



Caddo Parish and City of Shreveport

PARKS & RECREATION

COMPREHENSIVE MASTER PLAN

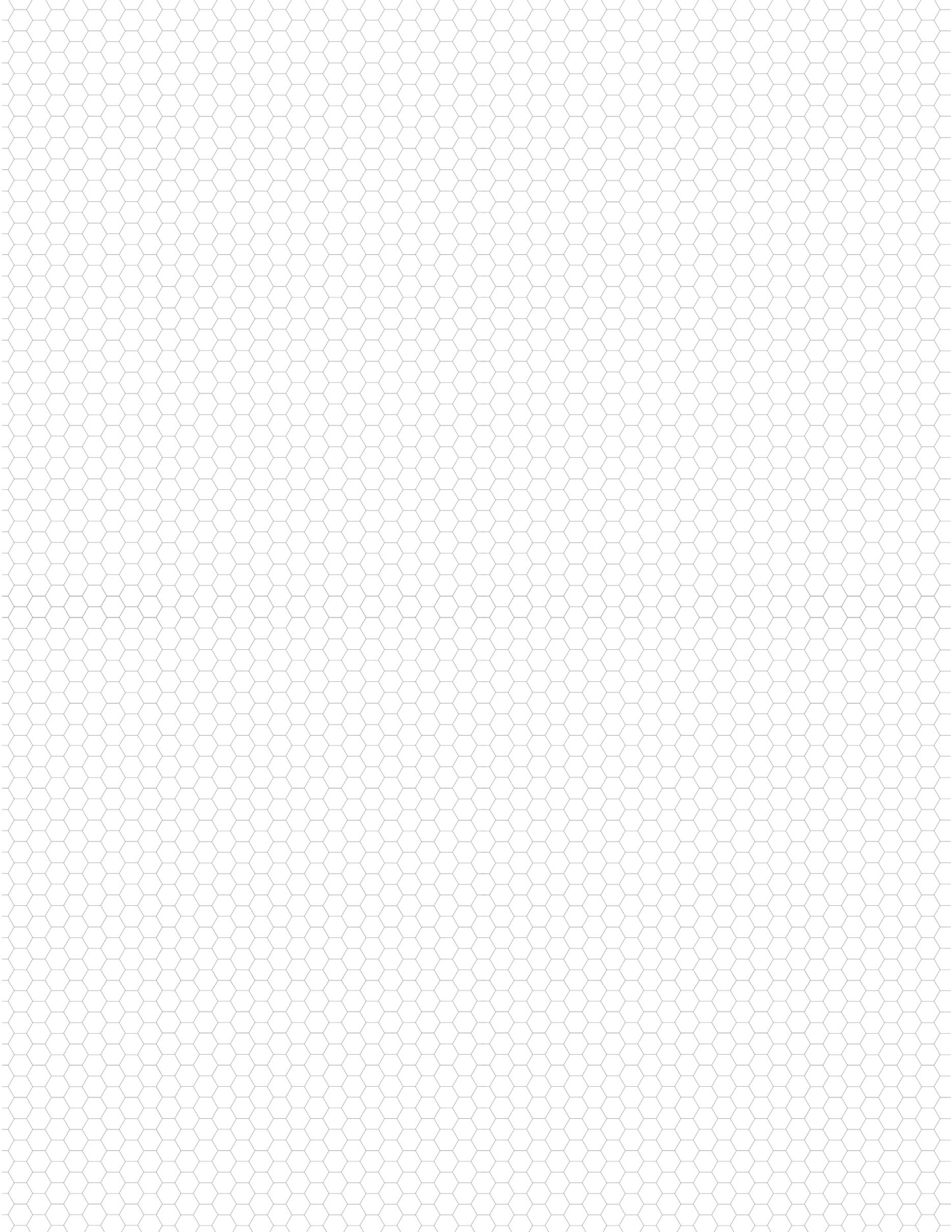
**Caddo Parish Parks
and Recreation**



**Shreveport Public Assembly
and Recreation**



OCTOBER 2023



Acknowledgements

The creation of a system masterplan is an inherently collaborative process that takes consistent dialogue between the project team, client, and community. The efforts of all involved are much appreciated and are reflected in the successful outcome of the project.

SJB Group would like to thank the hundreds of community members and local organizations that participated in the public open house forums and the online public survey. We received thousands of comments and data points that reflected the needs and wants of the community. These responses were our most valuable resource and served as the baseline for the goals of the departments and the future direction of the parks.

We would also like to thank the Caddo Parish Parks and Recreation and Shreveport Public Assembly and Recreation staff for their commitment to the improvement and success of the parks for the betterment of the community, and for their assistance during the process of developing this masterplan. Their insights into the department's operations shed light on their strengths and the opportunities in store.



Walking trail at Earl G. Williamson Park, Oil City

City of Shreveport
Mayor Tom Arceneaux

City Council
Tabatha H. Taylor
Gary Brooks
Jim Taliaferro
Grayson Boucher
Dr. Alan Jackson, Jr.
James Green
Ursula Bowman

Caddo Parish Administrator
Erica Bryant

Parish Commissioners
Todd A. Hopkins
Lyndon B. Johnson
Steven Jackson
John-Paul Young
Roy Burrell
Steffon D. Jones
Stormy Gage-Watts
Grace Anne Blake
John E. Atkins
Mario Chavez
Ed Lazarus
Kenneth Epperson, Sr.

SPAR Project Team
Shelly Ragle - Director
Bruce Honea - Senior Project Administrator
Ray Hill – Division Manager, Building Maintenance

Caddo Parish Parks Project Team
Patrick Wesley - Director
Cattina Williams – Assistant Director
Stacy Gray – Education Coordinator

Danielle Richard – Owner, Richard-Creative
City/Parish Parks Marketing Consultant

SJB Group
Karen Kennedy, PE - Department Manager
Jacob Haynes, PLA, LEED AP - Project Manager

This masterplan is only a step towards positive change in the communities and we hope that this document can be a beneficial tool to provide guidance and clarity for future improvements in the park systems.

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Entry to Querbes Tennis Center, Shreveport

Executive Summary

Every organization has a mission that focuses their efforts and how they intend to operate and reach their goals and a vision of where the organization aspires to go. For public organizations like parks and recreation, both the mission and vision are closely tied to the communities they serve.

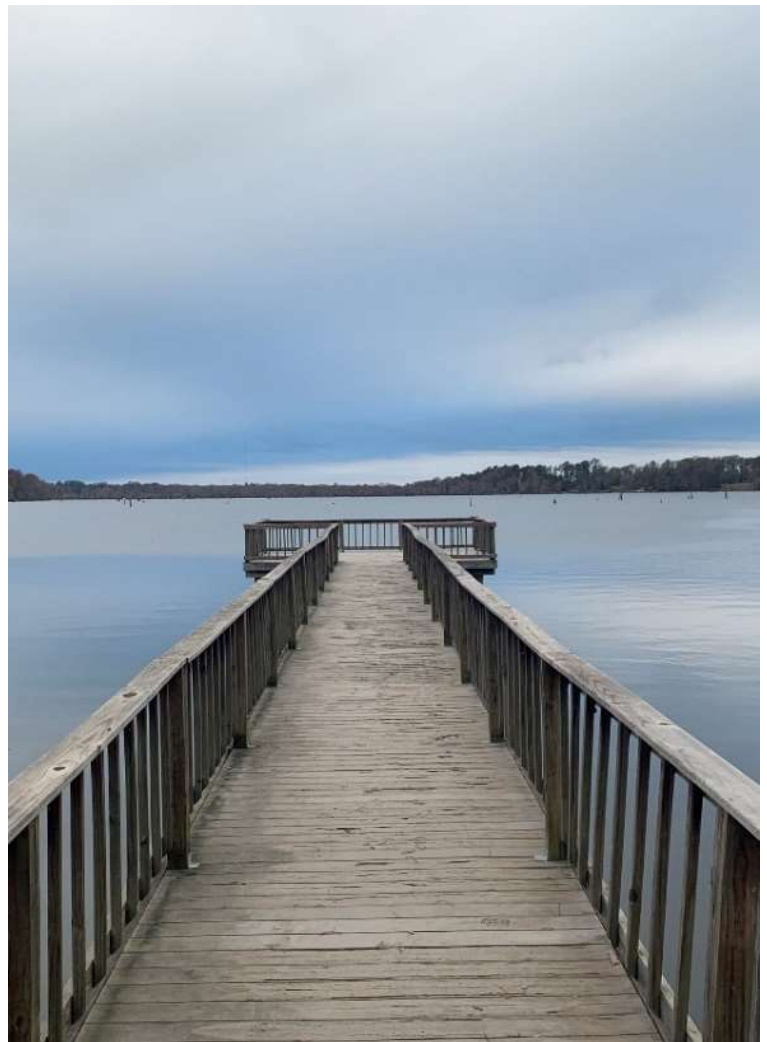
The vision of Caddo Parish Parks and Recreation is “to **enhance and improve the quality of life** of all residents and visitors of Caddo Parish by providing **excellent customer service** through well maintained facilities and highly trained and motivated staff. The programs and services offered will always **reflect the wants and needs of our community.**”

Shreveport Public Assembly & Recreation (SPAR) “envisions facilities, programs, services and events that **enrich our community** and will accomplish this through: faithful stewardship of our community’s natural, cultural and historical resources; innovative programming and facilitation; cooperative **partnerships** with our diverse community; and, **enhancing customer service** and **public outreach.**”

As evident in these vision statements, both departments see themselves and their futures in a servant role and see their parks as a reflection of the communities that responds to the needs and wants of the public.

A comprehensive system-wide masterplan is a tool that will help the departments define in more detail the future direction of the parks, and help bridge the gap between current operations and future goals. The masterplan is a process that involves data collection, internal assessments, community outreach and engagement, and the formulation of an implementation plan.

The process involved meetings with Caddo Parish Parks and SPAR staff, seven open forum public meetings located throughout the city/parish area, and a 15-minute online community needs assessment survey. Comments and inputs from these sources were compiled and analyzed to discover trends, then compared to national trends published by the National Recreation and Park Association (NRPA). This analysis drove the recommended focus areas and goals for each department and these recommendations were developed into an action plan that lays out the strategy to implement the improvements through the year 2035.



Pier at Black Bayou Lake - Robert L. Nance Park

This document is broken into **4 SECTIONS**:

- **PART 01 - INTRODUCTION (What is our purpose?)** covers the background of the project and purpose behind the efforts to improve the park system.
- **PART 02 – ASSESSMENT (Where are we now?)** goes into detail about the current facilities and population as well as existing strengths and challenges.
- **PART 03– STANDARDS & GOALS (Where should we go?)** takes a look at the trends and data analysis to formulate the priorities for future success.
- **PART 04 – ACTION PLAN (How do we get there?)** describes the justification for actions and how to implement these strategies.



Cypress Trees on Caddo Lake - Earl G. Williamson Park

To start the masterplan process, a simple question was asked: What defines a park? Over the course of the project, this question was expanded to realize the many ways in which parks are defined, from categorical size to types of use and facilities. Dictionaries define parks generally as physical spaces set-aside for public use and enjoyment. The connections between the parks and the people were quickly realized and a new question emerged to form the backbone for the community engagement process. The question is not simply “*what defines a park?*”... instead “*What defines YOUR parks?*” We see throughout the report how the communities define their parks by expressing their interests, values, and needs for the future, and how this shapes the recommendations for change.

Part 01 - Introduction

What is our purpose?

Project Objectives

The plan aims to create a roadmap for ensuring an appropriate balance of facilities and amenities throughout the community now and into the future. The plan also seeks a system-wide approach to evaluating parks and open space recreational facilities and amenities in order to develop goals, policies and guidelines along with achievable strategies through 2035.

The objectives of the masterplan, driven from the multitude of benefits that parks bring, are to:

- Provide equitable **access** to system parks throughout the parish
- Enhance **connectivity** between parks and other cultural points of interest
- Provide increased opportunity for **recreation** and fitness activities
- Evaluate the **quality** and maintenance of facilities and programs
- Promote **partnerships** with other community and government organizations
- Develop sustainable funding sources to increase **economic** value and ensure future viability of parks
- Foster **environmental** stewardship and promote **nature** education programs and conservancy

Process

The process for developing this masterplan is divided into a Plan, Do, Study, and Act phasing approach.



In the PLAN phase, resources were gathered and a database was built to inventory current facilities. Related masterplans previously published and other available references were identified. This phase also included initial public outreach and the community needs assessment survey.

The DO phase included the establishment of proposed standards and criteria which were applicable to the Caddo-Shreveport area by reviewing public input and available references to identify and establish proposed standards. Trends associated with public meeting comments and survey responses were listed and applied to inform the standards.

In the STUDY phase, the collected data was analyzed against national trends and the needs and shortfalls identified. Other areas of concern that were specific to Caddo-Shreveport or not already informed by national trends were further studied to gain more insight. Conclusions were formed from these analyses and formed the basis of recommendations and set goals.

Finally, in the ACT phase, actions necessary to reach proposed goals were framed and a case built for why these actions are necessary. In this phase, the documentation throughout the process was assembled into this report to set the plan and vision for the future of Caddo-Shreveport parks.

Benefits of Parks

“Planning is a lot a work”, so why put so much effort into the planning of parks? Parks have been shown to provide numerous health, social, economic, and environmental benefits for a community (Why Parks and Recreation are Essential Public Services, 2010). For example, children on a playground are not just playing, they are increasing cognitive development. Playing improves balance and motor skills, and they learn independence and risk management. In overcoming fears, they gain confidence and build self-esteem. Park green spaces can reduce air and water pollution, mitigate flooding, and provide wildlife habitat. These factors have an effect on public health by improving air and water quality, while providing spaces that encourage mental and physical health benefits through nature exposure and exercise. Park programming and events provide an avenue for people to connect and work together, fostering safer communities and revitalizing neighborhoods.

City and park department leaders across the country identified certain topics as being areas of pressing concern where benefits from parks are helping to mitigate those challenges (City Parks Forum, Briefing Papers Series, 2022). Parks provide numerous benefits in these areas and more.



