

Caddo Parish / City of Shreveport

Parks and Recreation Master Plan 2006 – 2020

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CADDO PARISH / CITY OF SHREVEPORT

PARKS MASTER PLAN

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Section I. Introduction

Introduction

This Parks Master Plan is intended to be a planning tool for the people and governments of Caddo Parish and Shreveport, Louisiana. The methodology used to determine future needs followed two tracks.

In the statistical track (quantitative approach), SJB Parks and Planning calculated a “Level of Service” ratio based on the current acreages and facilities in the parks in the City of Shreveport and the Parish of Caddo, and for the Caddo Parish Schools and the population extended to 2020 based on the growth over the last ten years. This ratio is compared to national standards that were adjusted to reflect local conditions. Also analyzed were the operational and capital budgets for parks and recreation for the City and Parish departments. Other documents reviewed include the SPAR 2000 master plan and the Parish Parks Master Plan.

To discover peoples’ desires (qualitative approach), SJB conducted three public forums, four discussions with groups of recreation staff, and sessions with elected officials and community leaders. The City conducted an online survey to assist our efforts.

The information gathered was analyzed which allowed the development of project improvement list and operational strategies to address the future. The analysis showed that the majority of the needed developments should occur in the park classification of community parks, which are typically 15 to 75 acres in size. The specific facilities that need to be added to the systems are: trails, recreational gyms, and fishing piers. Costing and phasing of improvements have been projected over the next 14 years. Key operational recommendations include increasing public awareness of recreational offerings.

The desire to provide efficient & effective facilities and programs drives several recommendations to consider consolidation, collaborations, partnerships and multi-jurisdictional agreements. These agreements will be between local governments, school systems, and local non-profits. Many of these agreements will call for citizen volunteers to assist in providing sources. To assist citizens in meeting their basic recreational needs, a park district should be considered for the northern area of Caddo Parish.

Both agencies need to develop a marketing plan that will include providing basic facility and program information to the citizens at a minimum of two times annually. This joint communication to the public will assist both agencies in marketing, coordinating, and not duplicating services. Both the city and the parish should consider asking the citizens to invest in recreation two or three times between now and 2020. This should be in the form of a tax or fee based recurring revenue source.

Caddo Parish Community Profile

Located in the Northwest corner of Louisiana, Caddo Parish has a unique history reflecting its beginnings as “the gateway to the West.” It covers 852 square miles with its borders being Texas to the West, Arkansas to the North, the Red River to the East, and Desoto Parish to the South with a small South-eastern corner adjoining Red River Parish. According to the 2000 Census approximately 252,161 people reside in Caddo Parish. These results indicate a 1.6% growth increase in population in the past several years.

The Parish contains eleven municipalities: Belcher, Blanchard, Gilliam, Greenwood, Hosston, Mooringsport, Oil City, Rodessa, Shreveport and Vivian, each of which adds its own local color spectrum to the delights that Caddo Parish has to offer. The largest metropolitan area within Caddo Parish is the City of Shreveport, which serves as the Parish seat.

The Caddo Indians, a tribe of Native Americans, were the original inhabitants of Northwest Louisiana. The Caddo Indian Confederacy consisted of six tribes who would eventually sell their lands to the United States by signing the Treaty of Cession of 1835. The Caddo’s had enjoyed seclusion from settlers because the “Great Raft” prevented early exploration of the Upper Red River Valley.

Shreve Town Company was formed on May 27, 1836 as a real estate brokerage firm. The owners of this company would become the founding fathers of Shreveport when it was incorporated in 1839. Shreveport is named for Captain Henry Miller Shreve to honor his contribution to the settlement of the region.



Children playing at Hattie Perry Spray Ground

The City of Shreveport Community Profile

The City of Shreveport owes its beginnings to Captain Henry Miller Shreve, who patented and then operated the first snagboat capable of eliminating the “Great Raft” of logs and debris which had blocked the upper Red River for many years. Captain Shreve’s work resulted in the settlement of “Shreve’s town” in 1835, which became the City of Shreveport in 1839.

Shreveport served as a trade crossroads for Northwest Louisiana, East Texas, Southern Arkansas and points west. Its location on the “Texas Trail”, a portion of which remains as Texas Street and Texas Avenue within our boundaries, assured Shreveport of rapid growth and a strong economy. The discovery of oil and natural gas in the immediate area at the turn of the 20th century provided an economic boost, which lasted almost to the end of the 20th century, and is again becoming an important economic factor.

Shreveport is now the center of a metropolitan area of more than 385,000 people, located 180 miles east of Dallas/Fort Worth, and 320 miles northwest of New Orleans. It is the principal city of the Ark-La-Tex area, with a population of 200,145 (2000 census). Bossier City (just across the Red River) adds another 60,000 people to the urban area.

Today, Shreveport’s location at the junction of Louisiana, Texas, Arkansas, and Oklahoma offers easy access to a large market by land, sea, air and rail. The Red River is now navigable to the Port of Shreveport-Bossier, and barge traffic moves easily to and from the Mississippi River. Rail service is still important, with the Kansas City Southern Railroad operating the largest rail yard in the country in Shreveport. Interstate 20 and 49 intersect within Shreveport’s limits, with the promise of Interstate 69 linking the Canadian border and Mexico through our area within a generation. Shreveport Regional Airport has a new \$26 million terminal facility and is served by six major airlines.

Shreveport is now the fastest-growing tourist destination in Louisiana, surpassing even New Orleans. Riverboat gaming has spurred this increase and changed the face of the Shreveport-Bossier City skyline. Within one mile of Shreveport’s downtown are five riverboat casinos, which together gross more than \$250 million annually. Shreveport receives more than \$15 million annually in payments from these casinos.

Shreveport does not live on gaming alone. The area supports more than 6,000 manufacturing, warehousing, medical, technological research, oil and gas, agriculture and other businesses. The largest area employer, Barksdale Air Force Base (whose runways are visible from downtown offices), is the home to the B-52 bomber that has played a large role in every American war in the past 50 years. General Motors has assembled light trucks in the Shreveport area since the early 1980s. An \$800 million expansion of the plant, which was completed in 2003, assembles GM’s newest mid-sized trucks, the Chevrolet Colorado, the GMC Canyon and will soon assemble the Hummer3.

Medical education, research and patient care are also key parts of the area economy. Within the City, the LSU Health Sciences Center includes a medical school and university teaching hospital. The adjacent facilities of the Biomedical Research Foundation of Northwest Louisiana include a ten-story research facility, a Positron Emission Tomography (PET) Imaging Center and manufacturing facilities for medical

testing equipment. Within a half-mile is located the first Shriners Hospital for Children in the United States, which treats bone, joint and muscle problems in children free of charge.

Shreveport is well positioned to increase the economic impact of tourism and visitors to the community. The construction of a new downtown Convention Center was completed at the end of 2005. This project is expected to help draw even more visitors to the area.

Shreveport is the home to several institutions of higher learning. Centenary College is a private liberal arts campus serving almost 1,000 students. Louisiana State University in Shreveport has more than 4,000 students in its degree programs, while Southern University's Shreveport campus has almost 2, 000 students enrolled.

Shreveport was named an All-America City in 1999. This is the third time Shreveport has been so honored.

Shreveport is the home of the Independence Bowl, presented annually in December. The event is held at 50,000 seats Independence Stadium, which completed a \$32 million expansion and face-lift in late 2001.



