities for large business facilities to take advantage of I-20 access and proximity to Bossier City and Shreveport.

The GWO area is intended to accommodate industrial and business development that is not easily accommodated within the Community Elements (Open Space, Neighborhoods, Corridors, or Centers). GWO areas are expected to capitalize on their I-20 access and develop with large-scale distribution facilities, industrial activities, office park developments, and highway commercial activity when infrastructure is in place to support such uses.

GWO areas should be characterized by the following:

- Auto-oriented commercial and industrial uses that cater to travelers along I-20 and the available workforce.
- Prominent gateways to the city, attention should be paid to permitted signage, the presence of sidewalks and other site or streetscape features that can enhance the aesthetic and functional qualities of the area.
- Located at proposed interchanges along I-20.
- Appropriate land uses in the GWO include passive recreation, including:
 - Greenways and trails
 - Civic benefit uses such as places of worship, schools, municipal services, community centers or municipal parks, passive recreation (including greenways and trails)
 - Commercial uses such as gas stations, restaurants, hotel and motel uses, or other similar interstate highway oriented uses
 - Industrial uses such as low or high intensity manufacturing, assembly, distribution, processing, wholesale trade, or similar



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- Office uses such as business parks or large business facilities

The Overlay Districts are interconnected to and by the river, yet each independent in use and character. Each promotes business and entertainment in some form, yet has a unique character. The use of Overlay Districts can enhance Bossier City's image and community atmosphere, making it a desirable place to live and raise a family. Implementing these planning tools will help balance increased growth while preserving Bossier's natural and built environments.



Signage

A successful locale is enhanced by attractive entrances, signage, iconic wayfinders, memorable architecture, and beautiful landscapes. One way to make Bossier City a more attractive and visually inviting place is through the use and improvement of signage. This visual element was mentioned during the community discussions as needing improvement. With city growth and the emergence of new Significant Use Areas, the need for clear directional signage has not kept pace with development.



Advertising and business signage also presents a formidable impact on the visual environment of Bossier City. A long history of strip commercial development, along with minimal controls over size, type and location, has created a wide

variety of signage elements. The condition of commercial signage varies throughout Bossier City. A significant number of signage elements are outdated and in poor repair. In addition, the size of signage throughout Bossier was specifically mentioned during the stakeholder interviews as needing improvement.

Perhaps unknowingly, people traditionally seek comfort, variety, and entertainment, among other things, from their chosen destinations. Signage and wayfinding can make locating these amenities possible while working to promote them. Signage directs visitors and citizens to destinations around the City. It connects historic sites, districts, attractions, and services. There are a number of signage categories to consider when implementing or improving a City's wayfinding system. Three main types of signage are described below.





Traffic and Directional Signage

These sign elements are critical for vehicular circulation and wayfinding. Visitors, in particular, need simple cues to direct their travel and aid in navigation to specific destinations. Much of this signage is under the control of the State or Federal highway systems. However, Bossier City should take steps to evaluate the effectiveness of the traffic signage system, and seek resolution to conflicts and standardization.



Festival and Decorative Signs

The city has a number of opportunities to incorporate decorative signage, banners, flags and other signage

elements into public spaces. These decorative elements provide queues to festivals and activities, mark boundaries, gateways or delineate byways, and add visual interest to other design elements. Planning for specific enhancements should consider these signage opportunities in coordination with other visual elements in the city.

Commercial and Advertising Signage

Residents are very conscious of the commercial signage issues in Bossier. Steps must be taken to standardize commercial signage, allowing business owners the opportunity to promote their companies and products, but providing some visual continuity to the city.





Signage has a major effect on streetscape appearance. While having adequate signage to advertise and draw customers is important for the viability of businesses, uncontrolled proliferation of large unattractive signs not only degrades appearance, but distracts motorists. Therefore, sign standards are important and should be implemented and enforced consistently.

Signage Guidelines

Signs should be easy to read and enhance the design of the building. Both lighting and signage need to reflect the pedestrian scale of the neighborhood and should provide a coordinated approach that the City can use to enhance the area. Following are some signage guidelines for Bossier City:

- Establish consistent way finding and signage elements throughout the city.
- Identify established commercial districts with design elements (such as banners, flags, monuments, public art, and unified lighting), signage, and boundaries.
- Provide signage requirements for businesses, including standardized size requirements and height restrictions.
- Ensure that signage and lighting standards limit visual distractions, set

aesthetic values, and help to develop the character of districts such as downtown.

- Create identity for districts through distinct boundaries that lets visitors know they have arrived at a very fun and festive place.

Gateways

- 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.
- 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.
- Create entry elements to establish uniqueness, identify location, signify importance, and give direction to Bossier neighborhoods and government campuses.
- 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.

Overlay Districts

- Encourage standards for all building, street, directional and ancillary

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signage to help establish visual unity within the Overlay Districts.

- 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.
- Create signage standards and unified wayfinding to aid visitors and citizens in moving around the district.

Signage should be high quality, appropriate scale, and direct visitors and residents to their destinations. It should be used to highlight and promote Historic and Significant Use Areas throughout Bossier City. Well placed signs should label buildings and streets through a cohesive visual element that ties buildings and districts to the surrounding urban fabric. This can be accomplished by implementing the recommendations outlined above in addition to developing a more detailed sign ordinance to be used by the City. A sign ordinance would outline specific locations and designs for future wayfinding efforts as well as a plan to retrofit old or outdated signage.

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Policies & Strategies

B O S S I E R
C I T Y

The Policies and Strategies chapter marks a transition in the Bossier Comprehensive Land Use and Development Master Plan. To this point, the community has been broken down into economic, land use, parks, transportation, utilities, housing, image, and facilities – the various components that establish local quality of life and community success – and carefully analyzed. Major issues have surfaced and, after much research and discussion, each of those issues has been addressed through goals, objectives and actions.