Public Health – Parks improve public health by encouraging exercise and providing mental benefits and stress reduction through exposure to nature and social interaction.

Green Infrastructure – Parks improve air and water quality, mitigate flooding, and provide wildlife habitat.

Child & Youth Development – Parks provide play areas which are proven to increase cognitive development, improve motor skills and balance, learn social skills, and build self-esteem.

Community Engagement – Parks provide a place for people to connect and channel positive community participation.

Economic Development – Parks increase adjacent property value, thereby increasing tax revenue, and parks attract homeowners and workers for population growth.

Smart Growth – Parks define the layout of a city as well as the civic culture. They also provide relief from overcrowding and offset high density development.

Tourism – Park events such as festivals and concerts, sports tournaments, and special uses such as zoos, museums, and historic sites can all attract out-of-town visitors.

Cultural and Arts – Parks provide a space for partnerships between communities and artists. Art can be a significant catalyst for revitalization of a park and art/cultural programs can attract new visitors to parks.

Safety & Revitalization – Green spaces have been shown to create neighborhoods with fewer violent and property crimes. Parks provide grounds for community members to work together on revitalization projects.

Efforts made in planning for the future of the parks are efforts made for the betterment of the community. Master planning helps realize the vision of creating great parks. Great park systems are an indicator of a thriving community, and an invigorated community builds a great park system. Great parks provide these substantial benefits and therefore provides the purpose for this project.



IMAGE CREDIT: RICHARD CREATIVE

Highland Jazz and Blues Festival – Columbia Park, Shreveport

Part 02 – Assessment

Where are we now?

Located in the northwest corner of Louisiana, Caddo Parish has a unique history reflecting its beginnings as “The Gateway to the West”. Today, the Parish of Caddo 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 section at the southeastern corner adjoining Red River Parish. The parish contains 11 municipalities, each of which adds its own local color to the spectrum of delights that Caddo Parish has to offer. (Parish History, 2022)

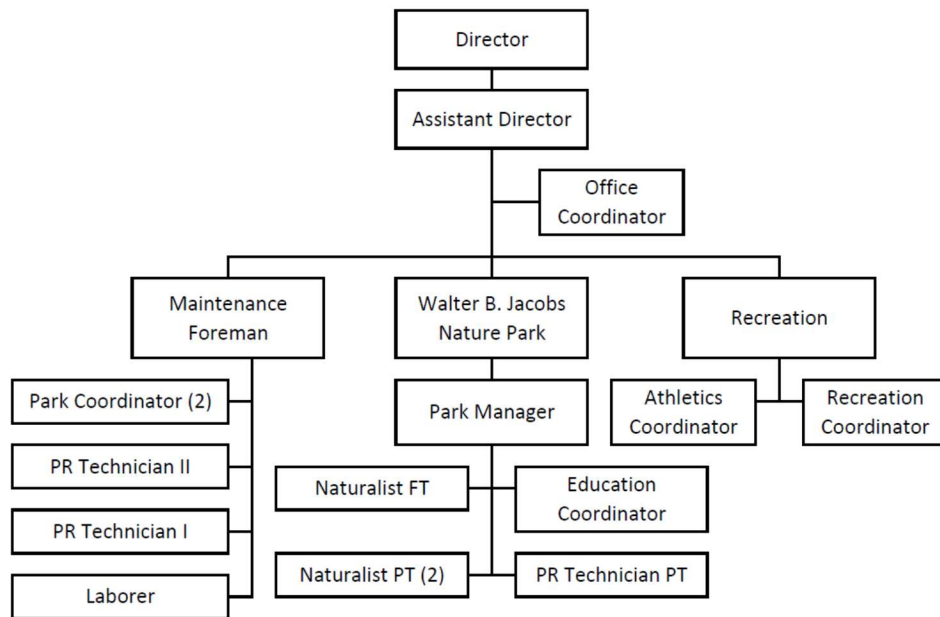


Historic Silo and Pavilion - Eddie D. Jones Park, Caddo Parish

Park System Overview

Caddo Parish Parks and Recreation Department

Caddo Parish Parks and Recreation is responsible for providing quality of life/leisure services to Caddo Parish citizens and visitors. The department maintains 14 park sites throughout the Parish that includes: boat launches, ball fields, RV campgrounds, multi-use trails, playgrounds, and a nature center. The department is divided into 4 program pillars: Recreation/Health & Wellness, Athletics, Nature, and Education.

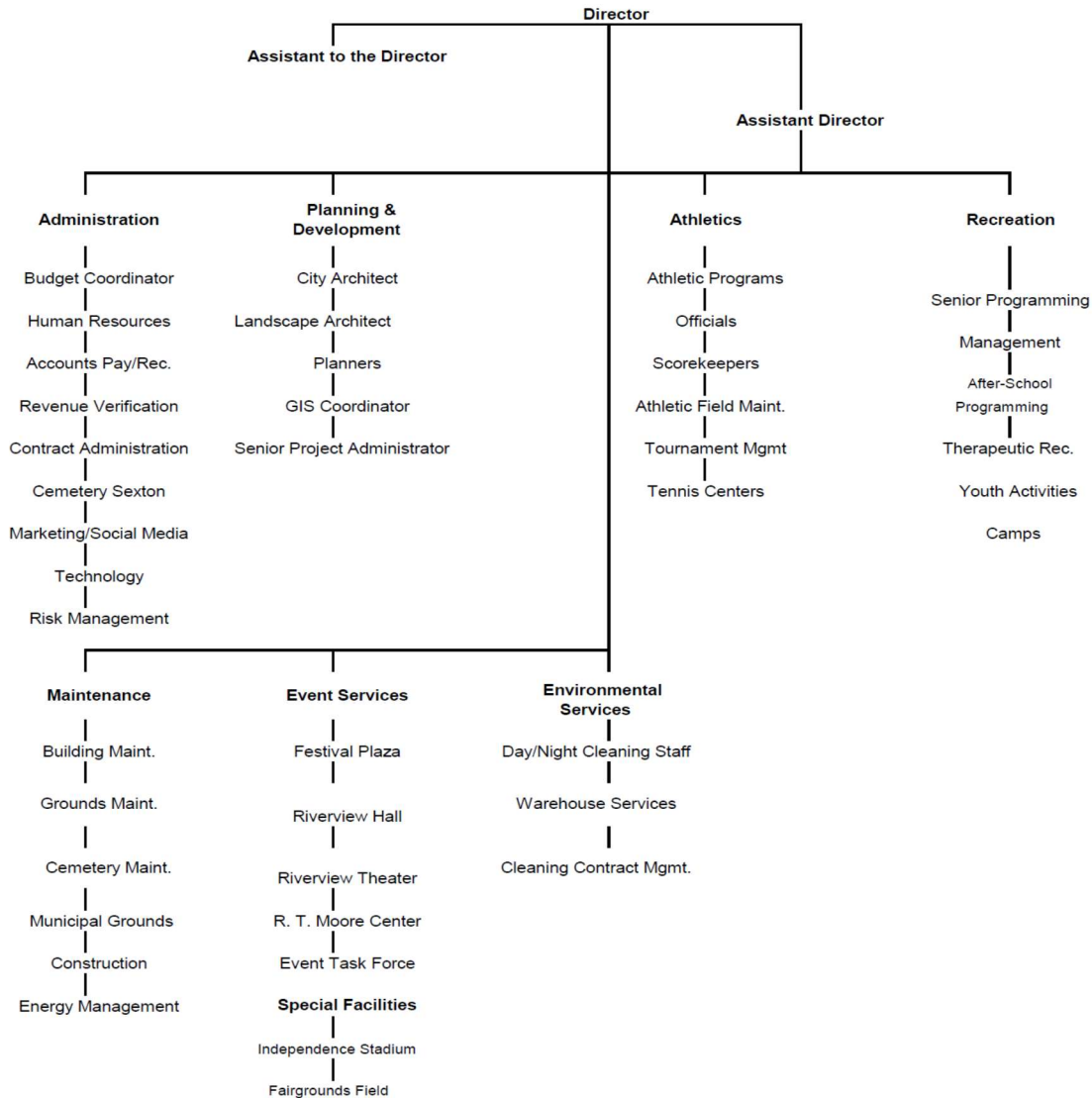


Caddo Parks Department Organizational Structure

Shreveport Public Assembly and Recreation Department

Shreveport Public Assembly and Recreation (SPAR) is responsible for maintenance, appearance and operation of city properties, including government offices, fire stations, assembly facilities, community centers, parks, athletic facilities, cemeteries, flower beds, rights-of-way and all municipal grounds. SPAR operates many special event facilities including convention and meeting facilities, entertainment venues and stadiums. SPAR is also responsible for programming, scheduling, equipment facilitation, site preparation, and set-up and clean-up at various facilities throughout the city.

Annually, SPAR hosts more than 460,000 youth and adult visits in the community centers. SPAR serves 8,400 youth and adults who participate in athletic programs, over 76,000 visitors to Independence Stadium and 1.5 million visitors and citizens who visit festivals, parades, trade shows and conventions. SPAR is made up of ten divisions including Administration, Planning and Development, Special Facilities, Event Services, Grounds and Building Maintenance, Environmental Services, Athletics, Recreation and Golf.



Shreveport Parks Department Organizational Structure

Together, SPAR and Caddo Parish parks contain over 3,300 acres of property with parks ranging from 0.5 acres to over 800 acres. Parks offer a multitude of facilities, and programs to meet the needs of the residents and have amenities that suit a wide range of ages, abilities, and preferences.

Inventory

Caddo Parish Parks and Recreation manages 14 parks throughout the Parish that include several boat launches, ball fields, an RV campground, equestrian and mountain biking trails, numerous playgrounds and a nature center featuring a staffed visitor center with exhibits and live animals. The Parish parks department also maintains partnerships with many of the municipalities in the parish - to include the City of Shreveport - that expands program offerings and assist with development of locally-owned properties and projects.

02 ASSESSMENT

The parish park system is largely comprised of community or regional parks that take advantage of the scenic beauty of the parish bodies of water and native habitats.

SPAR inventory includes 63 parks, 16 recreation centers, 5 swimming pools, 46 Playgrounds, 300 flower / rose beds, and 4 cemeteries. In addition, SPAR has 28 highly visible grounds such as: The Barnwell Garden and Art Center, Festival Plaza, Randall T. Moore and Municipal Auditorium. Shreveport Public Assembly and Recreation also repairs and maintains the plumbing, painting, electrical, roofing, etc. of 126 city-owned properties, and provides a clean and safe environment in 52 city-owned facilities.

3,300+ ACRES of parkland

1,100 (CADD0) + 2,200 (SPAR)

12 Acres of parks per 1,000 residents **2,936** Residents per park

(meets or exceeds national average)

Population: 237,848

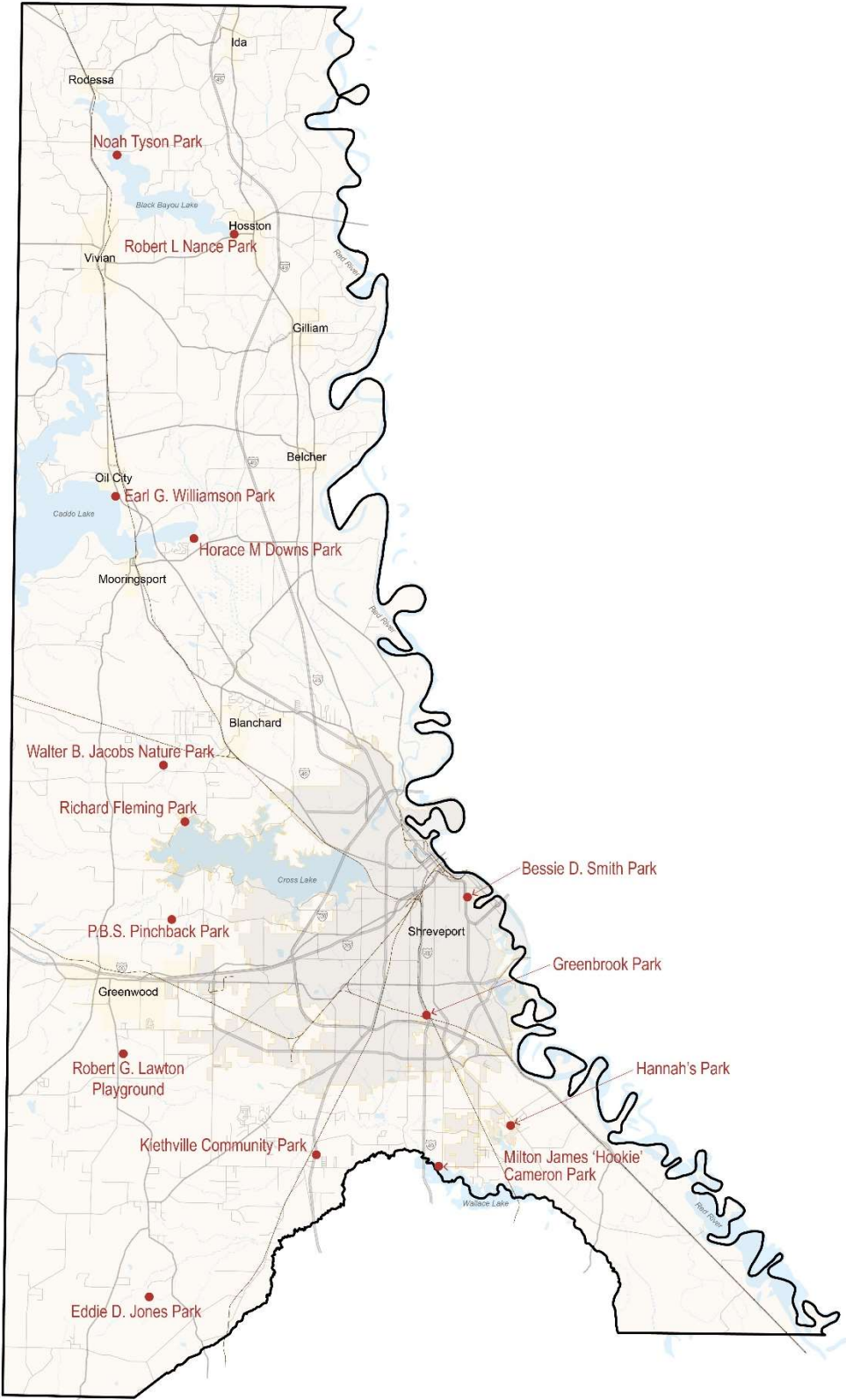
2020 Census **187,593** City of Shreveport
50,255 Outside city limits