Tee ball at S Hills Park

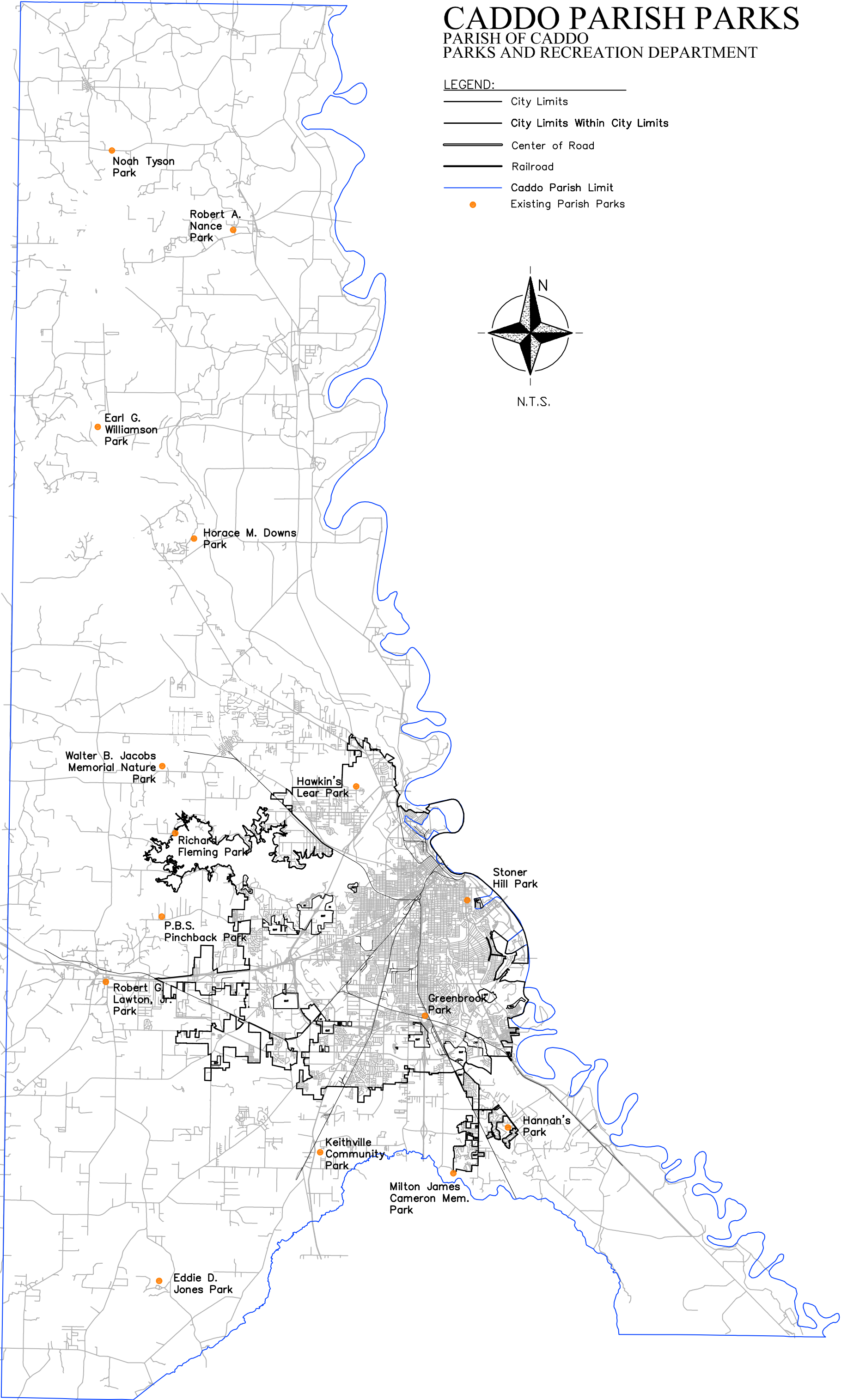
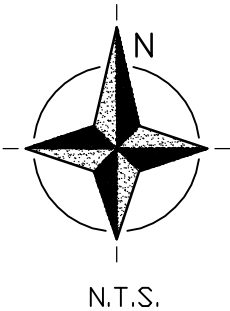


Betty Virginia Park and Playground

CADDO PARISH PARKS

PARISH OF CADDO
PARKS AND RECREATION DEPARTMENT

- LEGEND:
- City Limits
 - City Limits Within City Limits
 - Center of Road
 - Railroad
 - Caddo Parish Limit
 - Existing Parish Parks



Section II. Current Conditions

Where are we now?

Overview

This section contains current information on the City, the Parish, public school acreages and population. The current statistics give us a good picture of where we stand in relationship to national standards for providing public recreation space for our citizens.

The population in the Parish has remained relatively the same over the last ten years. It has only shown a 1% growth over this time. For the purpose of this planning document, we have utilized a projected population of 260,000 for the year 2020. This population assists us in setting our standards for neighborhood parks, community parks and regional parks.

The City and Parish, both, have continued to invest in capital improvements for their park systems. The CIP (Capital Improvement Program) for the agencies shows the facilities that received additions and renovation in the last few years.

The operational budgets over the last few years also continue to show some improvement in operating and maintaining the facilities currently in operation. SPAR's peak operating budget was in 2006 with \$12,011,200. The Parish agency hit its peak in 2005 with \$901,190.

For consideration of public access and use, we included a portion of the acreage from each public school in the Parish. This provides a different picture from just counting City and Parish lands. Charts have been provided that show counting and not counting the school acreages. The last chart on page 23, adds together the acreages of City land, Parish land and school land. This chart reflects the need to concentrate future land purchases on community parks (15 – 75 acres). Also, reflected is the fact that in Caddo Parish we have more parkland then required by the standards when we add the school acreage into our calculations.

The strong Mayor and City Council form of government, governs SPAR's operation. The SPAR administers the city's public assembly facilities, such as Municipal Auditorium. The SPAR Council is an advisory board. The school board is a separate taxing body. The Parish Council is a council/administrative form of government, covering the entire parish. The Parish council has developed a park and recreation advisory committee made up of several council members and citizens.

Population Analysis :

Caddo Parish

<u>Year</u>	<u>Population (1)</u>	<u>Unemployment Rate (1)</u>
1995	246,706	7.1%
1996	246,363	6.0%
1997	244,943	6.9%
1998	241,587	6.5%
1999	240,846	4.6%
2000	252,161	4.7%
2001	251,957	6.4%
2002	253,474	7.3%
2003	250,342	7.4%
2004	251,506	7.0%

Figure. 2.1

Note:

- (1.) Research Division, LA Tech University, Latest Available
- (2.) Population Growth over 10 years was 4,800
- (3.) Projected Population for 2020 is 259,186 and is based on the increase over the last 10 years.

For planning purposes, we will use 260,000 total Parish residents.

Population Analysis:

The City of Shreveport

Population from City Budget 2005

1993	194,176	
↓		
2003	202,096	1% growth in 10 years

Figure 2.2

Metropolitan Planning Commission Current Population of 2006 is 203,100.

Metropolitan Area Population 2005 → 385,000

Caddo and Bossier Parishes

For planning purposes, we will use 200,000 for the City population and 54,000 for the Parish (exclusive of Shreveport) population.

Capital Improvement Budget Caddo Parish

Capital Improvements 2001	Develop E D Jones	
	Develop Keithville	
	Pinchback PG	
	Caddo – boat landing improvements	
	General Park Improvements	
	Equipment	
	Total	\$ 165,500 Funded
Capital Improvements 2002	Develop E D Jones	
	Develop Keithville	
	New Park MLK	
	Renovate Walter Jacobs	
	General Park Improvements	
	Total	\$ 105,000 Funded
Capital Improvements 2003		\$ 190,500 Funded
Capital Improvements 2004		\$ 116,000 Funded
Capital Improvements 2005		\$ 135,000 Funded
Capital Improvements 2006		\$ 115,500 Funded

Figure. 2.3

Operating Budget Caddo Parish

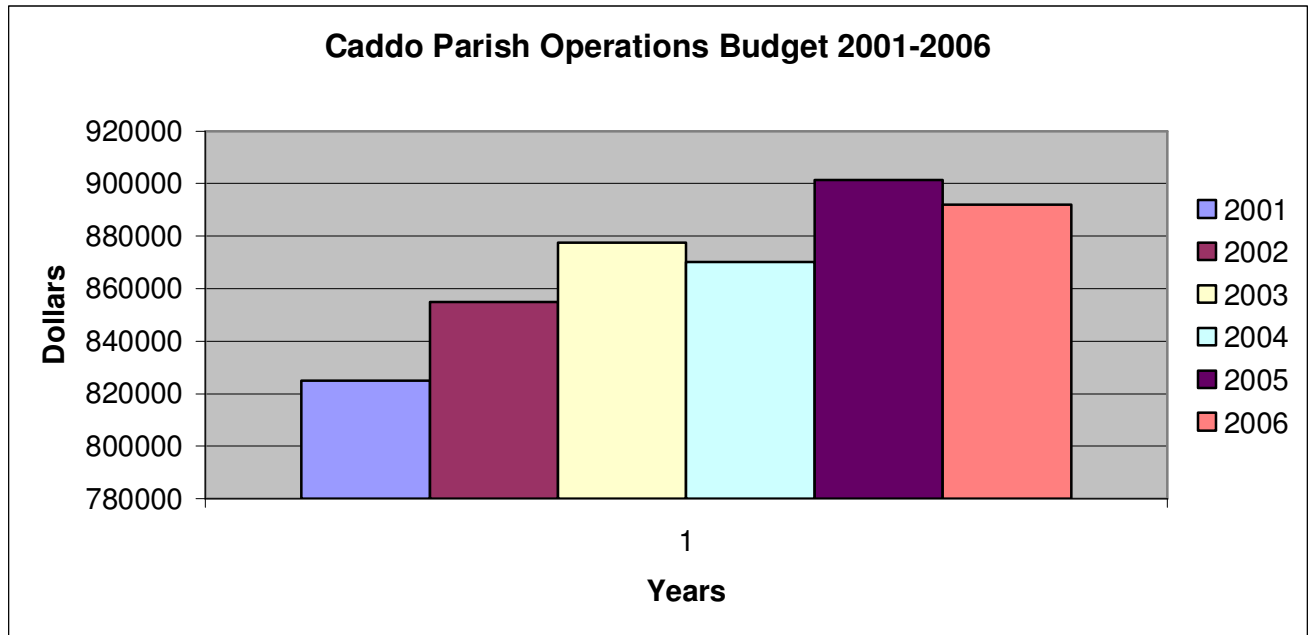


Figure 2.4

2001	-	\$ 825,000
2002	-	\$ 854,995
2003	-	\$ 877,310
2004	-	\$ 870,160
2005	-	\$ 901,190
2006	-	\$ 891,876

- Parks and Recreation is a special reserve fund. (Public facilities tax)
- Park expenses over these six years hit its high in 2005.