Policies and Strategies

The Policies and Strategies chapter sets the foundation for implementation and the effort needed to turn the vision and goals established in previous chapters into reality. Here, the various components of the community are brought back together, complete with their individual issues and solutions, and examined as a whole. The effort in this instance, however, is not to establish goals, objectives and actions. Instead, this chapter seeks to establish policies for Bossier that will allow for new development to occur in a way that successfully addresses the solutions of previous chapters. In doing so, it paves the way for implementation and enhanced local quality of life.

Specifically, the Policies and Strategies chapter addresses growth and how it should occur. After the analysis of the previous chapters it is clear that a significant amount of land remains available for development. At the same time, it is also clear that current development practices do not maximize the physical, social and fiscal efficiency of the community. Resources that could be used for better marketing to local residents, potential new business and visitors are considered barriers instead of opportunities. Business practices that could lead to improved infrastructure, better utilized

facilities, more active parks, safer streets and more affordable housing are available. Good growth can benefit each and every resident of Bossier City and Bossier Parish.

Physically, the community must focus on wise choices for land use. Certain areas within Bossier Parish are not appropriate for urban residential, commercial or industrial development. That does not imply they are without value, but simply that their value to the community may rest in their existence as amenities or through managed development practices.

Other locations may not be appropriate for development, at this time. The developer that creates a subdivision in the “far reaches” of the Parish does so to meet a demand in the market; but without the additional necessary support services that establishes a sense of community, neither Bossier nor residents of the new subdivision will be satisfied with the product over the long term.

Socially, development should occur in a manner that enhances the area’s “social capital.” Community represents more than creating desirable homes. It also means establishing opportunities for gathering, communication, celebration, and diversification. Development, both private and public, impacts the social fabric of the community. It fortifies or erodes specific values by simple design issues such as



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connecting neighborhoods, establishing appropriate gateways, creating walkable neighborhoods, and respecting the local environment. While several of these items run counter to modern development, they are proven to be amenities that residents appreciate and that have a lasting, positive impact upon area quality of life.

Economically, development policies create a major impact upon developers, property owners, and area government. The economic vitality of the community is directly dependent upon making best use of the limited resources available. In many cases, this can mean a focus on redevelopment, as well as development. Existing neighborhoods, parks, commercial areas, streets and infrastructure are physically present and functioning. The dynamics of existing areas establish the perceived condition of the community. Established, attractive and inviting areas will certainly provide more economic benefit than decaying, “passed over” locations and will also leave residents and potential investors with a more positive impression of the community’s economic well being. Additionally, active and stable existing neighborhoods and business districts contribute positively to local taxes. Without the burden of maintaining portions of the community through “economic life support”, local taxing entities can better utilize resources or even consider reducing the overall burden on taxpayers.

Economics are also a matter of simple practicality and common sense as a community. This is a long-term view designed to maximize and ensure the overall economic health of the community as a whole and it may not always meet the short-term needs of a select few individuals. Extensive development in the floodplain may permit a developer and the initial property owner to make a profit, but the overall cost to improving flood control, storm drainage and the potential hazard to personal and public property often outweigh the benefits. Likewise, a community whose sole means of travel is by automobile does not match the economic potential available in a more diversified environment or the reduced taxes required for infrastructure maintenance.

Many of the most successful communities are those with a marketable “theme.” In Bossier, the opportunity exists to establish the City and Parish as one which thrives on leisure and recreation opportunities. The surroundings create the optimum setting for enjoying and taking advantage of nature. On the other hand, the gaming and sports industries provide other, more dynamic, recreation opportunities. By filling in the gaps, Bossier can easily become known as a “great place to live and play.”

The Policies and Strategies chapter addresses the physical, social and



economic opportunities available to Bossier. It does so by combining the issues and solutions related to development and then detailing specific policies to be utilized privately and publicly on the path to implementation.

Issues and Solutions

Prior to development of this chapter, significant analysis has been conducted to ensure that all issues facing Bossier City and Bossier Parish have been carefully examined. Extensive research combined with discussion involving members of the community and local leaders raised a substantial number of concerns that have individually been addressed through a series of goals, objectives and actions.

Interestingly, when the issues for each of the major topics are brought together, a few distinct themes form that set the stage for the preferred development pattern in Bossier. More, the themes that have been raised coordinate well to create an overall impression of a community seeking development that is responsive to the community's needs and makes the best use of area resources.

The summarized issues for Bossier are as follows:

- Natural resources are important to Bossier's appeal and overall quality of life. To the extent possible, these

amenities should not only be protected, but utilized as a development and marketing tool.

- Development in Bossier City and Bossier Parish should occur logically and in a manner that benefits the community over the long term physically, socially and economically.
- Some of the greatest opportunities for responsible development in Bossier exist for redevelopment and infill within the urbanized areas. Aggressive and innovative public and private partnership in these areas could result in a much more dynamic and economically substantial Bossier.
- Locations within Bossier Parish, but outside of Bossier City that offer tremendous development opportunity should be permitted to grow as surrounding urban villages that are primarily self-sufficient, but also closely related to the existing urbanized area. Utilizing the urban village concept will allow for development in a manner that promotes logical, responsible growth.
- Development within sensitive areas should be allowed to continue, but in a manner that both creates marketable communities and protects the natural environment. Conservation subdivision techniques not only protect the natural environment, but also utilize protected spaces as a marketable amenity with subdivision development.



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- Coordination among government entities is crucial to maximizing limited resources. Requirements can be streamlined and coordinated to appear seamless. Facilities can be designed to provide multiple services in an economical and physically desirable manner.