more than **50 MILES** of trails & pathways

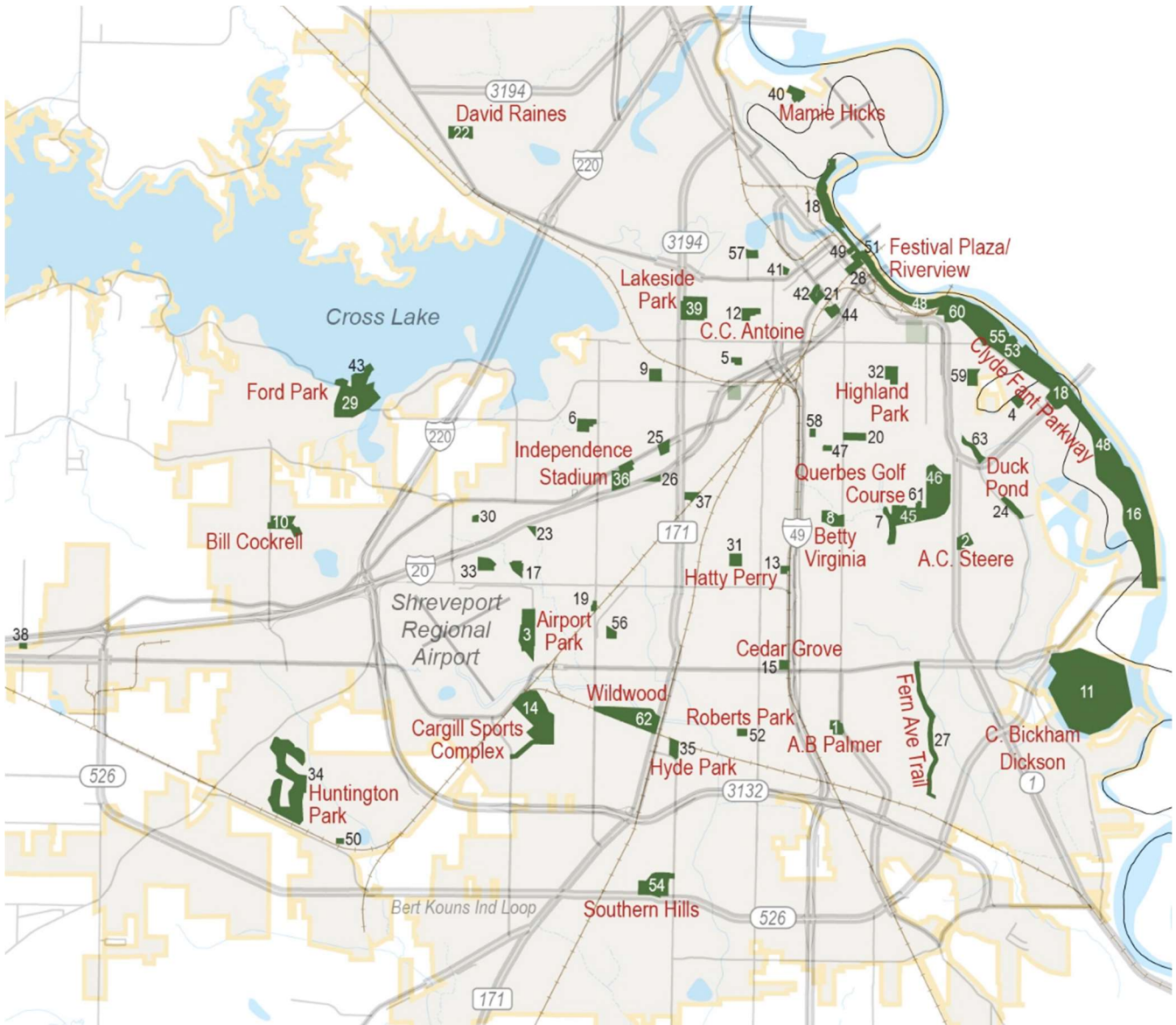
Park & Event Facilities **80+**

Golf Courses **3** **46** Playgrounds
Special Event Venues **7** **18** Community Centers

Combined Park Metrics – 2022



Caddo Parish Parks – System Map



- | | | | |
|----------------------------------------|------------------------------------|------------------------------------|-----------------------------|
| 48. A. B. Palmer | 16. Chris Hays | 32. Hollywood Heights | 1. Red River District |
| 49. A. C. Steere "Purple Park" | 17. Clyde Fant Parkway | 33. Huntington Golf Course | 2. Reisor Playground |
| 50. Airport Park | 18. Coleman College | 34. Hyde Park | 3. Riverview Hall & Park |
| 51. Anderson Island | 19. Columbia Park | 35. Independence Stadium | 4. Roberts Park |
| 52. Andrew Currie | 20. Common Park | 36. Ingleside Park | 5. Shreveport Dog Park |
| 53. Atkins Park | 21. David Raines | 37. Jacoby Ware | 6. Southern Hills |
| 54. Bayou Pierre | 22. Douglas Williams | 38. Lakeside Park | 7. Stoner Avenue Skate Park |
| 55. Betty Virginia | 23. East Kings Highway "Duck Pond" | 39. Mamie Hicks | 8. Sunset Acres |
| 56. Bilberry Park | 24. Fairgrounds Park | 40. Mount Mariah | 9. SWEPCO Park |
| 57. Bill Cockrell Park & Tennis Center | 25. Fairy Avenue | 41. Municipal Auditorium & Plaza | 10. Thomas Field |
| 58. C. Bickham Dickson | 26. Fern Avenue Trail | 42. Municipal Pier and Boat Launch | 11. Valencia |
| 59. C. C. Antoine | 27. Festival Plaza | 43. Princess Park | 12. Veteran & Freedom Park |
| 60. Caddo Heights | 28. Ford Park | 44. Querbes Golf Course | 13. Waterside Playground |
| 61. Cargill Sports Complex | 29. Greenwood Lane | 45. Querbes Park & Tennis Center | 14. Wildwood Park |
| 62. Cedar Grove | 30. Hattie Perry | 46. Randle T. Moore Senior Center | 15. Zeke Street Park |
| 63. Charles & Marie Hamel | 31. Highland Park | 47. Red River Bicycle Trail | |

Shreveport Parks – System Map

Department Strengths

One of Caddo Parish's greatest strengths is the abundance of land area and low population density. Caddo has over 50 square miles of lakes for public use and several parks offering vistas and recreational access. The natural environment is predominantly characterized by rolling hills, evergreen woodlands mixed with deciduous hardwoods, and sprawling rural fields. The Parish and Shreveport's eastern boundary is formed by the navigable Red River, which historically was the main source of commerce and is still a notable resource and attraction. Many of the existing parks promote the native landscape and wildlife and give the community opportunities to fully experience this native environment.

Both departments have excellent staff that are passionate about their work and genuinely care about the communities they serve. Many of these employees regularly work above and beyond normal duties. Parks are well rooted in their communities and those that use the parks are invested in their success and want to see them succeed. The departments currently offer lots of great programs that are well received by the public.

Industry Challenges

Equipment maintenance and repairs are one of the most challenging aspect of park operations, and are made more difficult and more frequent with the age of equipment. Aging equipment and infrastructure makes sourcing parts difficult or impossible, meaning simple repair projects often become costly overhaul projects. Deferred maintenance often moves from operational funds to capital funds due to expanding costs over time and limited operating budgets.

Additionally, staffing for public or government positions is often threatened by often higher paying private sector jobs, especially when it comes to skilled or specialized positions. This poses a challenge for recruiting and retention of qualified employees within the park departments.

Self-generated revenue is also a challenge for a public organization. While this is often necessary to help supplement the costs of many programs and services, charging fees is frequently a point of contention for an organization that collects most of its funding from taxes and generally has the mission to provide services on an equitable basis.

Population

Growth and Movement

Population size and demographic makeup is a useful tool to understand the general needs of the community and the appropriate levels of service as compared to other jurisdictions of similar size. Also, understanding the trends will help predict shifts or changes in the population that could affect park system planning and future needs

According to the 2020 census, Louisiana had one of the slowest rates of growth for any state in the country, with more than half of Louisiana’s parishes losing population in the last decade. Of the top 10 parishes in Louisiana by population size, Caddo Parish is the only to show a decline in the last 10 years.

Population Size Comparison

AREA	State Rank by Population	2010 Population	2020 Population	% Change
City of Shreveport		199,311	187,593	-5.88%
Caddo Parish (exclusive of Shreveport)		55,658	50,255	-9.71%
Caddo Parish	#6	254,969	237,848	-6.71%*
Lafayette Parish	#5	221,578	241,753	9.1%
Calcasieu Parish	#7	192,768	216,785	12.5%
Bossier Parish	#12	116,979	128,746	10.1%
DeSoto Parish	#36	26,656	26,812	0.6%
Louisiana		4,533,372	4,657,757	2.7%
United States		308,745,538	331,449,281	7.4%

U.S. Census Bureau as of 2022

The Parish of Caddo has a population of approximately 238,000 people. Most of the Parish residents live in the City of Shreveport, with a city population of 187,000. By race, Caddo Parish residents are 50.3% Black or African America alone, 46.0% are white alone, 3.1% are Hispanic or Latino, and 1.7% identify two or more races. The average household size is 2.48. The median household income is \$42,003 and per capita income is \$27,967, with an approximately 20% poverty rate. (Census Quick Facts: Caddo Parish, LA, 2020)

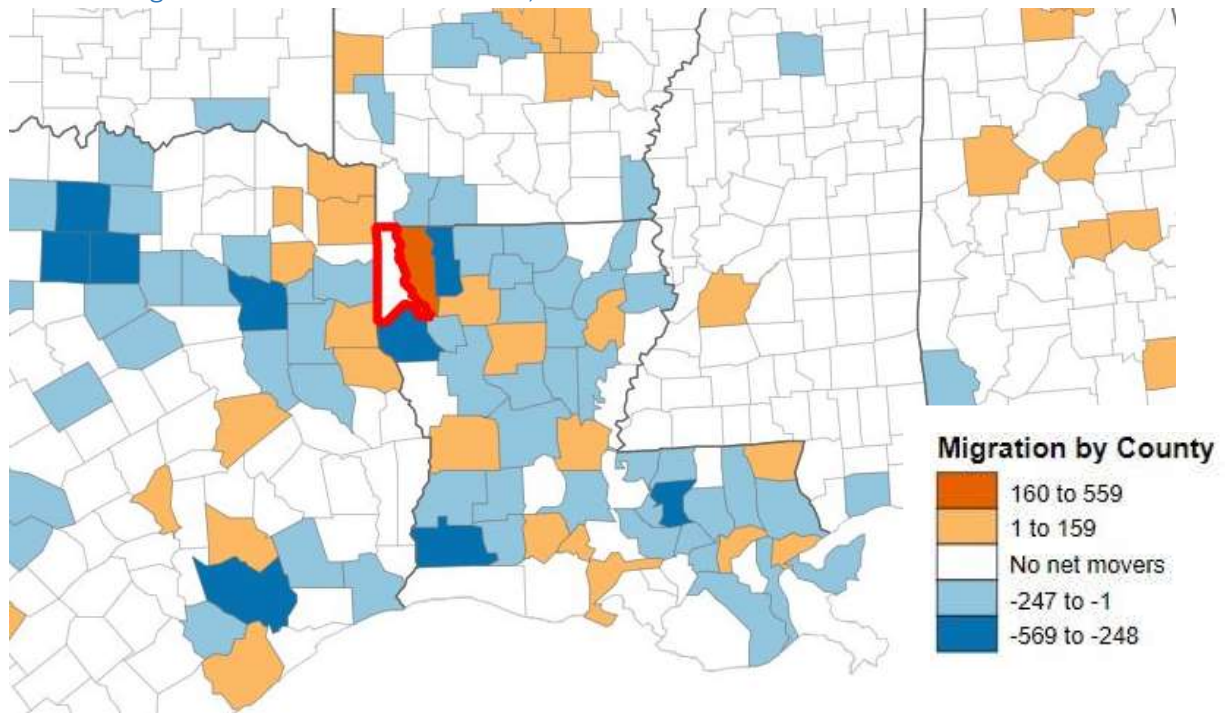
Census Flows Mapper

Although neighboring parishes show a population increase in the last decade, northern Louisiana parish populations have shown to be migrating to suburban areas of cities in the southern parishes as well as across neighboring counties in Texas as residents seek out economic opportunities.

The Census Flows Mapper is a web mapping application intended to provide users with a simple interface to view and save county-to-county migration flows maps of the United States. The data is from the 2015-2019 American Community Survey.

According to the 2015-2019 American Community Survey’s Census Flows Mapper showing net migration in and out of the parish, Caddo Parish gained from Bossier Parish, but lost to Webster, Calcasieu, East Baton Rouge, and De Soto Parishes and several counties in Texas. Note that going back further in the last decade, Caddo was losing people to Bossier but reversed direction in more recent years.

Total Net Migration Flow for Caddo Parish, LA



Source: (U.S. Census Bureau, 2015-2019 5-year American Community Survey, 2015-2019)

NOTE: If net migration is negative (blues), then Caddo Parish is losing people to the colored county/parish. If net migration is positive (oranges), then Caddo Parish is gaining people from the colored county/parish.

Demographic Trends

Race Distribution

In 2021, Caddo Parish was more diverse than it was in 2010. In 2021, the white (non-Hispanic) group made up 43.6% of the population compared with 47.8% in 2010.

Between 2010 and 2021, the share of the population that is Black (non-Hispanic) grew the most, increasing 2.8 percentage points to approximately 49.9%. The white (non-Hispanic) population had the largest decrease dropping 4.2 percentage points to 43.6%.