Capital Improvement and Operating Budget The City of Shreveport

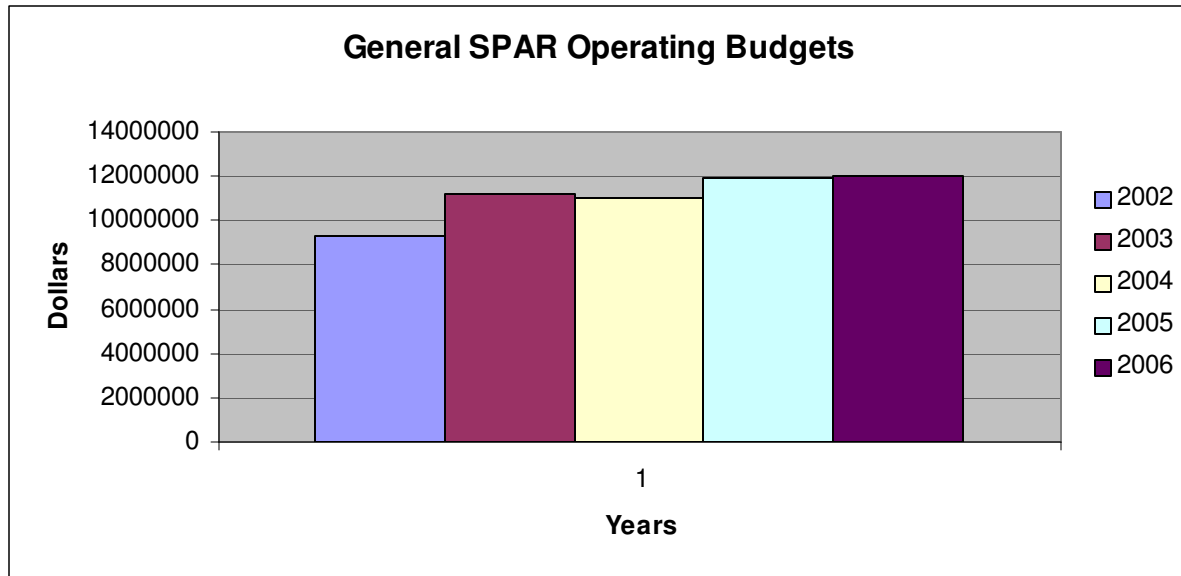


Figure 2.5

2002 -	\$ 9,344,320
2003 -	\$ 11,200,900
2004 -	\$ 11,023,000
2005 -	\$ 11,906,400
2006 -	\$ 12,011,700

2005 – SPAR operations was 1.4% of
the city's general fund operations.

Full time employees (FTE's) hit high in 2000.

CIP from 2003 - 2006

\$48,828,100 Low ↔ High \$54,728,500

CIP Program from 2004 – 2008

Indicated \$55,286,300 funded and \$70,247,500 unfunded.

Golf Enterprise Fund

- 2004 - \$ 1,269,329 – 3 courses
Self-generated revenue was \$ 1,326,620
or **105%** of total operations.
- 2005 - \$ 1,697,300 – 3 courses
Self-generated revenue was \$1,843,200
or **109%** of total operations.
- 2006 - \$ 1,760,100 – 3 courses
Self-generated revenue is to be \$ 1,760,000
or **100%** of operations.

Note: An enterprise fund is a designated accounting fund that is operating as an independent business. The fund charges for services and expends available resources for operating and capital improvement. During years when projected revenue do not meet expenditures the City's general fund contributes to maintain the fund balance.



East Kings Highway Park Playground

Inventory of Existing Recreation Facilities

The following tables show the existing acreages of recreational facilities in Caddo Parish, the City of Shreveport, and public schools within the two areas. This information will be compared with national recreation standards to determine the need for specific types of recreational facilities in these areas.

Existing Recreational Facility Acres for Shreveport and Caddo Parish

City of Shreveport

<u>Park Type</u>	<u>Acreage</u>
Neighborhood Park (N)	240.5
Community Park (C)	355
Regional Park (R)	1251
Special Use Park (S)	111
Total	1957.5

Park Classifications

<u>Park Type</u>	<u>Acreage</u>
Neighborhood Park (N)	½ to 5 Acres
Community Park (C)	5 to 75 Acres
Regional Park (R)	75 Acres or greater

Caddo Parish

<u>Park Type</u>	<u>Acreage</u>
Neighborhood Park (N)	10.5
Community Park (C)	70.5
Regional Park (R)	1150
Special Use Park (S)	NA
Total	1231

Caddo Parish Public Schools

Schools Located In Caddo Parish (Outside Shreveport City Limits)

Public Schools	Total Acreage	Estimated Rec. Acreages	School Classification	Parks Classification C = Community N = Neighborhood R = Regional
North Caddo	40.00	8	HS	C
Northwood	63.20	10	HS	C
Keithville	32.50	15	MS	C
Oil City	4.72	1	MS	N
Vivian	9.00	1.5	MS	N
Blanchard	10.00	3	ES	N
Hosston	9.02	3	ES	N
Mooringsport	4.00	1	ES	N
Northside	12.00	4	ES	N
Herndon	80.00	20	MS	C
Donnie Bickham	77.00	10	MS	C
Walnut Hill	77.00	15	MS	C
Jack. P. Timmons	10.08	2	ES	N

Figure 2.6

Schools Located In the City of Shreveport

High Schools	Total Acreage	Estimated Rec. Acreages	School Classification	Parks Classification C = Community N = Neighborhood R = Regional
C. E. Byrd	20.56	5	HS	C
Caddo Magnet	26.50	5	HS	C
Caption Shreve	58.00	25	HS	R
Fair Park	23.00	5	HS	C
Green Oaks	52.64	15	HS	C
Hamilton Terrace ALC	8.00	2	HS	N
Huntington	43.00	15	HS	C
Southwood	60.0	20	HS	R
Booker T. Washington	33.00	10.00	HS	C
Woodlawn	53.00	15.00	HS	C
Middle Schools				
Bethune	20.00	4	MS	N
Broadmoor Middle Lab	16.00	4	MS	N
Caddo Middle Magnet	20.00	4	MS	N
J. S. Clark	30.00	10	MS	C
Caddo Middle Career/Technology	10	2	MS	C
Linear	25.00	7.5	MS	N
Linwood	17.62	4	MS	N
Ridgewood	19.98	4	MS	N
Youree Drive	26.25	10	MS	C
Turner	17.00	5	MS	N

Elementary Schools	Total Acreage	Estimated Rec. Acreages	School Classification	Parks Classification C = Community N = Neighborhood R = Regional
Arthur Circle	12.77	5	ES	N
Atkins	13.00	5	ES	N
Barrett	4.00	0.5	ES	N
Caddo Heights	15.00	7	ES	C
Central	2.95	0.5	ES	N
Cherokee Park	8.50	3	ES	N
Claiborne Fundamental Magnet	5.00	1	ES	N
Creswell	4.00	1	ES	N
Eden Gardens FM	6.50	1	ES	N
Eighty-First St. ECE	12.60	4	ES	N
Fairfield	9.00	2	ES	N
Forest Hill	12.40	4	ES	N
Hillsdale	12.00	4	ES	N
Ingersol	11.69	4	ES	N
Judson FM	12.00	4	ES	N
Lakeshore	18.00	8	ES	N
Midway	15.09	5	ES	N
Mooretown ECE	10.00	3	ES	N
North Highlands	10.00	3	ES	N
Oak Park	10.00	3	ES	N
Pine Grove	10.00	3	ES	N
Queensborough	5.00	2	ES	N
Riverside	9.44	2.5	ES	N
Shreve Island	10.45	3	ES	N
Newton Smith	12.00	4	ES	N
S. Highland Magnet	5.40	1	ES	N
Southern Hills	10.00	3	ES	N
A. C. Steere	13.00	10	ES	N