Policies

Natural Resource Conservation

Policy: Natural resources should be strategically protected and utilized through public acquisition, private dedication, conservation easements and sound development practices.

In a number of communities throughout the country, farmers and other individuals that privately own the natural landscape are facing pressure to preserve or conserve the area to “serve the common good.” A significant amount of that pressure comes from nearby property owners that purchased property in the area because of surrounding visual character.

While property owners have the option to voluntarily conserve natural areas, the general public should neither have the expectation that the owner must conserve property or the concern that such character

will be destroyed. Instead, effort should be undertaken to ensure that the natural assets of Bossier Parish are protected and preserved through joint public and private protection or acquisition of land or development rights. In this manner, all parties share the responsibility of preservation and all, including the property owner, are rewarded.

There are an abundance of natural resources that contribute to the Parish's uniqueness that are indirectly instrumental to the well being of the local economy. Bossier Parish's natural resources include its many lakes, rivers, bayous, wetlands, forested lands and farmland. All coordinate to create a pastoral, natural character that is both important to area quality of life and very marketable.

The public sector can play several roles in the conservation and proper utilization of open space, beginning by planning for future needs and determining the type, amount and location of land to be targeted for conservation. Lands selected for conservation may meet one of several criteria established by the public sector, including park space, ecotourism, visual character, wetland preservation and floodplain management.

The most obvious means by which government can impact conservation and utilization of land is to simply acquire it. This

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may be achieved through a number of mechanisms depending upon the purpose of the space. Park space can be purchased through taxes and actively maintained by the government entity. Strategic coordination among governments can ensure that park space is available to the maximum number of residents. Likewise, land available for flood control can be effectively managed by government authorities.

Wetlands and open spaces, on the other hand, are generally held by an outside entity, although they too can be acquired through government funds. Nationally, numerous communities are now utilizing public funds to purchase property to preserve the natural or rural character. Property is often deeded to a trust, such as the Trust for Public Lands, to be managed.

The expense of purchasing significant amounts of property can often be a barrier. To combat this while still protecting important areas, many communities have turned to the use of conservation easements. Like other easements, a conservation easement must be acquired from the current property owner. The easement places significant limitations on the ability to develop such land. Therefore, while the property owner may continue to own the land, it becomes protected or utilized only for those purposes specified by the easement. This approach has proven

very effective in preserving farmland, wetlands and wooded areas. For many farmers that wish to take advantage of increased property value, but also protect the rural character of an area, conservation easements are a perfect fit. By selling development rights beyond agricultural use, a farmer may acquire capital while also continuing to farm the site.

Private development also stands to gain from preservation of open space. Studies have found that visual amenities such as parks, open spaces, trails and waterways are not only appealing, but also profitable. The publication entitled *The Economic Benefits of Parks and Open Space*, as developed by the Trust for Public Lands, indicates that in Salem, Oregon, land nearby a greenspace was, on average, valued at \$1,200 per acre more than those units beyond the green space. Similarly, in Oakland, California, one greenspace was credited with increasing the property value of adjacent parcels by \$41 million compared to nearby homes.

Add to this the value of ecotourism, a trend that is becoming more popular and to which Bossier is well suited. Ecotourism is becoming an important form of tourism as more people travel to destinations to seek out nature-related recreational opportunities. Ecotourism provides environmental, recreational, educational and economic benefits to a region. Natural



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resources and ecotourism projects provide recreation opportunities and attract visitors to a region contributing to the local economy. At the same time, such opportunities further provide for the protection of unique natural areas and interpretive and educational options for both residents and visitors.

Although tourists provide an economic benefit to the community, it is imperative that the impact of tourists be minimized and nature based programs exercise stewardship towards the natural environment. Stewardship also entails ensuring that local people benefit from the economic activity associated with ecotourism, including protecting existing aspects of the economy that also depend upon natural resources and a healthy ecosystem. Careful planning and management of tourism is instrumental to ensure that natural resources are preserved for their continued use and enjoyment by present and future generations.

Sensible Development

Policy: Growth should occur in a logical fashion that will most positively impact the physical, social and economic character of Bossier.

Many of today's traditional development patterns are based upon the simple notion of creating development that is marketable

and profitable. Little real thought is generally given to the impact of development upon a community unless instigated by local leaders or residents.

Sprawl may be marketable to both the general public and the financial institutions that fund development projects, but it is short-sighted and the long-term consequences to both residents of the community and the development are significant.

More recently, communities are searching for development practices that still allow for marketability and profit, but also aid the community in achieving efficiency and improving local quality of life. Some have adopted this under the recent mantra of "Smart Growth." In reality, such activity is nothing more than common sense applied in the interest of the community. The concepts include balancing economic development and environmental protection, focusing new development where public services and utilities are already available, actively supporting redevelopment of older areas and vacant buildings, creating focal points and destinations for the community, reinventing and reinvigorating "downtown", supporting mixed-use areas, maintaining an efficient street network and infrastructure systems, providing attractive parks and pedestrian-friendly connections between

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neighborhoods, activity centers, the public campus, parks and schools.

In Bossier, the goal is certainly not to end, or even reduce, development activity. Rather, the objective is to actually manage the location and pattern of growth and reward those developers that place an emphasis on the community's values.

The following general benchmarks allow the community to realize when it is promoting and succeeding in Smart Growth activities.

- Development is economically viable and preserves open space and natural resources.
- Existing infrastructure is maintained and enhanced but expanded when appropriate to serve existing and new residents.
- Existing infrastructure is used efficiently by encouraging infill development rather than peripheral development that requires added infrastructure.
- Compact development is focused on existing community centers, new urban villages and existing and planned transportation facilities.
- Land planning and urban design create a sense of community and ensure the ease of movement and safety of residents.
- "Downtown" and older, established neighborhoods are recognized as being important.