The parish has become more diverse in the last decade and has a growing Asian and Hispanic population.

Income and Poverty

Louisiana as a whole has one of the highest poverty rates in the country, with around 20% of the population living in poverty. Caddo Parish poverty rate sits slightly higher than the state average, an uptick of about 6% in the last 5 years according to the 2021 US Census American Community Survey, with some census tract areas in the city of Shreveport having more than half the population living in poverty. The median household income in Caddo Parish is roughly 20% below that of Louisiana and slightly below neighboring Bossier Parish.

Historically, those living in poverty are in the most need for public parks as this may be the only option for health and fitness activities. They are often the most affected by price increases for fee-based programming offered at parks.

Age of Population

Among six age groups — 0 to 4, 5 to 19, 20 to 34, 35 to 49, 50 to 64, and 65 and older — the 65+ group was the fastest growing group in Caddo Parish between 2010 and 2021 with its population increasing 23.7%. The 20 to 34 age group declined the most dropping 17.9% between 2010 and 2021.

The share of the population that is 0 to 4 years old decreased from 7% in 2010 to 6.2% in 2021. The share of the population that is 65 and older increased from 13.6% in 2010 to 18.4% in 2021 (Our Changing Population: Caddo Parish, Louisiana 2010-2021, 2022).

Population Projections

Population projections are estimates of the population for future dates. They are typically based on a population estimate from the most recent decennial census and are produced using the cohort-component method, which looks at components of population change (fertility, mortality, and net migration) projected separately for each birth cohort (persons born in a given year).

Projections illustrate possible courses of population change based on assumptions about future births, deaths, net international migration, and domestic migration. In some cases, several series of projections are produced based on alternative assumptions for future fertility, life expectancy, net international migration, and (for state-level projections) state-to-state or domestic migration.

Recent projections for Caddo Parish were not available, however shown below are Caddo's projections established in 2008 and more recent projections for Louisiana and the U.S. for comparisons. Recorded populations from the 2010 and 2020 decennial census are also shown for reference. It should be noted that the major shift in population growth – slowdown for Louisiana and decline for Caddo Parish – began happening after the 2010 Census. The 2020 Census showed a decline for many northern Louisiana parishes with some sources citing an increased trend of people moving out of cities into more suburban southern parishes in search of employment opportunities (Deslatte, 2021).

Projections by 10-year blocks

AREA (data source)	2010	2020	2030	2040	Trend
City of Shreveport	199,311	187,593			
"Great Expectations" Master Plan, (2009)*	198,133 (estimated)		256,170 (projected)		29% increase over 20 years
Caddo Parish	254,969	237,848			
Louisiana State Census Data Center, (2008)	247,970 (projected)	240,880 (projected)	231,790 (projected)		7% decrease over 20 years
Louisiana	4,533,372	4,657,757			
Louisiana State Census Data Center, (2008)	4,369,760 (projected)	4,588,310 (projected)	4,813,420 (projected)		10% increase over 20 years
Demographics Research Group, Weldon Cooper Center for Public Service, Univ. of VA (2018)		4,742,900 (projected)	4,902,840 (projected)	5,062,780 (projected)	6.7% increase over 20 years
United States	308,745,538	331,449,281			
US Census Bureau (2018)		332,639,000 (projected)	355,101,000 (projected)	373,528,000 (projected)	1.2% increase over 20 years

Recorded decennial Census populations shown in *red* for comparison to projection for year.

*The Shreveport "Great Expectations" Masterplan (2009) scenario is based on the growth framework that was outlined in masterplan. The assumption was made at the time that the city would be able to take steps to stop decline. Source: (*Shreveport Great Expectations Masterplan, Chapter 03, 2009*)

Many factors can influence population shifts including birth rates, job and housing markets, cost of living, and quality of life. While these may be challenging and slow to affect, it can reasonably be expected that combined efforts of Shreveport and Caddo residents and government in all sectors could at a minimum stop the population decline in the parish. Populations will likely continue to shift from urban to suburban areas and growth will continue to expand outward from the city center, so it's important to continue partnerships between Shreveport and Caddo Parish Parks to account for these shifts.

For the purposes of park planning with basis on the trends above, we will assume a **net population growth and minor demographic shift over the next 10-15 years**, and anticipate some **growth on the outer edges** of Shreveport.

Related Planning

While this masterplan will service to guide or influence site development within the park system, this plan is also nested within several other planning efforts in the region. From state level parks and transportation planning, to the city-wide masterplan, it's evident that this work is not isolated and substantiates the need for collaboration and synchronization of efforts. Cooperation between entities and shared visions between echelons will increase the chance of success and support. For this reason, several relevant master plans and planning documents are included below for reference to provide insight into the larger picture of outdoor recreation.

[Caddo Parish/Shreveport Parks 2006-2020 Masterplan \(2006\)](#)

The 2006-2020 Caddo Parish/Shreveport Park Masterplan was the precursor to this masterplan and has been used by both departments to focus planning efforts. Several park improvement and development projects were the direct outcome of the feedback provided from this masterplan, such as The Clyde Fant Parkway Recreation Plan because of an indicated need for more trails and access to water resources, updates to campsites and facilities at Earl G Williamson, and expansion at Cargill Sports Park.



IMAGE CREDIT: PARKS & RECREATION MASTERPLAN, 2006

Among other concerns and recommendations were to consider additional recreation improvements in small communities of the Parish as well as making recreational improvements on existing school facilities. There was also a strong recommendation for a tri-partite partnership between SPAR, Caddo Parish Parks, and Caddo Public Schools to improve recreational opportunities at schools. Additional interests were in more greenways and linear parks to connect communities and resources, city bike lanes and trails, and a willingness to support a Zoo, Arts, and Park (ZAP) sales tax to help fund park operations and improvements.

The strategies and recommendations set forth have also been used successfully as justification for bond issue to fund several of the capital improvements projects, which is also an aim for this work. Many of the community's needs and desires voiced in 2006 still hold true today and should be considered high priority for this updated guidance.

[Shreveport-Caddo 2030 "Great Expectations" Master Plan \(2010\)](#)

The "Great Expectations" master plan seeks to put Shreveport on a new strategic path for the 21st century toward more jobs, more households, smarter growth patterns, and a better quality of life for all. The plan is the first comprehensive look at the future of the area since the previous master plan completed in 1957. As part of the vision, the plan views Shreveport as "the 'greenest' and healthiest city in the South, committed to resource and energy sustainability and enhancing access to healthy lifestyles, with a landscape that is enriched by a natural network of greenways and bayous offering recreation in nature." Some of the principles with direct relationship to the parks systems included connecting people and places through networks of greenways and blueways, creating a green and healthy community with smart growth practices and encouraging healthy activities, and being good stewards of natural resources through protection of landscape.

Among the many topics discussed, Chapter 4 takes a deep look at the area’s natural heritage. The plan describes Shreveport-Caddo, “with its abundant land, trees and water in rolling hills”, as having “the opportunity to create a signature open space network encompassing greenways, ‘blueways’ (water connections), recreation areas, conservation areas and natural open space, and urban gardens and farms.”

Suggested strategies and actions for achieving the plan’s green infrastructure goals include:

- Preparation of an area-wide greenway plan integrated with a network of on street bicycle and pedestrian routes to connect to community destinations and reduce air pollution.
- Amendment of land use regulations to facilitate park and greenway linkages.
- Adequate funding for park and recreation maintenance and operations, including seeking private partnerships and sustainable practices.
- Permanent protection of public park land, such as the riverfront parks, through open space zoning or a conservation servitude (easement).
- Preparation of a tree canopy and restoration plan to work towards a goal of 30% tree canopy coverage by 2030 for the City of Shreveport.
- Continued development of community gardens and urban agriculture in collaboration with the LSU AgCenter.
- Preparation of a government greenhouse gas audit and implementation of the City Energy Efficiency and Conservation Strategy.

MAP 4.3 TREE CANOPY ANALYSIS

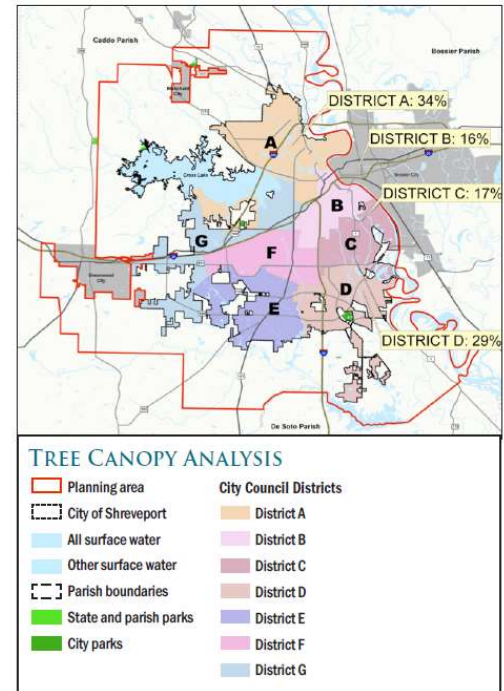


IMAGE CREDIT: “GREAT EXPECTATIONS”- CHAPTER 04

In regards to the city’s green infrastructure, the plans also state that “excellent parks and recreational resources for adults as well as children, and access to water and nature are key ingredients to the quality of life desired by everyone in the 21st century. The availability of land in the Master Plan Area offers the opportunity to create a signature green infrastructure network in the Shreveport-Caddo area.”

The visions, goals, and strategies outlined within the “Great Expectations” master plan complement and reinforce the planning efforts proposed in the updated parks masterplan to create a greener Shreveport-Caddo area. The parks departments’ strategies should aim to work with and be nested within the larger municipal masterplan in order for both efforts to be successful.

2013 Shreveport Choice Neighborhood Transformation Plan

In 2010, the U.S. Department of Housing and Urban Development awarded a Choice Neighborhood Planning Grant to the Northwest Louisiana Council of Governments and the City of Shreveport. The grant underwrote development of a transformative and resident-driven plan to improve the Allendale, Ledbetter Heights, and

West Edge neighborhoods of Shreveport, a planning area of more than 2.5 square miles. The co-applicants formed an inclusive partnership and planning team that engaged residents in discussions about their neighborhood to develop an achievable plan that responds to their needs and creates new access to 21st-century opportunities.

The planning process focused on two sites and the neighborhoods around them: Jackson Heights, a former HUD-assisted housing projected owned by the Housing Authority of the City of Shreveport and demolished in 2006, and Galilee Majestic Arms, a Section 202 senior housing development owned by Galilee Baptist Church and managed by Signature Property Management.

This plan ties together aspects of the Shreveport Common Park initiative along with strategies from the city-wide masterplan to develop a site plan for the focus area that is noticeably centered on a walkable core with lush greenways and gardens connecting to existing public parks, taking advantage of the known benefits from outdoor activity and exposure to nature.

2015 Caddo Bicycle Plan

The 2015 Caddo Parish Bicycle Plan has been prepared to inform the Caddo Parish Bike Plan Component of the Northwest Louisiana Council of Governments (NLCOG) Long Range Transportation Plan. This plan is designed to address policies, infrastructure and programming which can and should be complemented by a more detailed Shreveport Citywide Network Plan that also considers connections to park lands, potential off-street trails, greenways, and important quality of life goals envisioned by city leaders. The process for this plan included a precursory evaluation of bayous, levees and creek corridors within the city to identify potential connection opportunities for “Trail Oriented Developments” (another type of TOD).



IMAGE CREDIT: 2015 CADDO PARISH BICYCLE PLAN

An initial bikeway network that would best serve Caddo Parish and the City of Shreveport would be an implementation of the already adopted “Great Expectations” plan that helps energize a re-emerging area at the west end of downtown Shreveport.

Exhibit 4.4 Urban Village Development Plan and Features

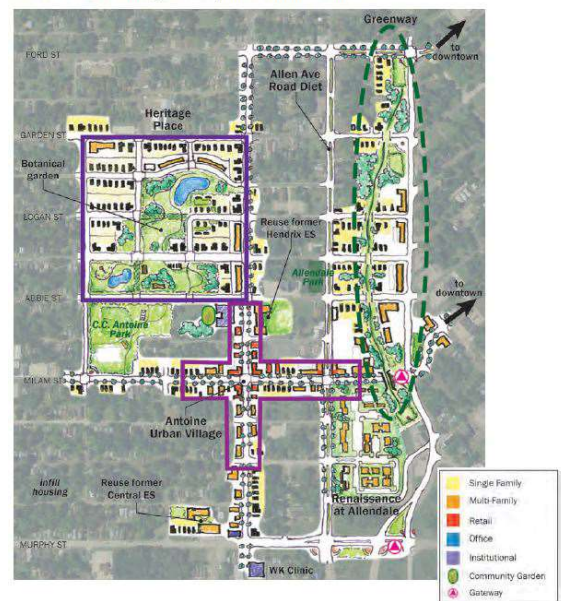


IMAGE CREDIT: SHREVEPORT CHOICE NEIGHBORHOOD INITIATIVE

The 2015 Caddo Parish Bicycle Plan encompasses the entire parish, and provides recommendations for both rural and urban bicycle travel needs within the Shreveport area. Areas of focus include the downtown central business district, areas around Shreveport Common – and the surrounding neighborhoods it embraces, plus potential access to the riverfront and other potential nature-based, levee-top or scenic boardwalk facilities around the city.

The plan draws attention to “complete streets” design guidelines now becoming commonplace. In addition to traditional sidewalks and bike paths as part of roadways, the plan indicate a user preference and a need for more dedicated greenways and bikeways that separate cyclist from motorists and highlights the goal from connections to and between public parks and open spaces and other natural assets.

LA SCORP 2020

Louisiana’s Statewide Comprehensive Outdoor Recreation Plan (SCORP) 2020 was prepared for the Louisiana Division of Outdoor Recreation, Office of State Parks to evaluate the outdoor recreation needs and opportunities while establishing a framework for the goals and priorities for outdoor recreation throughout Louisiana. The process is conducted every 5 years and involves heavy public input and analysis to evaluate the demand for and supply of outdoor recreation resources and facilities throughout the State to help guide federal funding priorities through the use of the Land and Water Conservation Fund grant opportunities.