Riverside	9.44	2.5	ES	C
E. B. Williams	x	x	x	x
Stoner Hill Lab	14.44	5	ES	N

Figure 2.7

School Acreages

Summary of Recreational Areas at Public Schools

In Parish

Neighborhood Parks – 15.5 acres

Community Parks – 78 Acres

In City

Neighborhood Parks – 145 acres

Community Parks – 135 acres

Regional Parks – 45 acres



Basketball at Mamie Hicks Gym

Total Existing Acres – City / Parish

City Acres

	<u>Current Acres</u>	<u>Required Acres</u>	<u>Surplus / Deficiency</u>
N	240.5	200	+40.5
C	355	1000	-645
R	1251	1500	-249
SU	111	-	-
		Overall	- 853.5 Acres

Figure 2.8

Parish Acres

	<u>Current Acres</u>	<u>Required Acres</u>	<u>Surplus / Deficiency</u>
N	10.5	54	-43.5
C	70.5	270	-199.5
R	1150	405	+700
SU	-	-	-
		Overall	+457 Acres

Figure 2.9

Total Acres – City/ Schools and Parish/Schools

	<u>City/Schools</u>	<u>Parish/Schools</u>
N	240.5 + 145 = 385.50	10.5 + 32.5 = 43
C	355 + 135 = 490	70.5 + 128 = 198.5
R	1251 + 45 = 1296	1150 + 0 = 115.0
SU	111	

Figure 2.10

City and Schools

	<u>Current Acres</u>	<u>Required Acres</u>	<u>Surplus / Deficiency</u>
N	385.50	200	+185.50
C	490	1000	-510
R	1296	1500	-204
SU	111	-	+111
		Overall	-417.5 Acres
200,000 population – 2006; 201,000 in 2020			

Figure 2.11

*Required acreage based upon 201,000 population.

Parish and Schools

(Exclusive of population within Shreveport City Limits)

	<u>Current Acres</u>	<u>Required Acres</u>	<u>Surplus / Deficiency</u>
N	43	54	-11
C	198.5	270	-71
R	1150	405	+745
SU	-	-	-
		Overall	+662.5 Acres
54,000 population – 2006, 59,000 in 2020			

Figure 2.12

Summary - City / Parish / Schools

	<u>Current Acres</u>	<u>Required Acres</u>	<u>Surplus / Deficiency</u>
N	428.50	254	+174.5
C	688.50	1270	-581.5 *
R	2446	1905	+541
SU	111	-	+111
		Overall	+245 acres
*Indicates additional community park acreage needed.			

Figure 2.13

National Recreation Standards

The National Recreation and Parks Association (NRPA) has devised a system of National Recreation Standards which are expressed as a number of acres or facilities needed by a certain population. We do not consider these Standards as strict requirements, rather they are useful guidelines to determine the “Level of Service” (LOS) provided in an area.

This section will compare the National Recreation Standards for acres and selected facilities in the inventory of Caddo Parish and the City of Shreveport.

National Standards for Parks by Classification

- (N) Neighborhood Park – 1 acre per 1000 citizens
- (C) Community Park – 5 acres per 1000 citizens
- (R) Regional Park – 7.5 acres per 1000 citizens

Figure 2.14

National Standards for Recreational Activities

Facility	National Standard
Pool (25 meter)	1 facility/20,000 pop.
Baseball (90 ft.)	1/5,000
Softball Field (65 ft.)	1/5,000
Little League Field (60 ft.)	1/5,000
Soccer Field	1/10,000
Football Field	1/20,000
Lacrosse Field*	None
Tennis court (outdoor)	1/2,000
Basketball court (outdoor)	1/5,000
Volleyball court (outdoor)	1/5,000
Playground	1/5,000
Golf Course (18 - holes)	18 holes/50,000
Horseshoe pits*	None
Amphitheaters	None
Recreation Centers	1/50,000
Gymnasium (indoor)	1/10,000
Ice rinks*	None
Skateboard/BMX/Inline Skates*	None

Fitness trails	None
Nature/Greenway trails	None
* Denotes facility added to standard by consultant group.	
National Standards from National Recreation and park Association Recreation, Park and Open Space Guidelines, 1983	

Figure 2.15

Current Level of Service (LOS) - Facilities

Facility	Current # C + S		Both	Current Schools			National Standards	C + S Standard	Total vs Standard	+ - Total C+S+S	+ - Total C/S
	Caddo	Shreveport		CP	CS	Both					
Gyms	-	11	11	6	23	29	1/10,000	1/10,000	40/25	+15	-14
Playgrounds	13	45	58	5	40	45	1/5,000	1/5,000	103/59	+53	+8
Trails (miles)	24.5	16.7	41.2	-	-	-	1 mile per 2,500 **	1 mile per 2,500	41.2/83	-41.8	-41.8
Sports Fields	3+/8	42	45	18	69	87 *	1/5,000	1/5,000	142/50	+92	+5
Fishing Pier (area)	3	2	5	-	-	1	1/10,000	1/10,000	25	-20	-20
Golf Courses ***		144 holes				1	18 public holes per 50,000	18 public holes per 50,000	67 holes	+77 holes	+79

Figure 2.16

C + S = Caddo + Shreveport

CP = Caddo Parish

CS = City of Shreveport

C + S + S = Caddo + Shreveport + Schools

* Counted three fields for each middle school and high school.

** Recommended local standard

*** Golf holes for Caddo plus Bossier Parishes – public access

Sources of Information

- L.A. Statewide Comprehensive Outdoor Recreation Plan, 2003
- National Standard from National Recreation and Park Association, Park and Open Space Standard and Guidelines, 1983

Section III. Staff Sessions

Desires and Needs

Overview

Four sessions were held with Parish and City recreation staff, representing all levels of the departments' operations, including front-line facility managers and maintenance personnel. SPAR Council Members also attended a couple of these sessions. We conducted these sessions with the staff because they usually have a good understanding of the desires of the public as well as needed areas for renovations, expansion and new facilities.

The Parish staff group indicated the need to improve camping, exhibit space and outdoor adventure. The City staff indicated the need to expand centers, expand the Recreation Day, renovate the golf facilities, and add therapeutic facilities and programs.

Both staff indicated that renovations to existing facilities should be a very high priority. A summary of each group is included. Each group looked at facilities and activities needed in their respective areas.

The following tables will summarize these sessions and illustrates how each group voted to share these priorities and of their desires for facilities and activity development in the future.



Querbes Park Pool

Group 1 – Parish Staff
Walter Jacobs Park

Summary of Votes

Facilities

1. Cabins – camping - 7
2. Renovation – existing facility - 6
3. Exhibit / Classrooms - 5
4. Zoo – 5
5. Outdoor Adventure – 4

Activities

1. Adventure Rec. - 6
2. Camping - 5
3. Trails - 4

The Parish Parks and Recreation staff suggested that the primary focus for the future continue to be facilities that service outdoor recreation desires and programs that relate to the natural environment. The upkeep and capital maintenance of current facilities was also a concern. This Summary by staff follows the current mission and vision of the Parish agency.

The staff understands their responsibilities in service to the public and providing quality programs and facilities to the public. The outdoor recreation concentration brought forward the desires for improvements in camping, outdoor adventure and outdoor education classroom space. The adding of more trails to the system was also identified.

The emphasis by staff to continue to renovate current facilities is the basis for a capital maintenance program. This type of program would provide annual allocations to renovate facilities and replace needed equipment, roofs, asphalt, etc. on a regular scheduled basis.

Group 2 - SPAR Staff
Lakeside Park

Summary of Votes

Facilities

1. Renovate Centers - 16
2. Expand Centers - 5
3. AV/Technology in Rec Centers - 5
4. Senior Centers – 4

Activities

1. Extend Recreation Day - 5
2. Trails - 3
3. Educational Programs - 3

The SPAR staff that participated in this session at Lakeside Recreation Center were primarily recreation and community center staff who indicated a strong desire to put resources back into the current Recreation Centers as well as extending the recreation day by providing additional hours at the centers and fields for public use. The development of trails and enhancing technology uses at the centers was also a very high priority. The indicated need for centers just for seniors acknowledges the aging population base and upward movement of the average age of the population.