- Land development patterns are concentrated within or immediately adjacent to urban areas where public facilities and services are convenient and can be efficiently utilized.
- Rural areas and other natural amenities are conserved and preserved as agricultural lands or open spaces and are protected from premature encroaching urban development.

Many of the issues of sensible development are addressed through other policy discussion; however, one key element includes the concept of developing only as adequate public facilities are available. One means of ensuring that growth occurs in areas where infrastructure is either present or desired includes the creation of an Adequate Public Facilities Ordinance (APFO). Through such an ordinance, development occurs prior to or concurrent with development.

APFOs require all applicants for new development to demonstrate that facilities and services will be available to serve the project at the time the development is available for occupancy. Utilizing this system, the community could adopt a level-of-service standard, which can then be used as a criterion for approving or denying applications depending on conformance to the standards. Issuance of building permits is based upon the proven existence of public improvements or capital facilities.



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Alternatively, developers could opt to pay impact fees to provide the facilities necessitated by new development.

In addition to its simplicity, this approach is extremely practical and defensible. The key to effectively employing this system, however, is being rational in making determinations of adequacy or inadequacy of public facilities. The strength of this approach is in its ability to allow Bossier to establish a direct, causal link to the public health, safety and welfare issues related to the provision of additional public services.

Key features of an adequate public facilities ordinance include:

- Level of Service (LOS) – Key to concurrency is the understanding of a service threshold – the point at which demand exceeds the desired capacity of public facilities. To best determine this threshold, many jurisdictions rely on an established level of service, such as the Highway Capacity Manual developed by the Transportation Research Board to address transportation issues. The difference between the jurisdiction's established threshold LOS and the existing LOS (including the impact of projects existing, underway and previously approved) is generally the amount available to the developer. If the project can be completed and still allow the thoroughfare to operate at or below the threshold LOS, the project

meets the APFO. If the project causes operation of the thoroughfare to exceed the threshold LOS, additional steps must be taken prior to approval.

- Determination of Eligibility – Projects that will be exempted or receive flexibility in meeting the threshold LOS should be indicated. Those projects are generally exempted or are granted flexibility in meeting the threshold LOS as a result of issues of size, type, location or as an incentive for their development. For example, Howard County, Maryland exempts one-acre lots in the agricultural district that are available through intra-family transfer. San Diego, California, on the other hand, provides an exemption to housing projects designed for low-income residents or farm workers. In most cases, exemptions occur because the project offers no significant impact upon the threshold LOS of impacted public facilities. Flexibility may be granted to enhance development opportunities, such as infill housing in urban areas.
- Timing of Concurrency Tests - Determination of the existing LOS is predominantly discovered through development of an impact study. The timing within the development approval process of that study and, ultimately, agreement that the project in question can proceed; can play a significant role in the expectations of residents and the accountability of developers.



- Establish Review Process – In order to manage APFOs, a body must be created or given the authority to review, oversee and enforce the language of the ordinance. Likewise, a process must be established for application for approval, project review, approval or denial, and appeal. Jurisdictions across the country that utilize concurrency requirements vary in the assigned body and in the required review process. For example, in Monroe County, Florida, the Planning Director is granted the authority of review and approval.
- Mitigation – Several remedies are generally in place if a developer exceeds the threshold LOS. Most obvious, the reviewing entity can deny the developer until such time as the project no longer exceeds the threshold LOS. Second, the project, and therefore the project's impact, can be reduced to the point that it meets requirements. Finally, the developer may choose to mitigate the impact of the project by upgrading public facilities or infrastructure as necessary. The result of the latter is that improvements come at a faster rate and at the cost of the market, as opposed to the general public. Terms of mitigation, such as cost incurred by the developer and timeframe for completion of mitigation efforts should be defined in the ordinance.
- Reservation of Demand – During the time between approval of a project in accordance with the APFO and the time of project completion, the amount of capacity projected by the developer is "reserved" exclusively for the project and counts against the total capacity of public facilities in future applications for development. To ensure that a project is completed in a timely manner, however, an expiration date can be placed upon approved projects. In this manner, other projects are not unnecessarily burdened or denied and the conditions under which approval was granted are still applicable.

Redevelopment and Infill

Policy: Existing underdeveloped, underutilized and vacant urbanized areas should be aggressively promoted as viable candidates for redevelopment and infill that enhances community value.

As is most often the case, the sites that have the most built in proximity and potential are those currently within the urbanized core of Bossier City. Investing in vacant and underutilized sites benefits the developer because of the proximity to surrounding goods and services. In the case of housing, infill activity generally places individuals within walking distance of daily amenities. For commercial activity, the opposite is true: a built in customer base is already



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established. More, redevelopment strengthens the urban core and as more redevelopment and infill occurs, the area becomes socially and financially more competitive. When accomplished appropriately, redevelopment and infill activity offer a “win-win” scenario for all parties.

Unfortunately, redevelopment and infill activity face a number of obstacles that have historically proven to make such activity seem less desirable than development along the sprawling outskirts. Following are barriers faced in redevelopment of the urban core.

- *Perception.* The most menacing struggle in redevelopment efforts is often the need to overcome many of the negative connotations that have been attached to infill activity. The common view is that it is too difficult and too risky to develop in the urban core. Before any market studies are conducted, it is often quickly assumed that profit on infill activity will be less than within the suburbs.
- *Land value.* Most often, the direct cost of an acre of farmland is cheaper than the cost of an acre of urban soil, particularly in areas of high demand and activity. However, this cost does not include other direct costs, such as extension of existing services. More, raw land value, even when adding

infrastructure, does not account for the indirect expenses such as ongoing maintenance of the extended infrastructure and personal costs of time and money that residents pay to travel farther.