Caddo Parish falls within Region 7 in the State, which is characterized by the many lakes, rivers, streams, and bayous, earning the region the name of “Sportsman’s Paradise”. This region had a higher than average participation in private facilities and is reflected in their desire to participate in more non-traditional, specialized, or individual activities. They are searching for a range of outdoor recreation opportunities at facilities that cater to a variety of user groups. Think amenity camping areas at a facility with off-road vehicle trails and self-guided nature tours or hiking/paddling trails with educational bird watching signage as potential possibilities for meeting the region’s unmet needs. (LaSCORP, 2020, p. 40)

LaSCORP’s Top 10 recommendations for Northwest Louisiana are:

1. Visiting Nature
2. Walking/Nature Walks
3. Fishing
4. Picnicking
5. Paddling
6. Swimming
7. Bird Watching
8. Nature Programs/Self-Guided Tours
9. Spectator Sports
10. Nature Photography

Setting the framework for local recreation providers, the statewide plan also identifies the following priorities for outdoor recreation across Louisiana as opportunities for 1. Outdoor connectivity, 2. Engaging with Nature, 3. Fishing and Water Access, 4. Picnicking, Gathering, and Creating Memories, and 5. Embracing Regional Distinctions.

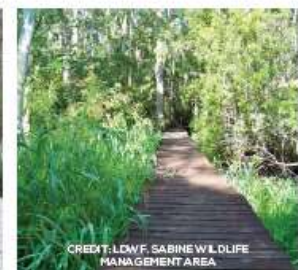


IMAGE CREDIT: LASCORP: OUTDOOR RECREATION FACILITY PREFERENCES

Community Input

Public Online Survey

The online public survey for the Parks and Recreation Comprehensive Masterplan was open to residents and visitors of Caddo Parish for a period three months. Access to the survey was provided through both the Caddo Parish Parks and SPAR websites and social media, as well as via QR codes on printed flyers, signs, and handouts available at many of the parks. Over 600 people responded to the survey and provided valuable input that is incorporated into the recommendations and will help develop priorities for the future of the parks.



Survey Announcement Flyer

The target audience for the public survey included nearly the entire population of Caddo Parish – everyone over the age of 15 years old – putting the population estimate at around 200,000 persons. The total responses for the survey exceeded the target goal of 500. Using this population and sample size, an estimated confidence level of 90%, and industry standard margin of error calculations, the margin of error for the survey fall below 5%.

SURVEY STATISTICAL ANALYSIS

Population size	Sample Size	Margin of Error
200,000	600	4%
<i>Citizens over the age of 15</i>	<i>People who responded to the survey</i>	

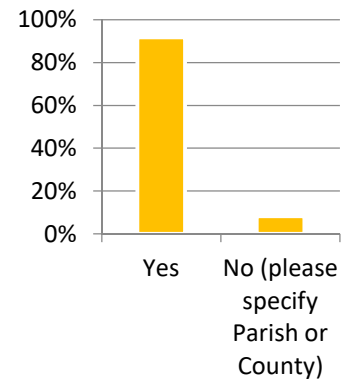
Who responded to the survey? (Section: "About You")

(Q2) Of the 630 people who responded to the online public survey, about 90% were from Caddo Parish with another 5% just over the river in Bossier Parish.

(Q3/Q4) The most represented communities were Broadmoor, Highlands, Southern Hills, and Anderson Island and the 71104, 71105, & 71106 zip codes.

(Q8) Over 1/2 of the respondents had children under the age of 18 living in their household. Breaking down further, approximately 42% of households have youth aged 11 and under, and 22% of households have teens.

(Q2) Caddo Residents

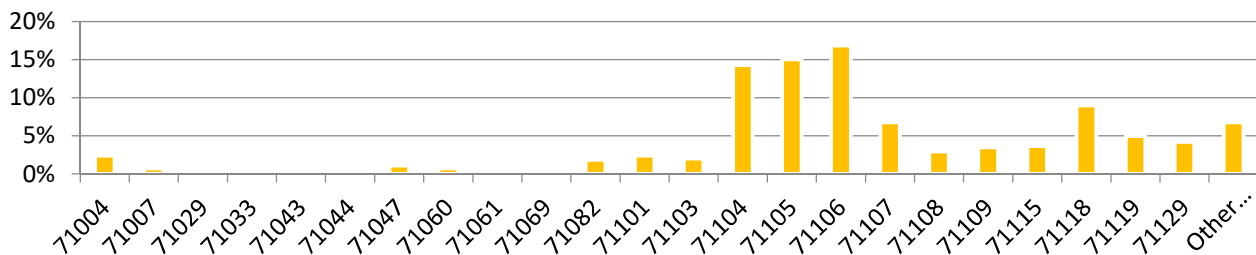


(Q5) About 14% of the respondents were seniors over the age of 65, however, over 18% of respondents had seniors living in the household. (Q8)

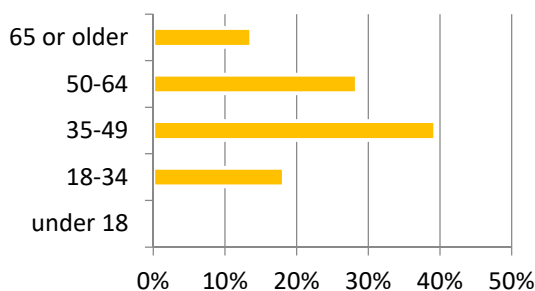
(Q6) About 66% of respondents were White and 24% were Black or African American. This is askew from the greater population of Caddo which is 46% White and 50% Black or African American, but more closely aligns with the demographics of the top zip codes that responded.

Quick Fact: The citizen profile with most responses were 35-49 year old working parents from the 71106 zip code.

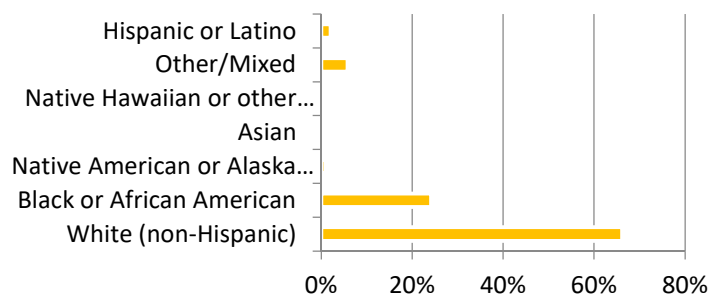
(Q3) Respondents by Zip Code



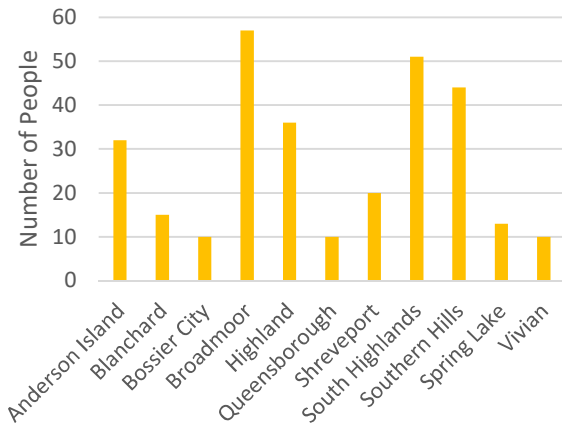
(Q5) Respondents by Age



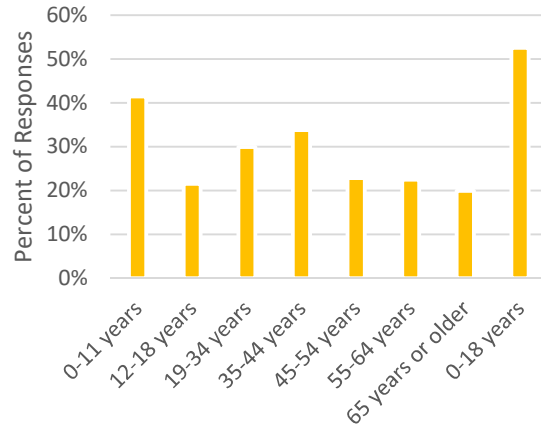
(Q6) Respondents by Race



(Q4) Respondents by Community



(Q8) Households with listed Age Groups

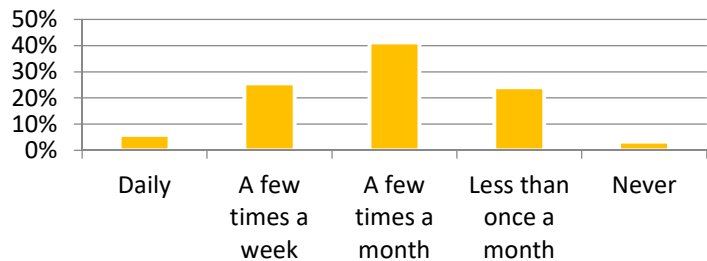


How do people use the parks? (Section: “Past Interactions”)

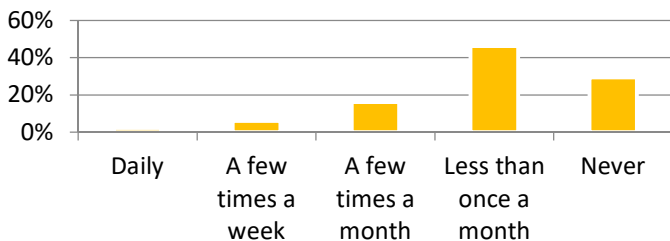
(Q10) Over 70% of the respondents use parks a few times a month or more frequently. Only 3% said they never use the parks, which means the comments received are from the people with a first-hand knowledge of the facilities.

Insight: What the survey doesn't account for are the people who don't visit parks and did not respond to the survey. These should be a focus of future marketing and outreach efforts.

(Q10) How often do you visit parks or public spaces?



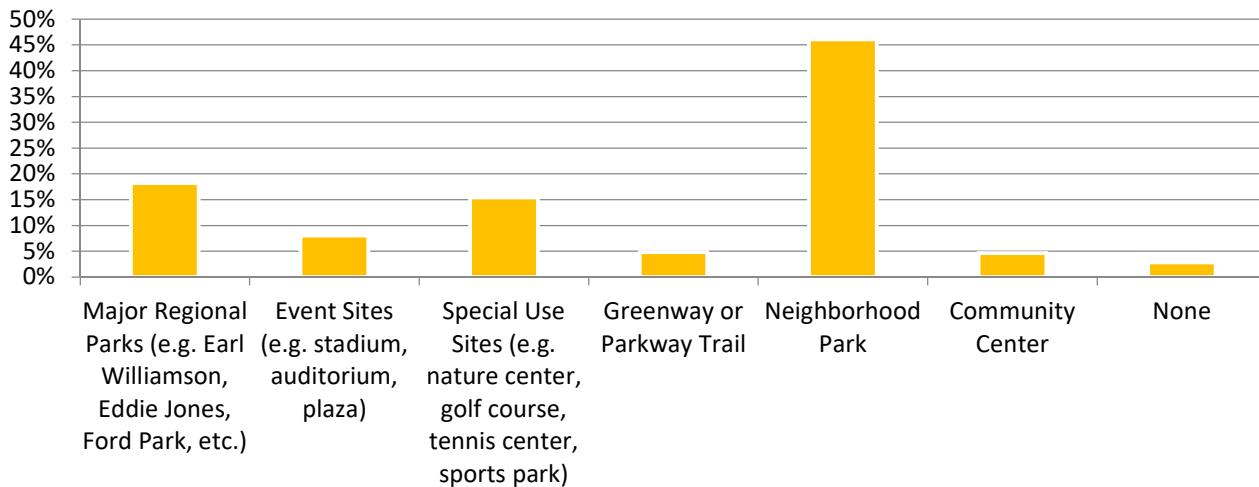
(Q11) How often do you attend or participate in a program or activity?



(Q11) When asked about program participation, almost 30% have never participated in a Caddo Parish or SPAR program or activity. 45% occasionally participate (less than once a month) in offered services and encouragingly about 25% frequently participate (a few times a month or more).

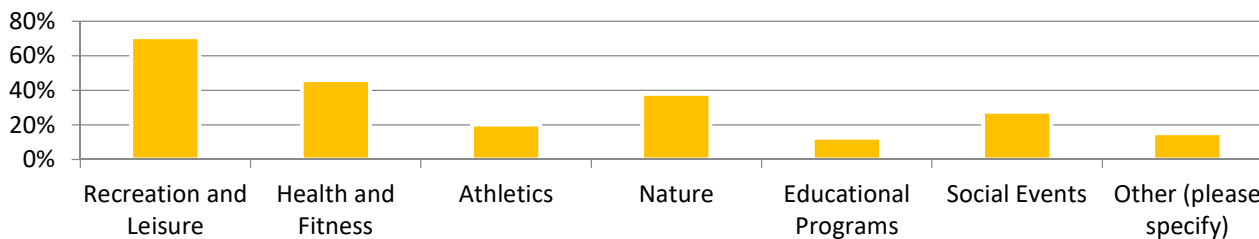
(Q12) The majority of respondents, about 46%, visit neighborhood parks the most. Second to this at 18% were large regional parks that offer either more space or specialized facilities and programs and Special Use Sites like nature centers or sports complexes. *Insight: Many people associate community centers and parks as their neighborhood park due to proximity.*

(Q12) Which type of park do you or your family visit the most?



(Q13) Most people visit parks for the purpose of Recreation/Leisure (71%), Health/Fitness (46%), and Nature (38%). 28% visit parks for Special Events and 20% to participate in Team Sports or Athletics.

(Q13) What reason do you primarily use the parks?