The strong desire to put available resources into the renovation and improvements of recreation centers indicates that agency services are received well at the current centers and recently renovated centers. This will require a continued investment of resources into capital improvements.

Extending the recreation day can be accomplished by having facilities open longer and adding lights for sports fields and other outdoor areas to allow for more games, programs and events to take place.

Group 3 – SPAR Staff
Southern Hills Park Metro Center

Summary of Votes

Facilities

1. Large multi-use centers - 23
2. Expand Sports Fields - 12
3. Renovate Golf Facilities - 9
4. Therapeutic Programs at all Centers – 6

Activities

1. Partnering - 6
2. Mentoring - 5
3. Walking, Concerts, Day Care – all at 3

This session included recreation center and golf course staff and some SPAR Council members. The session was conducted at South Shreveport Recreation Center. This group indicated that they would like to expand the number of large/multi-use recreation centers. Their second priority was to expand the sports field facilities to better serve the citizens. Other high-priority concerns included providing both therapeutic and mentoring programs, trail development and partnering with more community groups. This emphasis on partnering reflects the desire to take existing resources and spread out to reach more participants at all types of community use facilities. This will allow SPAR to improve programming while not increasing current resource allocations.

The continued renovations for the golf facilities also was a high priority. With the recent renovations at Querbes Park complete and revenues on the rise, the dollars spent have proven to be a great investment, helping the golf enterprise fund to continue to be a self-reliant operating fund. This also points out the need for a regular capital maintenance fund that would provide renovations and upkeep to all the facilities. As all SPAR facilities age the need to maintain, renovate and upgrade will continue to grow.

Group 4 – SPAR Staff
Expo Hall

Summary of Votes

Facilities

1. Zoo - 12
2. Boxing / Indoor Arena – 11, 8
3. Riverfront Park – Restrooms - 7

Activities

1. Special Event Programming - 10
2. Maintenance of Facilities - 9
3. Fishing Program – 4

This staff group included maintenance, administrative, and event services personnel who indicated that its highest priority for new facilities was a zoo. The need for a large indoor area that could support boxing programs and other special events was also high on their list. This group indicated that putting additional resources into maintenance and capital maintenance of facilities and equipment is highly desirable.

The addition of fishing as a program element showed up here for the first time. It is later repeated through the citizen surveys and public forums. This should support resource allocations to expand boating and fishing locations along with specific programs that teach fishing such as youth fishing days and outdoor sporting programs.

The addition of an indoor arena facility to house larger events was indicated as a need. This type of facility could be considered in the future as a complementary facility to the new convention center that has recently opened.

The highest priority of this group being the zoo, indicates that this type of nature based environment attraction has a lot of support in the community. However, this did not come in as a high priority either through the public forums or on-line survey.

Section IV. Future Focus

Where do we want to be?

Overview

This section of the Master Plan includes a review session with public officials, the on-line survey results, and summaries of three public forums. Many proposed improvements to both Parish and City park systems were shared through these sessions. Remembering that we are servants of the public, this input is very valuable in establishing the directions and desires for the future state of recreation services. The vision gathered through this information is included in the capital improvement plans in Section V.



Wildflower hike in nature park

Public Officials Summary

A session with public officials was held along with a survey of elected leaders. The suggestions shared included the need to cooperatively do programming, park development and advertising of facilities and programs. The city center renovations were highlighted as being a very strong message for community recreation. The need for a survey of residents by district to determine their desires was also highlighted.

The need for an off highway vehicle park was discussed and indications that a private / public partnership may work for this type of development. The need for an enclosed public pool(s) was discussed and the desire to teach all youth the life skill of swimming.

The leaders indicate that there is a perception that many of the current recreation facilities are under utilized. Concern over who would take responsibility for information provided in this planning effort was discussed.

The group also indicated that private-public, and non-profit / public partnership should be strengthened. The group also discussed trying to utilize our natural water areas to enhance recreation for all citizens as a means to provide recreation (fishing area).

Public Forums Summary

We conducted three public forums in which both special interest groups and the general public were invited to participate. The sessions were designed to gather citizens' opinions about what facilities and programs for recreation they would like to see in the future.

The locations for the forums were Keithville Middle School, Shreveport Civic Theater, and the Vivian Community Center. Over forty (40) citizens participated and offered their options for the future. The citizens suggested over ninety-two (92) improvements.

The groups prioritized the improvements and developed a primary group to recommend from each forum. These improvements were woven into the future capital improvement plans for each agency.

Public Forum Session #1 – Keithville Location

Things to improve or enhance for the future.

<u>Votes</u>	<u>Item #</u>	<u>Description</u>
1	1.	More Boating and Water Access
5	2.	Radio Controlled Area
5	3.	Public Shooting Range
2	4.	Skate Park and Outdoor Adventure Area
3	5.	Parish Sports Programs for Youth
6	6.	Larger / More Open Space Areas Black Bayou, Soda Lake, Wallace Lake
11	7.	Music Programs for Adults and Youth
7	8.	Historical / Cultural Based Facilities
1	9.	Improve Maintenance of Current Facilities
2	10.	More Supervised / Programmed Activities at Inner City Parks
2	11.	Dedicated Funding Sources
5	12.	More Facilities and Programs in Small Communities
2	13.	ADA – Programs and Facilities
2	14.	Green Connectors through City
4	15.	More Trails – Walk, Bike, Horse
	16.	Camping Sites
5	17.	School / Park Dual Sites

Summary / Priorities

(In order of highest number of votes)

1. Music programs
2. Historical / Cultural Facilities
3. Larger / More Open Space Areas
4. Radio Controlled Area , Public Shooting Range, More Facility / Programs in Small Communities,
School / Park Joint Development
5. More Trails

Items to improve or enhance for the future.

This session's priorities indicated that arts, historical and cultural facilities and programs should be considered as part of the Parish's offerings for programs and facilities. Specific facilities such as a radio controlled park area and a public shooting facility should be considered in future development. Other preferences for additional facilities were to consider additional recreation improvements in small communities of the Parish as well as making recreational improvements on existing school facilities.



Bright Star Fishing Event at Williamson Park

Public Forum Session #2 – Civic Theater

<u>Votes</u>	<u>Item #</u>	<u>Description</u>
5	1.	School/Park Joint Development/Coordination
	2.	Open Track and put Trails on Schools
2	3.	Use Schools for Parks and Recreation Programs
9	4.	Pool Resources – Coordinate efforts with Local Non-Profit Recreation Providers
7	5.	Expand Size of Walter Jacobs Nature Park
3	6.	Develop a Fee Policy with Sliding Scale and Scholarships
6	7.	Sculpture Park
1	8.	Utilize Downtown Airport Open Space Area
8	9.	Earl Williamson Park – Add Facilities and Develop camping
	10.	Prioritize and Do Renovations
6	11.	Hamel Park – Beach Area, RR, Fish / Boat
	12.	Columbia Park – Playground, Renovation, Lights, and Trails
2	13.	Public School – Connections to Park System
1	14.	More Parks in Southeast Shreveport
	15.	Many Facilities are under Utilized Assets
3	16.	Need for System Park, Master Plan
3	17.	Stoner Hill Area – Expand Center, Trail, SF Lights
	18.	Andrew Currie – Expand, Add More Summer Programs
2	19.	Allocation of More Dollars to SPAR Operation
1	20.	Zoo
	21.	Billberry Park – Expand Center / Exercise Area
	22.	Golf Course Renovation Dollars for Huntington and Lakeside
5	23.	Develop Access across Divers Road to Cockrell Park
5	24.	Encourage More Joint Civic Engagements with Citizens

<u>Vote</u>	<u>Item #</u>	<u>Description</u>
12	25.	Neighborhood Parks – Add Lights, Patrol and Safety
2	26.	Safe Trail Areas / Access
7	27.	Valencia Park – Patrol / Safety, Lights
11	28.	ZAP Tax – <u>Dedicated</u> Parks / Arts / Recreation Revenues to Support and Develop
1	29.	Develop a Water Park at Stoner and Parkway
7	30.	Stoner Hill Parish Park – Expand Play Area
4	31.	Renovation of Veterans Park Area
1	32.	Better Access to Parks – Add Bus, Bike Racks
11	33.	Develop Bike Lanes and Trails
4	34.	Develop Trails along Levees as Connectors
5	35.	Encourage and develop Program for Volunteer Groups to Assist in Maintenance
	36.	Develop E. D. Jones – Outdoor Adventure Area
1	37.	Renovations of Centers David Raines, Billberry, and Stoner Hill
12	38.	Greenways and Linear Parks
10	39.	Veledrome Cycle Track
1	40.	Radio Controlled Use Area
	41.	Restrooms on Clyde Fant Parkway
3	42.	Map of All Nature Trails for Walking and Hiking
4	43.	More Community Park Festivals
1	44.	Better Access to Park System Administrative and Planning
	45.	Add Events at Golf Courses in off peak use times
5	46.	Develop Grants for Improvements
2	47.	Redevelopment / Renovation of Parkway Trails
	48.	Add Undeveloped Acreage along River and Water Fronts
5	49.	Columbia and Highland Parks – Renovations
8	50.	Golf Course Renovations

Summary / Priorities

(In order of highest number of votes)

1. Neighborhood Park Improvements
 - Greenways and Linear Parks
2. Develop Bike Lanes and Trails
 - ZAP Tax – Dedicated for Operations and Development
3. Veleldrome Cycle Track
4. Community – Partnerships

Items to improve or enhance for the future

This citizen group was very active and provided a large list of options to consider for facility and program development into the future. Their primary need that was indicated was to develop additional neighborhood recreation improvements and to provide greenway connectors to connect public facilities.