- *Condition.* Horror stories abound about the developer that purchased land within the urban core, acquired financing, gained building permits, began construction and promptly discovered an environmental hazard remaining from a prior property owner. In fact, brownfields exist and their existence can sometimes substantially elevate the cost of development. More, land in the urban area is rarely completely vacant. Existing facilities that cannot be utilized or have fallen into significant disrepair must be removed. Site preparation is a standard cost of construction. Demolition simply increases that cost. Unfortunately, the inclusion of environmental hazards such as asbestos, lead based paint or other contaminants add both time and money to a project.
- *Land assembly.* Farmland is commonly available in one or a few large parcels that are easy to assemble and consolidate. In the urban core, the parcels are much smaller, the owners more numerous and the process of clearing and consolidating titles more cumbersome.
- *Clientele.* Fresh, new and rural are commonly considered the prime



development characteristics to capture the resources of upper and upper-middle income households.

Redevelopment may provide a needed service, but profit is expected to be slimmer because the individuals living in the urban core are not expected to be the “optimal clientele.”

- *Financing.* Simply put, it is easier to obtain financing for new development on previously undeveloped land in the suburbs. The perception among many financial institutions is that the risk of redevelopment is too high. In many communities, the major obstacle to urban revitalization is not finding an appropriate developer; rather, it is obtaining financial support.

Redevelopment is possible in almost any location and can be proven to be more efficient and profitable than suburban investment when barriers are eliminated. Some barriers to redevelopment are very real and must be addressed before a site becomes a viable candidate for development. Others can simply be proven invalid. When redevelopment does occur, it can transform a struggling community into a thriving, competitive location for residents and visitors. The keys to successful redevelopment include careful and thorough planning, strong community and public commitment, availability of resources and tools needed to remove or overcome

development barriers, and selection of appropriate developers.

Since the urban core represents the heart and focus of Bossier City and Bossier Parish, great care and planning should be taken in redevelopment and infill activity. Not all potential redevelopment is desirable or beneficial to the surrounding area.

Appropriateness should be determined based upon community needs, the overall vision for the area, the relationship between the site and the surrounding area, and the capacity of the local market.

Quality developers are enticed by a site that offers profit and the opportunity to create “legacy projects” – those model projects that are truly satisfying and successful to both the community and the developer. Legacy projects add to the reputation and marketability of the developer while also providing the community with notoriety and an enhanced quality of life. In both cases, the result of legacy projects is additional interest.

Redevelopment is only possible when barriers are either removed or proven invalid. To aid the developer in overcoming barriers and to make a quality project feasible, Bossier City and Bossier Parish should coordinate to do the following:

- *Establish marketing materials for both developers and financial institutions.*



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Since perception is commonly the first and foremost barrier to redevelopment it should also be the first (and easiest) to address. Information should be assembled that successfully dispels any perceptions that are brought out during planning and preparation for aggressive redevelopment.

- *Assemble land.* Many communities often shy from the prospect of becoming actively involved in redevelopment efforts. Land assembly is one of those activities that can be conducted by the public sector that can significantly ease the burden of redevelopment or infill activity. Both time and money are necessary to clear and consolidate titles. Utilizing this as a “carrot”, Bossier City and Bossier Parish can be in a better position to be selective in the type and quality of redevelopment activity on a site.
- *Determine and address site constraints.* Some constraints are physical while others are financial. Liens and unpaid taxes are as much disincentives to reinvestment as crumbling infrastructure or unneeded structures. To the extent possible, Bossier City and Bossier Parish should aggressively address these issues. A program can be established that utilizes local or federal funds to demolish structures. The parish, School Board and other taxing entities can agree to waive unpaid taxes. Liens can be negotiated and forgiven. Infrastructure can be replaced.
- *Streamline permitting process.* Time is money to a developer. The development community is appreciative and respectful of a municipality or parish that designs the permitting process to improve efficiency and reduce time needed for review and approval.
- *Garner support.* Development becomes more enticing in those communities that are excited and supportive of a project. A community that is ideologically or politically opposed to a project can cause tremendous frustration for a developer and could potentially create problems, including lengthy court proceedings. More, the negativity tarnishes the developer's reputation both within and outside of the community. Through the planning and preparation process, Bossier City and Bossier Parish can set the stage for building community support.
- *Utilize financial incentives.* Some barriers simply cannot be removed. For example, the public sector cannot reduce the value of property. In those cases, the availability of financial incentives not only can add balance in the competition against other sites, but can also make an urban site more attractive.
- *Improve appearance.* Physical appearance plays a major role in the impression of an area. When streets and



sidewalks are in disrepair, street lights are worn and outdated, or public facilities are of poor quality they create the impression of a community that either can't afford to maintain a healthy quality of life or, worse, isn't interested. Capital improvements, landscaping, and dedication to the construction of quality public structures can make a positive impression and potentially aid in attracting premier developers to Bossier.

Urban Villages

Policy: Large areas of Bossier Parish that are located outside of Bossier City and offer few barriers to development should be established as urban villages designed to be largely self-sufficient, diversified, pedestrian friendly, and mixed use.

Bossier Parish offers three areas that are ripe and appropriate for development. Ironically, each area falls at the end of an extensive linear development that has generally followed the roadway network, the AICUZ for Barksdale Air Force Base, and the railroad system while avoiding wetlands and flood prone sites. Development in any of these three areas could likely occur according to common development practices and be successful. However, in doing so, it would exacerbate the current pattern of sprawl and inefficiency and continue to sap strength from the urban core of Bossier City.

An alternative approach is establishment of three urban villages that function as smaller, satellite communities with strong ties to Bossier City.