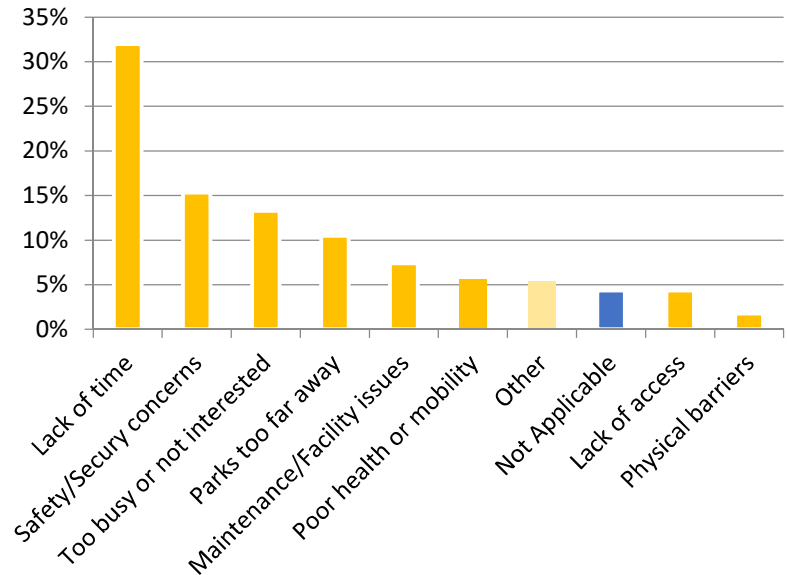
(Q16) Park hours were not raised to be a major issue. Over 85% feel parks hours are adequate. (Q17) Parks are generally used year-round, with a slight decrease in summer months and more significant decrease in winter.

(Q14) Parks are used all days of the week, but people are twice as likely to visit on the weekends.

(Q18) Lack of time is the reason why over 30% of people haven't visited the parks (could be attributed to prioritization of time). Another 16% cited safety or security concerns, 13% cited being too busy or not interested, 11% said that parks were too far away, and 7% cited a lack of maintenance or facilities/amenities.

Insight: With the overall goal being to increase park usage, it's important to mitigate the reasons people don't visit parks. Over 45% cited lack of time or too busy/not interested. Everyone has a busy lifestyle, so focus should be on promoting the value that parks offer in order to rank parks higher on someone's priority list. Lack of maintenance and safety concerns also rank high and are voiced again in later questions. These too should be a priority for future improvements.

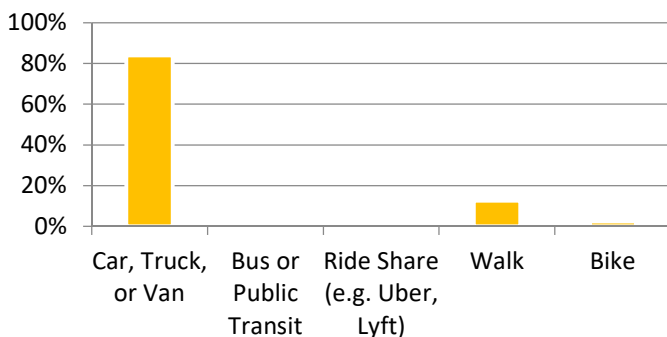
(Q18) Is there anything that prevents or restricts your use of the parks facilities or programs?



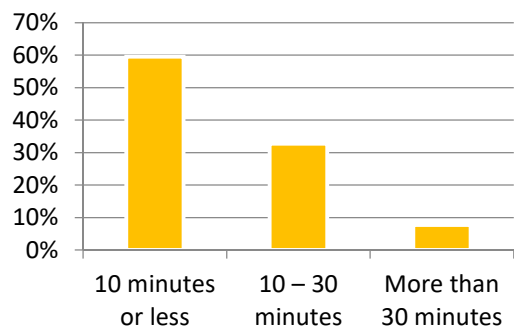
(Q20) More than 84% get to parks via personal automobile and over 10% frequently walk.

Insight: The large percentage of patrons that drive to parks indicates there is a need for well-maintained and sufficiently-sized parking areas. The low percentages for other modes of transportation could be a contributing factor of access restrictions, either with available public transit or with the location of parks within walking distance. On question #18, a relatively small portion cited access restrictions as the reason for not going to parks, but a larger percentage said that parks were too far away. Consideration should be given to new partnerships with public transit to incorporate parks on bus routes, promoting more bike lanes/bike paths throughout the city/parish to link parks together, and adding more neighborhood parks in areas where car ownership is low.

(Q20) How do you normally travel to the parks you visit the most?



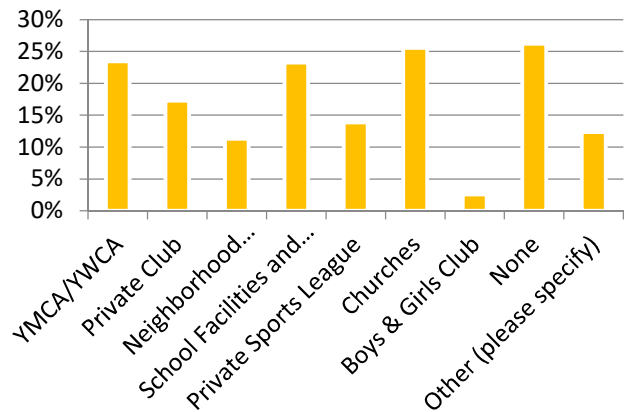
(Q21) How much time does it take for you to travel to a Neighborhood or Community Park?



(Q21) Almost 60% live within 10 minutes of a park. More than 90% live less than 30 minutes from a park.
Insight: 10 minutes distance is typically the standard distance when talking about access to parks. Identify population centers where there may be a deficit for park access in order to improve access and reduce travel times to parks.

(Q22) There are many other organizations besides public parks systems that people use for recreation, including others that are not in the list.
Insight: Public parks are one piece of a large pie in terms of leisure and recreation activities. Partnerships are key to broadening reach and maintaining relevancy.

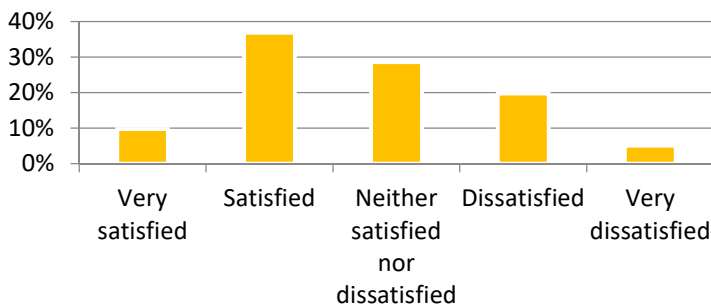
(Q22) Which other organizations, besides the City/Parish Parks Departments, do you use for recreation?



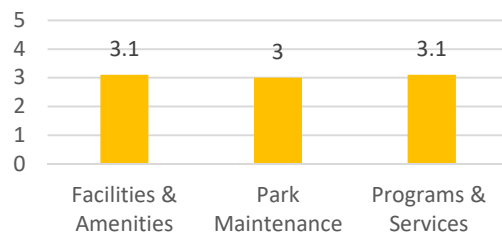
How are the parks doing? (Section: Quality and Performance Ratings)

(Q23) Overall, there was a higher percentage of positive views of the parks departments than negative: 47% were either Satisfied or Very Satisfied compared to 25% Dissatisfied or Very Dissatisfied. 29% were neutral.

(Q23) How do you feel the parks department is doing overall?



(Q24/25/26) Quality Rating

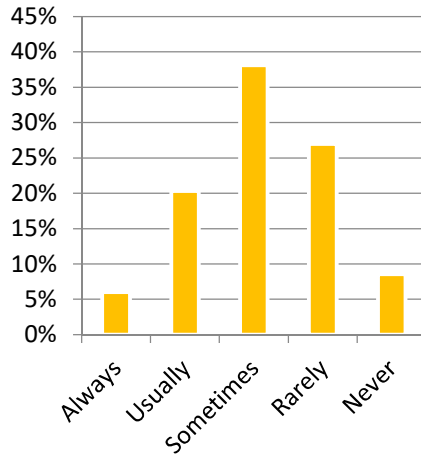


(Q24/Q25/Q26) Overall quality and condition ratings for facilities, maintenance, and programs/services offered were neutral. 3 out of 5 stars for all categories.

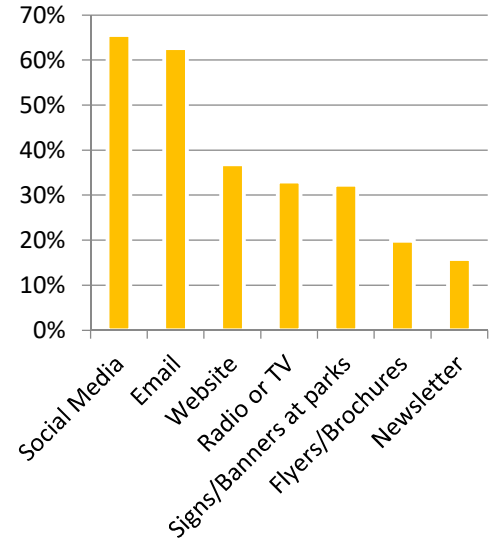
(Q27/Q38) On communication, 26% feel that the Department adequately informs them about services, programs, and events, while the other 74% were only sometimes, rarely, or never informed. The majority would prefer to be notified through digital means such as Social Media, Email, or Website, although other means of coordination should not be ignored.

Insight: The presumed low outreach currently means there is significant opportunity to improve communications and build network with the three-quarters that are not currently receiving adequate information. This should be done by boosting digital communication.

(Q27) Do you feel the parks department adequately informs the public about its services, programs, and events?

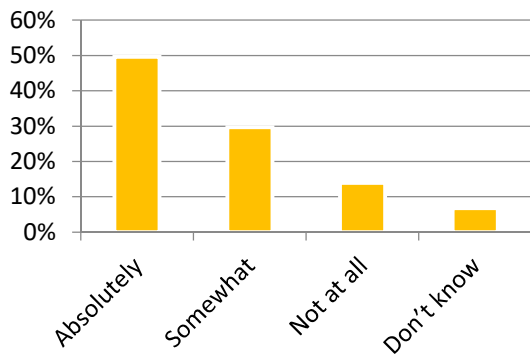


(Q38) How would you prefer to be notified of programs, services, and events?

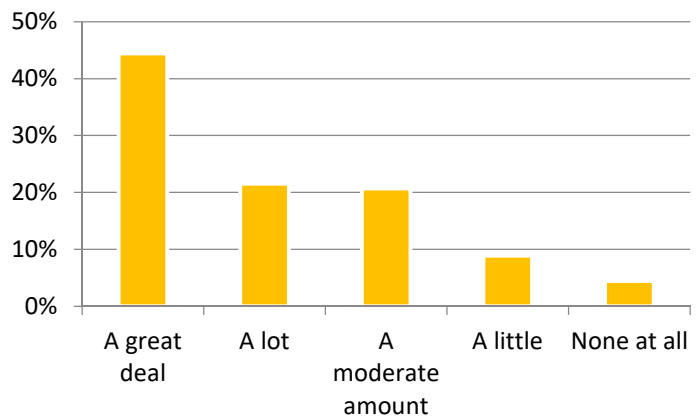


(Q28/Q29) Respondents recognized the value in the parks with over half believing that parks positively impact property value and improve quality of life.

(Q28) Do you feel the parks in the community positively impact property value?



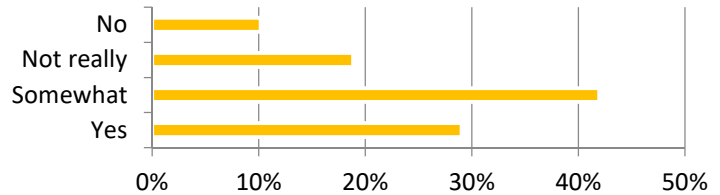
(Q29) Do you feel the parks in the community improve quality of life?



(Q30) Just under 30% feel safe in the parks, while 42% feel somewhat safe, 29% feel marginally unsafe or not safe at all.

Insight: Even the slightest doubt on safety is enough to steer people away from visiting a park. Ideally, parks should be a safe haven and everyone should feel safe when visiting.

(Q30) Do you feel safe in Caddo and Shreveport parks?

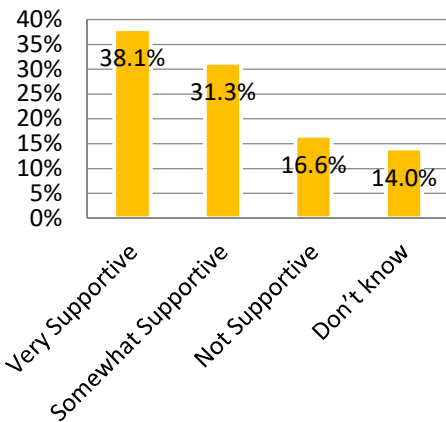


What is the support for the parks? (Section: Future Funding)

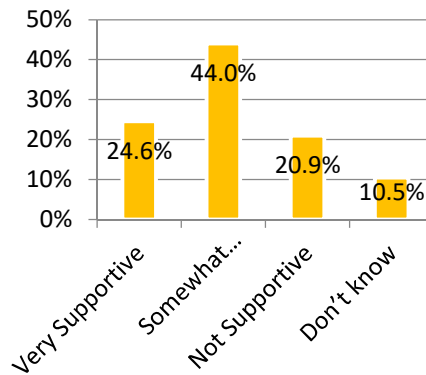
(Q31) 38% would be very supportive of tax increases, with another 31% being somewhat supportive.

(Q32) Respondents were a little more reluctant to support increased user fees, but still favor support.

(Q31) Would you be willing to support a tax increase to support future park projects?

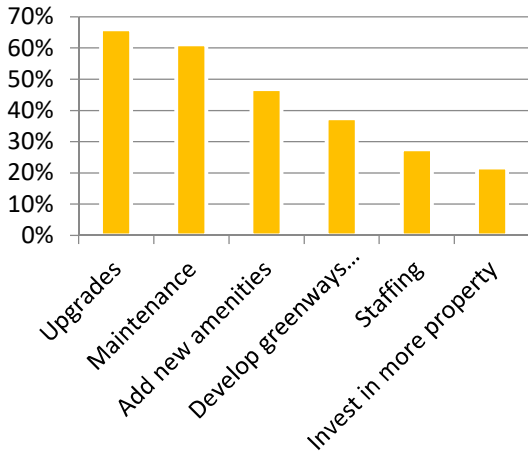


(Q32) Would you be willing to support paying user fees for certain recreation programs or events?