This group also indicated that it was willing to support recreation by a dedicated (zap) tax to fund operations and development. The group also encouraged that joint programming and facility development occur through community partnerships and joining together of public agencies and community non-profit agencies.

Improvements to all neighborhood parks coupled with connector parks that begin to link schools, parks and other public spaces together would begin to link the neighborhood and communities together. Trail connectors have proven to add to the property values of areas while providing needed connections for exercise, community health and social well being.

Public Forum Session # 3 - Vivian Community Center

<u>Votes</u>	<u>Item #</u>	<u>Description</u>
3	1.	Earl Williamson Park – Expand, Picnic / Pavilions
8	2.	Sports Field Developments - Oil City and Vivian
8	3.	Develop Indoor – Multi-Use Recreation Center
	4.	Community Park between Vivian and Oil City (25 – 100 acres)
	5.	Vivian – Add a Skate Park Area
	6.	Vivian – Add Trails
	7.	Vivian – Dollars to Assist Sports Programs (equipment)
2	8.	Develop more Multi-Use of Current Park and School Facilities
	9.	Go with “America on the Move” Programming
	10.	Pool / Share Sports Equipment
7	11.	Develop a Large Picnic Pavilion @ Earl Williamson
	12.	Develop a Youth Recreation Center
	13.	Add Basketball Programs in Parish Area
6	14.	Consider Development of Centralized Facilities for Recreation / Communities Use
1	15.	Develop Park with Cotton Gin on Facility in Belcher
10	16.	Develop a Recreation Taxing District
8	17.	Develop a Facility Master Plan
6	18.	Ask Citizens for Support of Parks and Recreation
6	19.	Develop Marinas
2	20.	Develop / Renovate Tennis Courts
9	21.	Develop Tripartite Agreement – Town, City / Parish / School
	22.	Develop Indoor Recreation Facility
4	23.	Develop Camping at Earl Williamson Park
4	24.	Develop Recreation Center at Earl Williamson Park
2	25.	Earl Williamson Park – Install Electrical Upgrades for Special Events

Summary / Priorities

(In order of highest number of votes)

1. Develop a Recreation Taxing District in Rural Parish Areas - 10
2. Develop Tripartite Agreement – Town, City / Parish / Schools - 9
3. Sports Field Developments - 8
Develop Indoor Multi-Use Center - 8
Develop a Facility Master Plan – 8

Items to improve or enhance for the future

This group of citizens and community leaders in the northern area of the Parish indicated that they are willing to tax themselves for recreation improvements and operations. They would like to see a specific development / master plan with operational cost and facility development cost to move this forward. A Parish recreation district plan for this area should be considered.

They indicated they wanted to also see a three way agreement between Parish School Board, Parish government and local town/villages. Sports fields and a multi-use recreation center was the highest priority for facility development. The need for an indoor recreation facility between Belcher and Oil City was discussed. This would serve both community areas of the Parish.

Online City Survey Summary

The five question survey on the City of Shreveport web site provided over 200 responses. It appears that the responders represented all age groups of the community. Responders shared concerns about safety of current parks and trails and also requested more activities for families and teens.

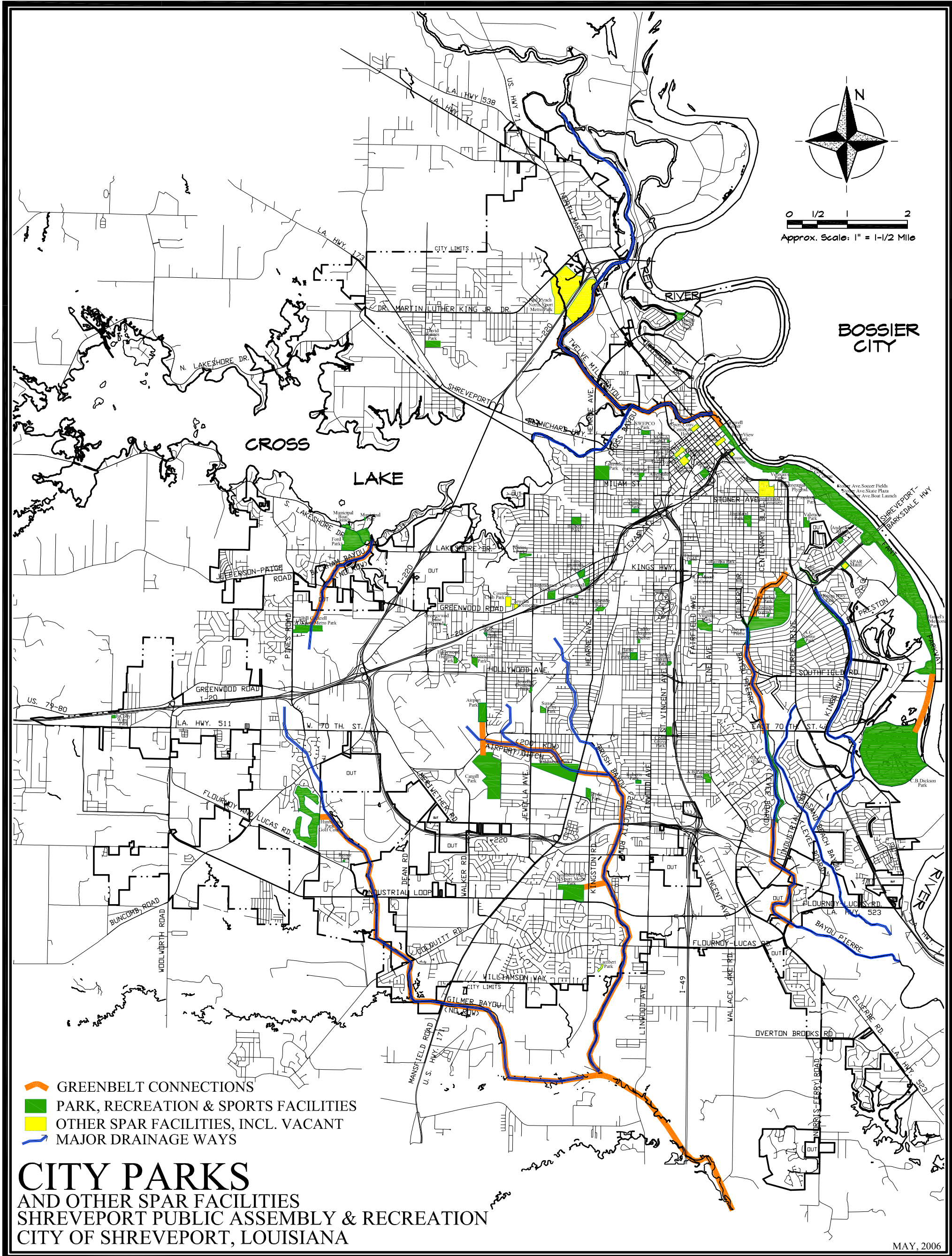
The responders also shared that both the City and Parish have good recreation offerings; however, the general population is not aware of all of the offerings. Several respondents stated that a stronger promotional and advertising of facilities and activities is needed.

Categories of improvements that received several suggestions from multiple respondents are included in the “Future Projects” list later in this report.