The concept of urban villages is not new, except in its use to slow suburban sprawl. Even then, the strength of urban villages rests within village design and a focus upon historic development patterns. An urban village recognizes the benefits of community design with a traditional focus on issues such as density, open space, street width, pedestrian-friendliness, amenities, mixed-use development, design, scale, and compatibility with surrounding areas. Transit oriented design often adds to the concepts of the urban village by providing an additional focus on connection of the satellite communities to the urban core and other "nodes" via transit. Ironically, even in urban villages featuring transit oriented design, the primary means of transportation is pedestrian traffic, with transit available for trips outside of the neighborhood.

Characteristics of an urban village typically include:

- Focus on the neighborhood as a single, functioning unit that is part of a larger organization that is the urban village. As a single unit, each neighborhood should have definition. The boundaries or edges of the neighborhood unit should be recognizable, but not impassible. An



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edge need not indicate that every neighborhood in the village act as a fortress, but as a clearly recognizable entity. Likewise, the village should also offer a distinct edge, particularly in the transition to the urban area.

- An urban village should have a focus. A focus can be a gathering point, such as a park or community center. It may also be a destination such as an elementary school or commercial center. In any case, the focus, like the boundary, should be obvious and should include the character necessary to make it unique or important as a location.
- Pedestrian and vehicular movements are equally important. Many of the newest developments constructed in Bossier are designed as monuments to the automobile with wide streets and incidental sidewalks. While it is not possible or desirable to eliminate automobile traffic, it is possible to make opportunities for pedestrian or bike travel more enticing. Streets should be narrow and easy to cross, sidewalks should be adequate and inviting, trails should be integrated into the system, and the pedestrian network should be capable of delivering the resident along a relatively uninterrupted, direct path.
- Uses within the urban village are mixed to allow for nonresidential activities such as commercial establishments, schools and open spaces. Housing is also mixed to support a wide variety of housing

needs. As a rule, higher density housing may wish to be closer or incorporated into commercial opportunities. Most common among urban villages is the use of a traditional village green as the focal point surrounded by first floor commercial and second story apartments.

- Development is compact with a variety of green spaces as relief. Generally, lot sizes are small and setbacks are also reduced.

When including transit, the station is often integrated into the town center with a focus on ease of access. Smaller stations should be located within ten minutes walking distance of every home and convenient to reach. The system should be designed to carry residents to areas within and outside of the urban village.

Ordinance changes will be necessary to incorporate an urban village concept into Bossier Parish and the MPC planning area. Regulations regarding such items as setbacks and lot sizes may have to be adjusted to allow for more dense and creative development. Mixed-use opportunities such as incorporation of neighborhood commercial establishments or low impact home businesses should be permissible. Design guidelines should dictate the foundation for good design, but not restrict freedom of design beyond the desires of the community. Monuments and



a variety of open spaces should be a requirement.

Benefits of incorporating urban villages into the MPC planning area include:

- Maximization of areas which are ripe and appropriate for development.
- Condensed development that allows for a stronger sense of community and delays or eliminates development of rural spaces and natural areas.
- Creation of additional parks and open spaces throughout the community.
- Increased density and proximity to services reduces the cost of infrastructure or provision of public services.
- Development containing characteristics of historic small town America is considered aesthetically pleasing.
- Preservation of natural or agricultural areas that would otherwise be consumed for residential sprawl.
- More efficient utilization of space and added cohesion to the surrounding environment.
- Introduction of an added housing opportunity for persons with needs or desires such as affordability, accessibility, housing size, or location.
- Mixed use development allows for opportunities such as home businesses or residential units above commercial establishments.
- Pedestrian-friendly environment designed to decrease dependence on

the automobile, including integrated transit opportunities for travel outside of the neighborhood.

- Strong edges that better define the separation between urban and rural areas.

Conservation Subdivisions

Policy: Sensitive development areas throughout Bossier should be allowed to develop by utilizing specific sensitive locations for amenities incorporated into residential development.

Development has occurred along and within the floodplains throughout Bossier for many years. During the majority of time the floodplain offers a wonderful setting for large lot development. However, when flooding does occur, houses that are below the floodline become inundated while those that are above become frail islands. In either case, the damage to personal belongings and potentially life can be staggering.

Many of the sensitive development areas are located within rural Bossier Parish or in areas that include natural resources with environmental and visual value. Yet traditional subdivision design does not offer a flexible means of permitting development while protecting sensitive areas.



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Conservation subdivision techniques offer a means to protect sensitive areas from development while still allowing limited development to occur. To do so, however, requires a significant change in the design process and the reintegration of creativity into the development pattern.

The concept behind conservation subdivision techniques is simply to achieve the appropriate number of units allowed on a site, but to do so in a way that permits sensitive areas to be preserved. In this case, lot size becomes less of a factor, except to provide a minimum size permitted for development. That minimum is commonly as low as practical to permit added flexibility to the developer. However, the concept is not designed to add lots to the site. Rather, the reduction in lot size is offset by the amount of open space that is required for conservation.

Preparing for use of conservation subdivision techniques involves significant analysis of the MPC planning area and a determination by the MPC, Bossier City and Bossier Parish of those areas and elements that are to be classified as primary and secondary conservation areas. The process begins in development of a community resources map that, according to Randall Arendt, one of the world's leading experts in conservation oriented development, should include wetlands and buffers, floodways and floodplains, woodlands, productive

farmland, significant wildlife habitats, cultural features and scenic viewsheds along corridors. Once these items are located, the MPC, City and Parish must make a determination of those elements that will be classified for primary conservation and others that will be considered for secondary conservation.