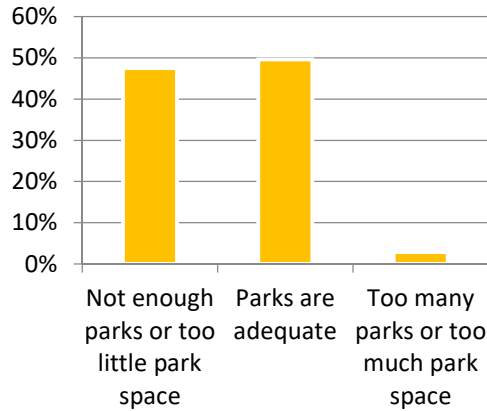


(Q33) Echoing the comments from public forums, respondents would invest the most in improving existing facilities, and the least on more parks. (Q34) However, 47% of respondents said there was not enough park space. Those people want to see development of Trails and Connections through the city/parish as well as new parks or facilities in Downtown, Riverfront, Clyde Fant, and South/Southeast Shreveport Areas.

(Q33) If the parks department were to receive additional funding, which area(s) would you allocate funds?



(Q34) Do you feel there is enough space allocated to parks, trails, and recreation facilities in Caddo Parish and the City of Shreveport?

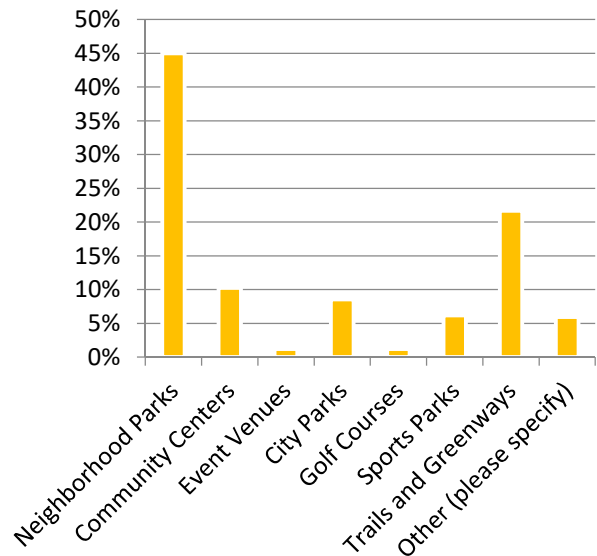


What do people want to see in the future? (Section: Improvements and Opportunities)

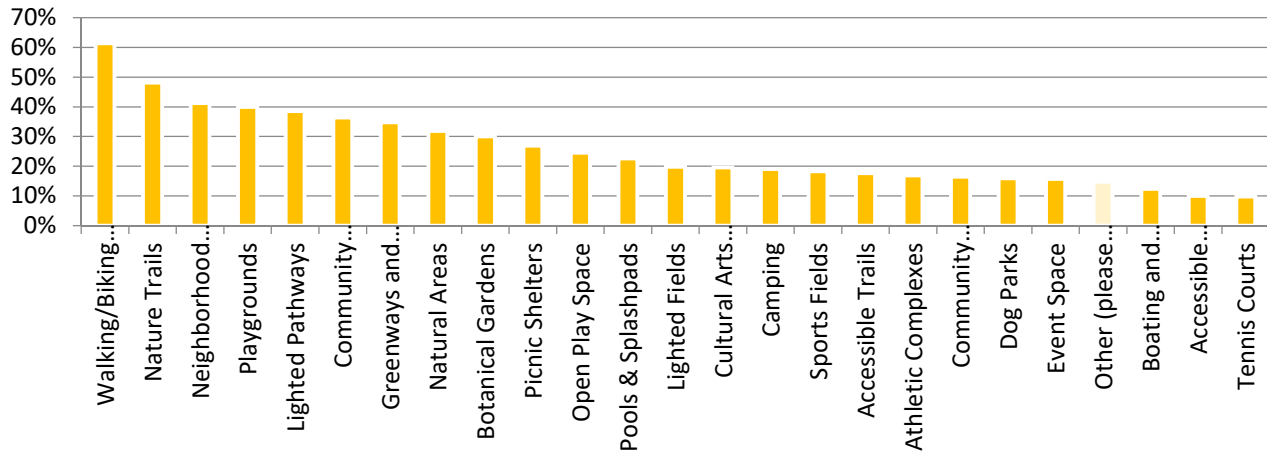
(Q35) Respondents placed the most importance on neighborhood parks (those parks that they frequent the most), but also significant value on Trails and Greenways.

(Q36) Many of the top desired new facilities deal with trails and connections (Walking/Biking Trails, Nature Trails, Lighted Pathways, and Greenways/Parkways). Also desirable are improved Playgrounds and Water Elements, Community/Botanical Gardens, and Natural Areas & Open Space.

(Q35) Which park facility type do you think is most important?

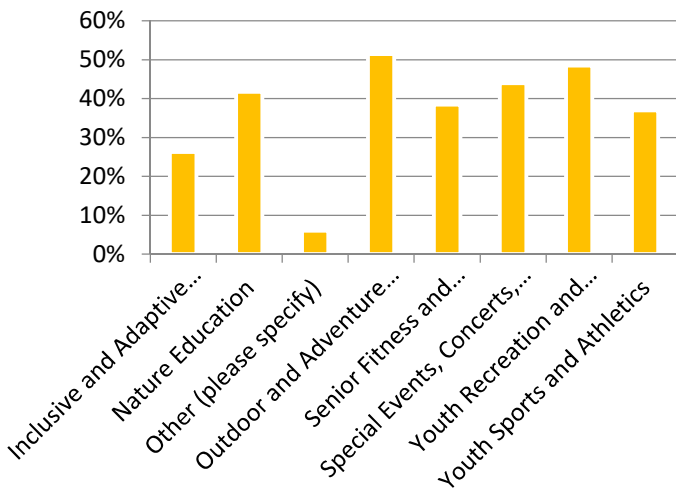


(Q36) What new facilities would you like to see developed?

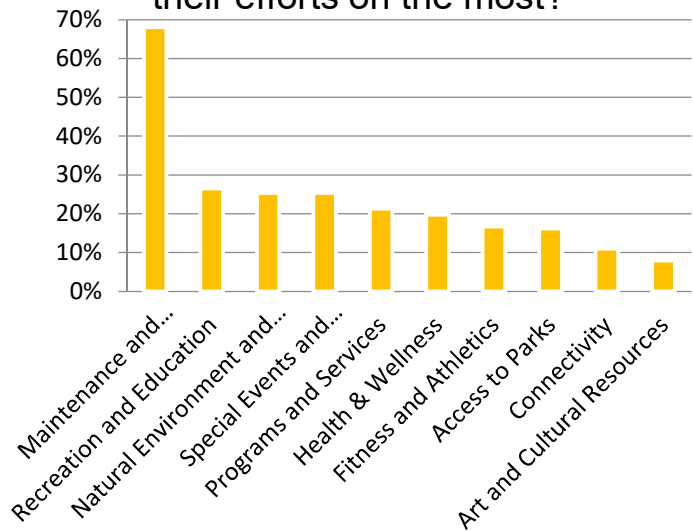


(Q37) Interest was fairly consistent across categories and most services listed are already being provided. However, Outdoor and Adventure Recreation takes a slight lead and might warrant more focus in programming along with Inclusive and Adaptive Recreation.

(Q37) What new programs would you like to see offered at the parks?



(Q39) What do you think the parks department should focus their efforts on the most?



(Q39) The large majority think that top effort should be on maintenance and general improvements, more than double any other category.

Insight: Maintenance and improvements is a broad category, but sums up many other survey question responses.

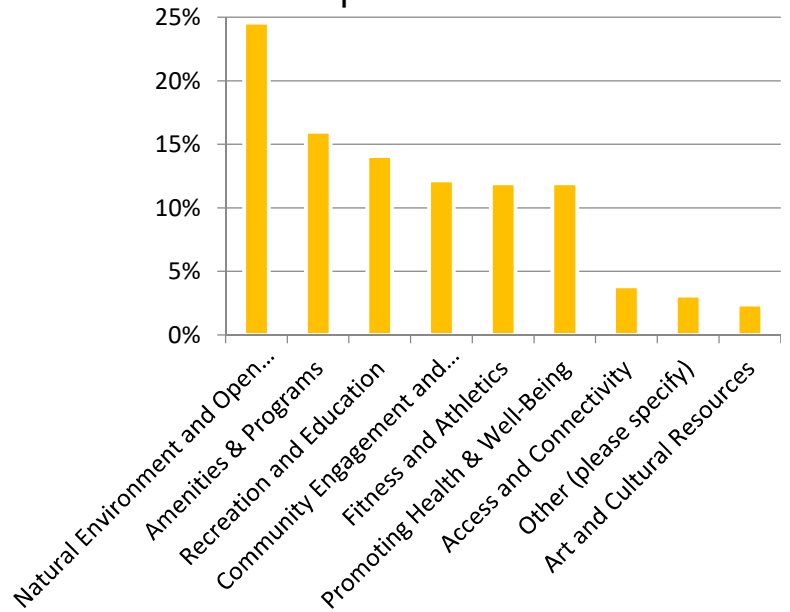
(Q40) While not ranking high in any other question, Natural Environment and Open Space was the top category for what is valued most in parks.

Insight: While people tend to visit parks based on the amenities and services that the parks offer, it's the natural aspect that gives parks their intrinsic value. Sustainable, natural environments should be threaded into every park design, whether urban or rural.

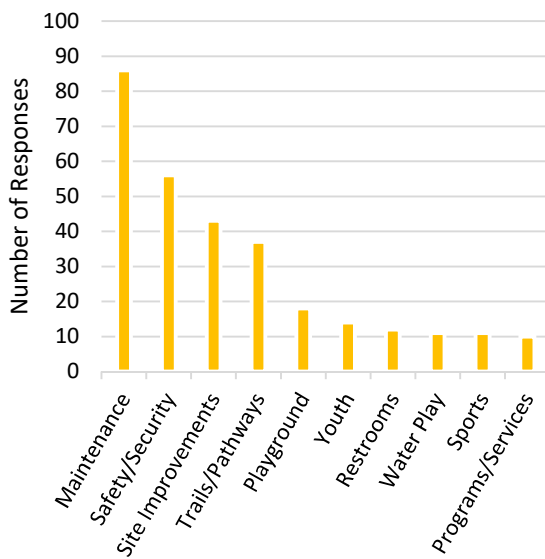
(Q41/42) Top desired park improvements mirror that same top concerns, with those being Improved Safety/Security and Maintenance, General Site Improvements that includes updated equipment, and more Trails/Pathways.

Insight: These top priorities and concerns are voiced frequently in survey comments, across multiple survey questions, and throughout in-person meetings and staff sessions.

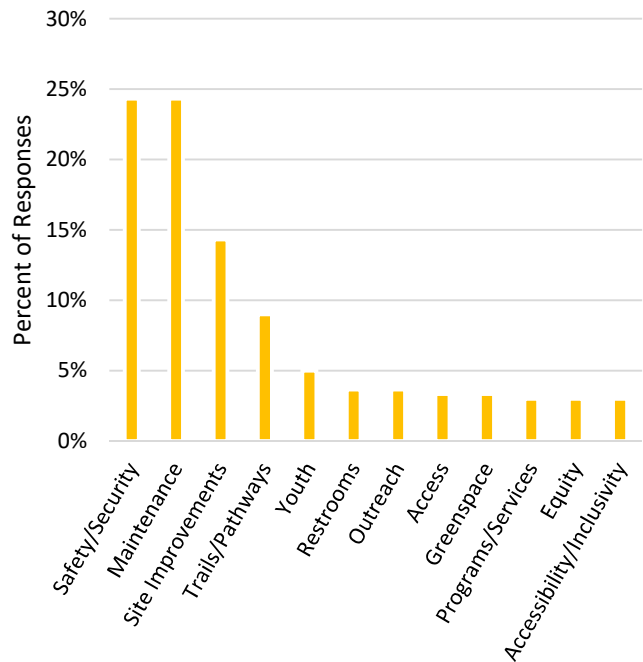
(Q40) What do you value most in parks?



(Q41) Top Improvements



(Q42) Top Concerns



Staff and Public Meetings Summary

Depending on the meeting group, discussions were either organized by strengths, opportunities, and goals or by identifying strengths, weaknesses, opportunities, and threats. Group comments were collected during each of the meetings. Additionally, some participants filled out hardcopy handouts or submitted an online form. All comments regardless of source are compiled, given an additional tag based on the topic, and sorted to analyze trends.



Public Meeting, Town of Vivian - April 26, 2022

Trending Topics

Facility Upgrades/Improvements

Both employees and public generally agree that the number and location of parks is adequate and want to focus on increasing quality over quantity. The most widely acknowledged and discussed concern was that of the aging equipment and need for repairs and upgrades. Most people noted that these improvements would help expand visitation to the parks. Maintenance of the current equipment is a challenge due to the age and many maintenance issues are in reality capital improvement projects. Curbing vandalism and litter issues are a concern.

Staff

Both departments have excellent staff that are passionate about their work and genuinely care about the communities they serve. Many of these employees regularly work above and beyond normal duties. With limited staffing, funding, and resources, managers and staff are at risk of being “burned-out” and need occasional recognition in order to maintain high morale and boost retention. Staffing is threatened by often higher paying private sector jobs, especially when it comes to skilled or specialized positions.

Outreach

Parks are well rooted in their communities and those that use the parks want to see them succeed. All parties agree that success means attracting more people to the parks. While this involves many other aspects - including safety, services, and upgrades - it all starts with marketing efforts and communication. Marketing efforts should focus on highlighting the value that parks provide as well as the current facility and program offerings to bring awareness to the larger public. Communication efforts should be a constant two-way dialogue between the departments and public.