Recommended Improvement Project List:

- 1) Walking / running / biking trails – linear parks, connector trails, and bikeways on roadways.
- 2) Updating of current facilities such as: Cargill Park, tennis centers, golf courses, parking, and bike trail.
- 3) The addition of fishing pier areas along the Red River and also the development of a beach area along the river with support facilities.
- 4) The development of an area for off-highway vehicles such as ATV’s and motorcycles.
- 5) The desire to have designated areas open for dogs to run off-leash. The areas have come to be known as Dog Parks. (Off leash, requires ordinance changes)
- 6) Request to consider adding tennis courts in Blanchard and a recreation center/gym in Vivian were requested.
- 7) Also requested was an area to provide a public shooting range. An archery range and a climbing wall or outdoor adventure area was also requested. Could be considered at E D Jones.
- 8) Additional camping areas were also desired by some responders. Along with this acreage an area for radio controlled boats, planes and cars was desired. (1-3 acres as a minimum for radio controlled area, with water, land and air space)

Section V. Future Projects



- GREENBELT CONNECTIONS
- PARK, RECREATION & SPORTS FACILITIES
- OTHER SPAR FACILITIES, INCL. VACANT
- MAJOR DRAINAGE WAYS

CITY PARKS

AND OTHER SPAR FACILITIES

SHREVEPORT PUBLIC ASSEMBLY & RECREATION

CITY OF SHREVEPORT, LOUISIANA

Capital Improvement Plans

This section takes an accumulation of the information of the other sections and develops a plan to make future improvements to both the City of Shreveport and Caddo Parish park systems. These plans establish the projects, a proposed community priority, and the current day estimated cost of the project. These plans are a starting point, designed to assist the City and Parish administration in developing projects and funding sources to assist the operations in meeting their goals for adequate recreation facilities for the citizens.

The primary categories of the plans are: new land, new facilities, renovation of current facilities and additions/improvements to current facilities. The improvements have been prioritized across the future years all the way out to 2020. Many of the projects were also broken down into phasing to allow development or improvements over time.

The implementation of these plans will begin to close the gap for needed community parks and facility improvements to help meet the standards established. As we seek to balance government resources and add to the quality of life of all our communities, we hope that this document will serve as a guideline to assist the public governing bodies in achieving their goals and vision for the future.



Pottery Class

Capital Improvement Plan

Caddo Parish

Parks and Recreation Master Plan

PROJECT	(2007-2011)	(2012-2016)	(2017-2021)
EXISTING PARKS: RENOVATIONS AND IMPROVEMENTS			
<u>Priority 1</u>			
Earl Williamson Park Expand camping facilities	\$ 250,000		
Vivian Municipal Park Renovations			
Blanchard Municipal Park Renovations			
ADA Accessibility of Park Facilities	\$1,000,000		
Earl Williamson Park Develop trail along creek Requires bridge over creek	\$ 100,000		
Earl Williamson Park Expand camping/renovate electrical	\$ 250,000		
Eddie Jones Park Add climbing feature (rock/wall) for children	\$ 100,000		
Horace Downs Park Boat ramp, second deck twelve mile bayou below CADDO Lake		\$ 100,000	

PROJECT	(2007-2011)	(2012-2016)	(2017-2021)
Dam			
<u>Priority 2</u>			
Noah Tyson Park			
Renovations		\$ 150,000	
Walter Jacobs Park			
Additional Phase		\$ 250,000	
Richard Fleming Park			
Additional Phase		\$ 250,000	
Earl Williamson Park Storage/work building for “Christmas on CADD0” decorations		\$ 75,000	
Walter Jacobs Nature Park Add classroom/exhibit space		\$ 150,000	
Richard Fleming Park Add fishing piers along Cross Lake at new location		\$ 150,000	
<u>Priority 3</u>			
Earl Williamson Park Develop water spray area		\$ 750,000	
Subtotal Regional Parks	\$ 1,700,000	\$ 1,875,000	\$ 0

PROJECT	(2007-2011)	(2012-2016)	(2017-2021)
NEW PARK ACQUISITION & DEVELOPMENT			
<u>Priority 1</u>			
Neighborhood Parks			
Blanchard (1 @ 10 acres)	\$ 15,000		
Other sites (2 @ 10 acres)		\$ 30,000	
Community Parks – Purchase 150 acres			
Vivian (3 @ 50 acres, lake access at Hosston)	\$ 75,000		
Keithville (Area adjacent to school)		\$ 75,000	
Park at Wallace Lake - Lake access		\$ 75,000	
<u>Priority 2</u>			
Heritage Farm Park			
Purchase Land	\$ 250,000		
Revenue Phase 1		\$ 500,000	
North Cross Lake Park 50 acres			
Phase I		\$ 500,000	
Phase II			\$1,500,000
Eddie D. Jones Park Archery range & course Target & walking course		\$ 50,000	
Development of a shooting park shotgun, rifle & pistol range (possibly at E. D. Jones)		\$ 250,000	

PROJECT	(2007-2011)	(2012-2016)	(2017-2021)
Development of radio controlled park			
(Water, air, and land tracks) Include parking area & restrooms		\$ 350,000	
Wallace Lake Park			
Site Development			\$2,500,000
<u>Priority 3</u>			
Park on Black Lake Bayou – Hossten			
Develop lake access		\$1,500,000	
Development of OHV (Off Highway Vehicle) Park & Campground			
concession operated 75 – 150 acres			
Phase I			\$3,000,000
Phase II			\$2,000,000
Heritage Farm Park			
Phase 2			\$1,500,000
Phase 3			\$1,500,000
Soda Lake Park			
Purchase/lease and develop			\$2,000,000
Subtotal	\$340,000	\$3,330,000	\$14,000,000
GRAND TOTALS	\$2,040,000	\$5,205,000	\$ 14,000,000

Capital Improvement Plan

City of Shreveport

Parks and Recreation Master Plan

	Priority 1	Priority 2	Priority 3
PROJECT	(2007-2011)	(2012-2016)	(2017-2021)
EXISTING PARKS: RENOVATIONS AND IMPROVEMENTS			
Community Centers			
A.B. Palmer Park Community Center		100,000	100,000
Airport Park Community Center	150,000	100,000	
David Raines Park Community Ctr.			100,000
Hattie Perry Park Community Center	350,000		100,000
Lakeside Park Community Center	150,000	100,000	
Southern Hills Park Metro Center		100,000	100,000
Valencia Park Com. Ctr. Addition		1,250,000	
Subtotal Community Centers	\$ 650,000	\$1,650,000	\$ 400,000
Outdoor Recreation			
A.B. Palmer Park			
A.C. Steere			
Airport Park Outdoor Renovations			
Anderson Island Park			
Atkins Park			
Bilberry Park			
C.C. Antoine Park			
Cedar Grove Park			
Columbia Park			
David Raines Park			
Hamels Memorial Park Playground			
Hattie Perry Park			
Ingleside Park			
Lakeside Park			
Mamie Hicks Expansion & Renovation			
Southern Hills Park Playground			
SWEPCO Park			
Valencia Park Outdoor Renovations			
Subtotal Outdoor Recreation	\$ 2,700,000	\$ 1,550,000	\$ 500,000

PROJECT	Priority 1 (2007-2011)	Priority 2 (2012-2016)	Priority 3 (2017-2021)
Athletic Facilities			
Cargill Park Renovation			
South Ballfield Complex	1,500,000		
North Ballfield Complex	1,500,000		
Football/Soccer Expansion & Devel.			2,500,000
Paul Lynch Park			
Drives, parking, rec. fields, trails	750,000		
Large Playground Development			500,000
Athletic Field Development – Phase I		1,000,000	
Athletic Field Development – Phase II			750,000
Southern Hills Ballfield Renovations	500,000		
Subtotal Athletic Facilities	\$ 4,250,000	\$ 1,000,000	\$ 3,750,000
Regional Parks			
C. Bickham Dickson Park			
Piers, trails, signage, repairs	300,000		
North Entrance Acquisition	(See Trails)		
North Entrance Road			750,000
Educ. & Resource Ctr. (w/ restrooms)		350,000	
Boat Launch, Piers, Playground		650,000	
Ford Park			
Pier Renovations, incl. Municipal Pier	200,000		
Large Playground			400,000
Park Renovations		250,000	
Wildwood Park Trails & Adventure Rec.		250,000	250,000
Subtotal Regional Parks	\$ 500,000	\$ 1,500,000	\$ 1,400,000
Golf Course Renovations			
Jerry Tim Brooks GC @ Lakeside Park	1,000,000		
Huntington Park Golf Course	3,000,000		
Querbes Park GC Pro Shop/Locker Rms	1,000,000		
Subtotal Golf Course Renovations	5,000,000		
Tennis Renovations			
Querbes Park Tennis Center	500,000		
Southern Hills Park Tennis Courts	600,000		

	Priority 1	Priority 2	Priority 3
PROJECT	(2007-2011)	(2012-2016)	(2017-2021)
Bill Cockrell Park Tennis Center		250,000	
Airport Park Tennis Courts	250,000	250,000	
Neigh. Park Tennis Court Renovations	150,000		
Subtotal Tennis	\$ 1,500,000	\$ 500,000	