Primary conservation areas will include those areas that are untouchable and unbuildable. In this case, those features are likely to be floodplains, wetlands, significant wildlife habitats and specifically designated areas of the Barksdale AICUZ. Secondary conservation areas will include elements that add to the character of the area or are not recommended for construction. Unlike primary conservation areas, however, secondary conservation areas are available for development if no other alternative is available. Secondary conservation areas may include woodlots, productive farmland, scenic viewsheds, and those areas of the AICUZ in which very limited development is acceptable.

The capability of conservation subdivision techniques to conserve natural resources not only depends on designation of conservation areas, but also upon the subdivision standards that will be applied to development. Together, minimum lot size and the percent open space required will determine the number and size of lots that will be available for development. Both are



important to determining the density and character of the subdivision. Density is calculated based upon the amount of buildable land - once unbuildable, primary conservation areas have been removed from the equation. Because secondary conservation areas are buildable, they are considered in calculation of total permitted dwelling units.

In an interesting variation on the concept of subdivision design, Randall Arendt proposes a sliding scale development scenario in which a developer may opt for few units in return for reduced open space requirements. On the other hand, a developer may likewise opt for additional lots, but must add to the percentage of available open space. In this manner, the developer has flexibility to design to the needs of the local market.

Open space available in a conservation subdivision is often owned by the subdivision, protected by a private conservation easement and maintained through the annual fees of the homeowners' association. On the other hand, a developer or subdivision can opt to dedicate the property as public park space. One concern regarding the open space preserved in conservation subdivisions is the question of upkeep. A conservation area that is not appropriately maintained will prove noxious and useless as an enjoyable natural area. Options for upkeep include

placing property under the protection of a trust or management by a homeowners' association. It is recommended that maintenance of the open space be addressed through subdivision covenants or development of a management plan.

Intergovernmental Coordination

Policy: Aggressively promote dialogue and joint activity among various government entities to maximize efficiency and quality of public facilities and services.

The mantra throughout the development of policies and strategies for the MPC planning area has been the efficient use of physical, social and financial resources. At no point is this clearer than in the need for coordination between government entities. As a regional entity, the Bossier City-Parish Metropolitan Planning Commission coordinates with Bossier City and Bossier Parish. However, additional government entities in the MPC planning area include three volunteer fire departments, the Bossier Parish School Board, Bossier Parish Community College, the U.S. Air Force at Barksdale AFB, various agencies associated with the State of Louisiana, Northwest Louisiana Council of Governments, Red River Waterway Commission, the Port of Shreveport-Bossier and other entities. Each is charged with specific duties, establishes



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regulations or assesses taxes and requires staffing and facilities.

Efficiency in utilizing the resources of the MPC planning area begins with the government entities that comprise the public sector. Careful analysis of the various government functions and needs would likely result in numerous opportunities to streamline services, share facilities, coordinate efforts and generally follow a common vision.

Following are opportunities to coordinate among government entities for the purpose of improving development, preserving resources and enhancing overall quality of life.

Establish a common set of development standards that appropriately represent and maintain the character of both the City and Parish. Addressed to a limited extent as a component of housing, the concept of character has been a long-standing point of discussion in Bossier. The current development regulations apply a single standard to all subdivision development within the MPC planning area. As a result, subdivisions in the rural areas must provide the same product as found in the urban area, including sidewalks, street lights and curbed streets. The benefit to this is that as the urban area grows to encompass rural subdivisions the urban features will already be in place and developed in a way that

Bossier City can accept them into the municipal system. The deficit, however, is that the character of rural development is lost and the cost of development increased.

In truth, both arguments have merit. The cost of bringing a subdivision “up to acceptable city standards” can be significant. At the same time, community character is fragile and should be protected.

The Comprehensive Land Use and Development Master Plan indirectly proposes a solution in that new development outside of the existing urban core is to be developed in urban villages or following conservation subdivision techniques. The character of the two styles of development is distinctly different: urban and rural.

A more direct solution includes development of a series of overlays that divide the MPC planning area according to urban and rural development standards. Those areas designated for rural development can conform to a set of standards specifically created to maintain the rural atmosphere including extensive open space, limited development and minimized urban characteristics such as curbed streets and street lights. Other options include replacing some sidewalks with enhanced trails and required visual connectivity. Urban areas would meet

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improved standards for development, including reduced road width, pedestrian friendly design, and mixed use development.

While dividing the character of the MPC planning area into urban and rural components may reduce the standards for rural development, the reduced cost is offset by the smaller number of units available and the increased percentage of open space that is required. Further, it is unlikely that rural character areas will be annexed because of the limited development potential established in the sensitive development areas. Urban villages, on the other hand, will be designed to appropriately meet the urban standards and will provide for increased density in the urban area.

Share facilities and services. For a long period in the history of public sector development, government has become reliant on single use facilities outside of "city hall" or "the courthouse." More, general opinion among government entities was that each entity should be entirely self supportive and separate. Now, governing bodies are once again beginning to realize that facilities can perform multiple functions and, as important, can serve several entities.

Government buildings have long been an important component to neighborhood and community development. Historically, such

facilities have not only served to provide government services, but have also been gathering places for area residents. For decades, the neighborhood designed with the elementary school as the focal point was considered optimal because the school served numerous purposes. The open area and playground around the school functioned as a neighborhood park. The library served as a public library. The auditorium could be used for community functions and religious services. It also commonly served as an emergency shelter in a time of crisis.

Today, as each entity searches for ways to maximize the use of tax revenue, the concept of joint use takes on additional meaning. By combining resources, entities can once again consider building landmark local government structures. More, combined services can result in added services or benefits. Many communities have moved to "one-stop shops" at which a variety of related services are available.