NEW PARK ACQUISITION & DEVELOPMENT			
Linear Park & Trail Development			
Bayou Pierre/Fern Avenue	500,000		
C.B. Dickson North Acquisition & Trail	1,000,000		
Cross Bayou/12 Mile Bayou	500,000	1,000,000	
Bickham Bayou		500,000	
Brush Bayou			500,000
Subtotal Linear Park & Trail Devel.	2,000,000	1,500,000	500,000
Other New Park Facilities			
Red River Beach Development	2,000,000		
Therapeutic Recreation Center	2,000,000		
Community Park Acquisition			
Southwest	500,000		
Southeast		500,000	
North			500,000
Community Park Development			
Southwest		3,000,000	
Southeast			3,000,000
Camp Forbing Development		2,000,000	
Subtotal Other New Park Facilities	\$ 4,500,000	\$ 5,500,000	\$ 3,500,000
GRAND TOTALS	\$21,100,000	\$13,200,000	\$ 10,050,000

Section VI. Operations Forecast

Operational / Capital Plan

Caddo Parish – Parks and Recreation

	2006	2007	2008	2009	2010	2011	2012
Operational Budget	\$891,876	\$925,000	\$975,000	\$1,100,000	\$1,350,000	\$1,500,000	\$1,750,000
Capital Budget	\$115,000	\$150,000	\$200,000	\$250,000	\$300,000	\$500,000	\$750,000

Figure 6.1

City of Shreveport - SPAR

	2006	2007	2008	2009	2010	2011	2012
Operating Budget	\$12,011,700	\$12,400,00	\$12,900,000	\$13,500,000	\$14,000,000	\$14,500,000	\$15,000,000
Capital Budget	\$64,000,000	-	\$25,000,000	-	-	\$50,000,000	

Figure 6.2

Goal for: Self-support percent of operational budget should be:

Parish – 25%

City - 50%

Section VII. Strategies for 2020

Trends

Agencies providing public resources should identify critical issues that impact their ability to provide services. Our recreation service providers must integrate citizens into the decision making process. This inclusion will provide elected leaders with information to better plan for the desired future services. Agencies must also promote networking and collaborative partnerships between governmental and non-profit agencies. The following national trends should be recognized in our planning for recreation.

Environmental Trends

- Disappearing resources.
- Environmentally-sensitive lifestyles.
- Land use planning increasingly mandated.

Social Trends

- People empowerment and participation.
- Service organization networking.
- Increasing importance of community wellness.
- Desire to maintain cultural heritages.

Economic Trends

- Reduced discretionary or leisure spending.
- Increased public cost associated with health, social services, environmental protection and cleanup, aging infrastructure.
- Increasing labor and energy cost consuming higher percentage of operating budgets.
- Recognition of economic value of parks, open space, and amenities in infrastructure.

Demographic Trends

- Aging of society: by 2030 baby boomers will be senior citizens (1/3 of population).
- Fewer “traditional” families.
- Growth of urban minority underclass.
- Greater number of smaller households.
- Increasing cultural diversity

Technological Trends

- Easing of the effects of aging.
- Advances in information technology – making products, services and information more accessible.
- More public meeting accessibility – on television.
- Greater energy costs will drive technology – smaller automobiles, mass transportation, more efficient building practices.

Urban Trends

- Increased sprawl - along major transportation corridors.
- Revitalizing downtowns – mixed use developments.
- Growth of partnerships – Private/public ventures.
- Mobility of Residents – less emotional and social attachment to public service providers.

Trends Impact on Public Parks and Recreation

- More greenways along urban waterways, bike paths, and aesthetic amenities.
- More emphasis on cultural and historic resource planning.
- More stakeholder involvement – fields, groups, partnerships, community volunteering.
- Green spaces – being placed into downtown revitalizations.

Strategies

The following strategies should be perused by both Caddo Parish and the City of Shreveport:

1. Relationships - City, Caddo Parish, schools, other public and non profit support agencies enhancing and developing partnership relationships should be the responsibility of both agencies.
2. Work with non-profit Agencies - develop a defined event support base. The development of a basic service level for outdoor events will establish a basic service level the public agencies will provide.
3. Schools – develop master three way agreement, limit schools site based management in re-scheduling events by public programs. Both agencies.
4. Partnerships – current – doing good job with sports groups and some community agencies.
Future – develop a standard format for MOU agreement to put into place with most groups.
Continue to move toward providing facilities and allow others to provide programs. Both agencies.
5. Consolidation of Services – Consider consolidation of services and facilities. Consider park and facility maintenance first. Draft agreement by 2008. Both agencies.
6. Balance of Facilities – Invest in enterprise (revenue producing) facilities to assist in the operational support for community-based facilities. All enterprise facilities (including public golf) should produce revenues to support general fund or community facilities.

Trend is to move forward 25% to 50% of revenues for operations coming from enterprise facilities.

Enterprise facilities consist of: golf courses, water parks, OHV parks, camping, and festival areas. Both agencies.

7. CIP – Planned improvements from 2006 – 2020.
A phased plan that includes renovations and additions to the system over the next 14 years will assist in meeting the needs of the citizens.

Capital monies – either from existing revenues or bonds approved by the citizens need to be allocated annually for CIP projects.

If bond elections are to be considered, then a schedule such as exists below would assist in meeting the goals of developing both the City and Parish systems:

2008– 25 million dollars – City – 20M; Parish 5M

2013 - 50 million dollars – City – 35M; Parish 15M

2018 - 75 million dollars – City – 50M; Parish 25M

8. Annual revenue and adjustment in fees and charges. As part of the annual budget process of the City and Parish, user fees charged should be reviewed and compared to a bench marketing of groups of similar communities (i.e., Baton Rouge, Mobile, Tyler and Little Rock/N. Little Road and their respective counties.) Joint project every three years.

A written fee policy should be developed and approved by citizen advisory groups and elected governing bodies. Recommend that this be done within six months of finalizing and adopting the development plan. A balance of community (tax supported) and enterprise facilities and programs should be the goal. Establish each fees primary role in the policy.

An initial study of current fees, benchmark agencies and a policy should be accomplished prior to any major adjustments in budgets or capital improvement allocations. Both agencies.

9. Level of Self Support – Current levels are: Caddo → 10%; City of Shreveport - 25%

The trend in public recreation nationally is to increase this level by balancing tax supported areas and fee-supported facilities.

A recommended goal for self-support is: Caddo 25%; Shreveport 50% by 2020.

10. Schools – Discuss joint development to enhance elementary and middle school as community and neighborhood park sites. Add trails, playgrounds, and sports fields for community uses.

A master co-op agreement needs to be put in place for SPAR, Parish Parks and Recreation and Caddo School. This agreement should be all encompassing and includes joint use of facilities and joint planning for the future. Both agencies.

11. Golf – A golf study needs to be conducted to compare Spar public golf with area demands and national trends. This study will bench market Spar courses to other similar public facilities in like markets.

It will compare level of self-support, compare enterprise vs community based facilities and include recommendations for operation, maintenance, and improvements to courses. The National Golf Foundation contracts for this type of evaluation.

12. Create an Advertising and Marketing Plan for both Parish and City programs and facilities. This should include a public information marketing piece that is provided to all households in the Parish and City at least once per year. This could be a supplement in the local newspaper. Both agencies.

13. Annual bench marketing with similar agencies needs to be done to compare cost per resident, cost per participant and percentage of self support. It would also be of value to make a comparison of the amount of dollars spent for recreation as a percentage of the total operations of the governmental entity. Joint project every three years.

14. Business Management of Public Park Systems – Managing daily revenue and expenses as in a business model. Justification of services will be required to include a forecast of operations and

future cost to the taxpayer or fee use payer. Each agency should do its own Business Plan and Strategic Plan.

15. Parish Parks and Recreation should establish a base of services contract to “Christmas on Caddo” and other outdoor festivals. City of Shreveport provides utilities and utility improvements, space/area at little or no cost, and basic health services such as restrooms, trash pick-up and some site control and management.
16. Parish should consider the development of a recreation district for the northern service area. Development of a citizen committee to study this option and make recommendations to the parish would be very desirable. Parish Parks and Recreation.
17. Perform a citizen survey for recreation by electoral district in both the City and Parish. This will allow each district to have specific goals for programs and facilities into the future. Both agencies should conduct this survey.
18. Develop a report (quarterly) concerning utilization of facilities. Provide this report to advisory councils and elected leaderships. Both agencies should do this.

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