At the forefront, once again, are local schools. Elementary schools have the opportunity to once again become the focal point of residential development, including the chance for children to safely walk to school. More, school playgrounds are being developed to a new standard and integrated into the public park system. Schools are also becoming the home of the local library, further expanding the funds



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available to both the school system and the library system.

Community centers are also taking on new roles, including incorporation of additional uses outside of the public spectrum. Centers now function as recreation centers, health clinics, classrooms, emergency shelters, offices for nonprofit organizations, police/sheriff stations, job training facilities and business incubators.

Facilities are not the only item that entities can share to the benefit of the community and local development groups. Entities can establish complementary development processes and requirements.

Among the more difficult tasks for local developers is remembering the different development requirements for the various jurisdictions in a region. The Comprehensive Land Use and Development Master Plan offers Bossier City and Bossier Parish the opportunity to establish similar permitting requirements beyond those of the MPC. Complementary processes could include applications, timelines, fees, reporting, and overall requirements.

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Implementation

B O S S I E R
C I T Y

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

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 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



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with the vision to boldly plan for change and for the future.

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.



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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



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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



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



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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.
- 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.
- 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.
- 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 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



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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

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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.
- The Parks System Master Plan that aids in identifying and implementing park and



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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.



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Table 1: Programmatic Initiatives

Element	Goal/Action	Department	Timing (In Years)		
			0-2	3-5	5+
Land Use					
4.3	<i>Encourage preservation and sensitive utilization of natural areas, particularly floodplains, wetlands, the Red River and its tributaries.</i>				
4.3.1	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					
5.1	<i>Promote the conservation of natural resources through parks and recreation land acquisition, open space preservation, and environmentally sensitive planning.</i>				
5.1.1	Identify and acquire environmentally sensitive areas and conservation sites to preserve as public open space or recreation areas.	MPC, CC, PJ	X		
5.1.2	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		
5.1.3	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		
5.1.4	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	
5.1.5	<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		
5.1.6	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	
5.1.7	<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		

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5.3						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.					
5.3.1	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								
5.4						Expand and enhance youth and recreation programs to meet the current and future needs of the City and Parish.					
5.4.1	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								
5.4.2	Coordinate with social service providers, civic clubs and other organizations to co-sponsor ongoing programs and special events.	MPC	X								
5.4.3	Advertise and promote youth and recreation programs to inform the public of ongoing and special programs and activities.	CC, PJ	X								
5.6						Continue improving maintenance, renovation and/or redevelopment of existing and new public parks and facilities.					
5.6.1	Establish a "Friends-of-the-Park" program to solicit neighborhood involvement in maintaining and policing the public parks.	CC, PJ	X								
Transportation											
6.3						Promote pedestrian and bicycle pathways as a viable alternative to automobile traffic, particularly when tied to a public transportation system.					
6.3.1	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.	MO, PR, PW, CC, PJ	X								
6.3.2	Acquire conservation easements within the floodplain and along Willow Bayou, Flat River, Fifi Bayou, and the Red River as greenbelt corridors.	CC, PJ					X				
6.4						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.					
6.4.1	Expand SporTran shuttles used for the Independence Bowl for other area special events held at the CenturyTel Center.	SPORT					X				
6.4.1	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				



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Utilities & Infrastructure					
7.2	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.				
7.2.1	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
7.2.2	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	
7.6	Assure high quality, low maintenance utility infrastructure that is in regulatory compliance.				
7.6.1	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		
7.7	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.				
7.7.1	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
7.7.2	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	
7.7.3	Maintain crew sizes, supervision, tools, etc. that are adequate to perform maintenance and repairs as necessary.	CC, PJ		X	

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Housing					
8.1 <i>Ensure that a variety of housing options are available to new and current residents of Bossier that are affordable at all income levels.</i>					
8.1.1	Increase the presence of quality apartment units in Bossier City and the portion of Bossier Parish within the planning area.	MPC, CC, PJ			X
8.1.2	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	
8.1.3	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		
8.1.4	<i>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.</i>	MPC, CC, PJ	X	X	X
8.1.5	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		
8.1.6	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		
8.2 <i>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.</i>					
8.2.1	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		
8.2.2	Coordinate with manufactured housing associations to create materials dispelling myths and perceptions regarding this housing option.	MPC	X		
8.2.3	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	MPC	X		



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	development.				
8.2.4	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		
8.3	<i>Maintain a high standard for existing neighborhoods, including ongoing maintenance, neighborhood revitalization, community leadership and development of amenities.</i>				
8.3.1	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	
8.3.2	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		
8.3.3	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		
8.3.4	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		
8.4	<i>Maintain an attractive, quality housing stock that promotes Bossier as a community with pride.</i>				
8.4.1	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		
8.5	<i>Promote sensible growth that takes advantage of proximity to services and amenities, minimizes the strain on tax revenue, and promotes interconnection.</i>				
8.5.1	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		
8.6	<i>Create new residential development that offers the appearance, amenities, comfort and resources of a neighborhood or urban village.</i>				
8.6.1	Encourage gateways into the various residential areas and edges that are obvious, but do not inhibit interaction.	MPC, CC, PJ		X	

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8.7 <i>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.</i>					
8.7.1	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		
8.7.2	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					
9.3 <i>Create an identity for neighborhoods.</i>					
9.3.1	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		
9.8 <i>Give individual definition to significant use districts such as the Downtown, Riverfront, and Arena areas.</i>					
9.8.1	Develop and stimulate market driven projects that ensure development in various districts is sustainable and continues to contribute to the community.	MPC, CC	X		
9.8.2	Create incentives for relocating professional and commercial offices to the downtown area.	MPC, CC, PJ		X	
9.9 <i>Achieve a consistent identity throughout Bossier.</i>					
9.9.1	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		