Programs and Services

The topic of programming and services came up very often in both strengths and opportunities. The department currently has lots of great programs that are well received by the public. But the public wants to see more programs that are hitting on both current and nostalgic trends. Look for ways to improve recruitment/ management of qualified program instructors on the provider side and efficiency in communication and registration on the user side.

Fees & Funding

The staff is keenly aware that advancement will require a boost in funding and that many of the weaknesses are due to the lack thereof. The public also understands that improvements will require not just increases in efficiencies, but also more funding. The debate happens in the topic of user fees. Staff members and general public want to maintain the current equitable access to park facilities by keeping offerings low cost or free, but understand there are far reaching budgetary benefits by increasing certain user fees and fee-based programming.

Technology

Technological improvements intermix in many other topics. Sought after improvements would be in ways to track park visitation and equipment lifecycles, streamlining reporting, registrations, and general communication, and bring new innovation in park experiences.

“Ability to gather user data would lead to better management of the parks and improvement projects.”

*- SPAR Division
Managers - Staff Session*

Interactive Display Voting



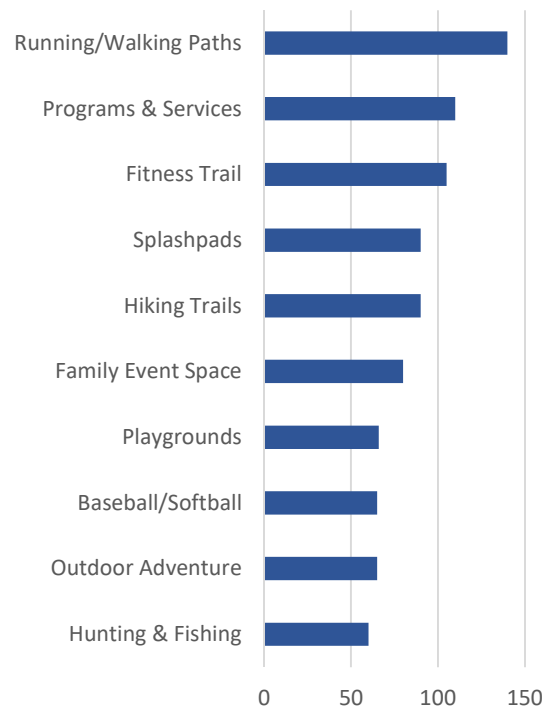
Public Meeting, Riverview Theater - April 27, 2022

Voting for most desired park activities and interest was conducted at all public meetings by placing stickers on display boards. The total number of votes for each activity and value were tallied, then weighted by the frequency of occurrence across all meeting locations for a weighted total.

Other Activities with High Occurrence (at least 1 vote at 5 or more meetings)

- Culture & History
- Senior Wellness
- Basketball
- Community Gardening
- Natural/Scenic Views
- Inclusive & Adaptive Recreation
- Nature & Wildlife Education
- Outdoor Concerts
- Primitive Camping

Top Activities and Park Values



Part 03 – Standards & Goals

Where should we go?

Analyzing data, trends, and input collected begins to shed light on the unique interests, deficiencies, needs, and wants of the community and the parks departments. With this we gain insight into where we want the parks to go in the future. These insights determine what we want to achieve and help to focus the parks departments' efforts.



Newly renovated playground at Greenbrook Park – South Emerald Loop

National Market Trends

Each year, the National Recreation and Park Association publishes predictions of national trends in the park and recreation industry (Dolesh, 2021). These are a mix of ideas, observations, and perceptions that could be trends emerging and affecting the field and industry for the coming years. The most significant and relevant trends identified in the past few years are listed below. Future trends experienced a large shift following the COVID-19 pandemic. Parks simultaneously experienced challenges with closures, restrictions, and decreased funding, while also seeing a renewed focus on the benefits parks could provide in the wake of the mental health challenges stemming from pandemic-related isolation and depression. These trends show a fundamental change in the perception of parks, and that many of the changes stemming from the pandemic are here to stay. On the recreation front, pickleball has been dubbed the fastest growing sport in recent years, with many park systems converting underutilized tennis courts to pickleball courts to satiate the growing desire for this sport. There's also been an increase in outdoor adventure recreation coinciding with the increased focus on connection with nature.

Health Equity and Social Services

- The inherent mission of inclusion for all in parks means parks are perfectly suited to provide equitable health benefits.
- The COVID-19 pandemic brought greater focus on health and wellbeing, for which parks played a key role in providing relief from the woes of the pandemic.
- Parks are well suited to provide social services such as food pantries, testing sites, and safe places for learning.

Budgets & Funding

- Post-pandemic economy means reduced tax revenue, but recently passed congressional Acts could open up Federal Funds.
- Passage of the Great American Outdoors Act in 2020 permanently funds the Land and Water Conservation Act at \$900 million annually, and the recent passage of infrastructure funding in the INVEST in America Act, means there will be billions of dollars available for land acquisition, park and recreation planning, and infrastructure maintenance, repair, and development.

Technology

- People now expect quality Wi-Fi access in parks and welcome access to charging stations and downloadable content such as augmented-reality walks, games, and exhibits. Technology will continue to impact the parks and recreation business. While it will determine how they interact with the public, it will also help maintain and manage data.
- New technologies will help park departments better maintain parks and track usage for planning efforts.
- E-sports and virtual classes have become the norm and will continue to gain popularity.

Environmental

- Continued talks of climate change means there's a focus on parks to provide relief from urban heat island effects, providing the infrastructure for storm-water mitigation, and adding to environmental resiliency.

Recreation

- Pickleball, Outdoor Adventure Recreation (paddleboard, zip lines, obstacle course), Smart Dog Parks, and Localized special events.

Level of Service

Using the National Recreation and Park Association’s 2022 Performance Review metrics, we can compare Caddo Parish Parks and Shreveport Parks departments with other typical agencies around the country to provide insight and help inform future decisions related to planning, resource allocation, and funding. Historically, this data was published as park and recreation standards that individual agencies should try to achieve. However, park departments are all unique and have individual needs based on the populations they serve. Now, these metrics are used simply as a reference point to see trends that guide in development in the individualized standards for the local agencies.

Facilities Analysis

Caddo Parish Parks

Caddo Parish Parks and Recreation serves a population of just over 50,000 people, which makes up the parish population outside of the city of Shreveport. NRPA Park Metrics groups agencies into population size categories of 20,000-50,000 and 50,000-100,000. With Caddo Parish Park’s jurisdiction being near the threshold of those two categories, these comparisons are made to the lower size group based on the Parish’s rural nature and relatively low population density when separated from the city of Shreveport.

Caddo Parish Parks and Recreation includes 14 park sites ranging in size from 0.5 acres neighborhood parks to the massive 800-acre Eddie D. Jones Park.

	Typical Agency Population 20k-50k			
	Current	Lower	Median	Upper
Total Number of Parks	14	16	26	41
Acres of Parkland	1,100	271	530	864
Miles of trail	28.1	4.0	8.0	18.0
Playgrounds	10	-	16	-
Ball Fields	3	-	8	-
Basketball Courts	4	-	8	-
Tennis Courts	4	-	10	-
Outdoor Pools	0	-	2	-
Dog Parks	0	-	2	-
Community Centers	0	-	2	-
Senior Centers	0	-	2	-
Gym/Rec Centers	0	-	2	-
Pickleball Courts	0	-	6	-

With Eddie Jones Park tipping the scale, Caddo Parish Park’s total acreage tops the charts. Without this park though, the total would be below the lower end of the range. The total number of parks is just below the lower comparison range. Eddie Jones Park makes up over 70% of the total miles of trails by contributing over 20 miles of biking, horse, and multi-use trails, again helping push the department’s total well above the typical agency. Since the bulk of the acreage and trails are located in the bottom section of the parish, benefit could be gained from adding more parks to distribute available parkland throughout the parish.

In terms of facilities provided, Caddo Parish Parks retains fewer facilities in its inventory across all categories as

compared to the typical park agency. This, however, is where metrics are useful but should not be considered the standard. Caddo Parks most likely should not go build several dog parks, tennis courts, and gyms just to meet the median threshold. Facilities should be tailored to the unique community’s needs. Caddo Parish communities have strong local ties and many of the communities have local municipal parks that may fill this

need. Additionally, as will be discussed in later sections, parish public schools already contain many of these resources that could contribute to these numbers. Caddo Parish parks has built relationships and partnerships with many of the local municipalities to provide resources and funding for local assets that aren't currently accounted for in the departments inventory, but that are nonetheless available to the communities.

Shreveport Parks

SPAR serves a population of just over 187,593 people, grouping them in the category of agencies serving populations of 100,000-250,000 people.

	Typical Agency Population 100k-250k			
	Current	Lower	Median	Upper
Total Number of Parks	67	13	59	85
Acres of Parkland	2,150	863	1,670	3,058
Miles of trail	24.9	13.0	27.0	53.0
Playgrounds	36	-	38	-
Ball Fields	55	-	16	-
Basketball Courts	24	-	21	-
Tennis Courts	15	-	26	-
Outdoor Pools	5	-	3	-
Dog Parks	2	-	3	-
Community Centers	18	-	4	-
Senior Centers	6	-	2	-
Gym/Rec Centers	12	-	4	-
Community Gardens	0	-	3	-
Golf Course	3	-	2	-
Pickleball Court	6	-	6	-
Synthetic Turf Fields	3	-	4	-

Compared to the typical similar agency, SPAR meets or exceeds the norm. SPAR has a large inventory of parks that range in size and available facilities. The total acreage of parkland is boosted significantly by the 450-acre C. Bickham Dickson Park, as well as Ford Park, Cargill Sports Complex, Clyde Fant Parkway, and golf courses averaging 100 acres each.

Linear parks such as the 8+ mile Red River Bike trail along Clyde Fant Parkway, Fern Avenue Trail, Bayou Pierre Trail, and several walking trails at community parks make up the majority of SPAR trail mileage, however, close to half of SPAR's parks include some length of walking trail. The many community centers, gyms, and ball fields are the result of previous master-planning

efforts and community input that drove the development of larger community parks which boasts plenty of amenities and program opportunities.

Financial Analysis

To better understand how the parish and city park's funding compares with other park agencies, we again look at NRPA's agency performance review metrics. The metrics focus on staffing and allocation of expenditures. Like the overall Level of Service metrics, Caddo and Shreveport Parks Departments are compared to other agencies serving similar population sizes.

Caddo Parish Parks

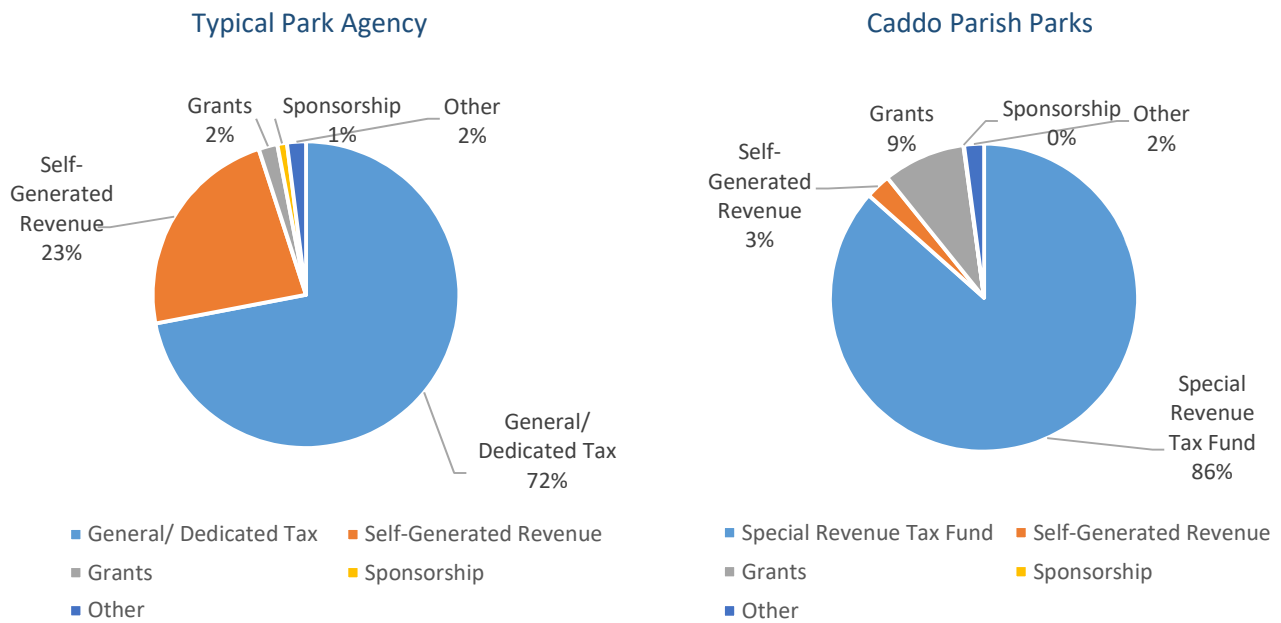
Caddo Parish Parks Department has an approximate \$2.0 million budget for year 2023. This budget is primarily funded through the special revenue fund, which mostly comes from tax and intergovernmental

revenue. Parks and Recreation amounts to 2% of the budget for the Parish’s Special Revenue Funds. (Annual Operating and Capital Improvement Budget, 2023)

Caddo Parish levies a 0.84 mill property tax rate - approved through 2028 - dedicated to Parks and Recreation that goes into the Special Revenue Fund. This makes up approximately 0.6% of the parish total tax rate of 133 mills. (2022 Tax Rates) Based on median home value for Caddo Parish, the average homeowner would pay about \$15/year in property tax per year towards Parish Parks and Recreation.

Sources of revenue (Caddo Parks)

The typical parks and recreation agency derives about three-fifths, or 60%, of its revenue from tax bases, either general fund or special dedicated taxes and levies. The second highest source is earned or self-generated revenues which makes up about 23% (this ranges 10%-50% depending on agency size).



Allocation of budget (Caddo Parks)

Total Revenue	Revenue (Total Non-Tax)	Revenue (Earned)	Revenue (Tax)	Revenue (Other)
\$1,623,000	\$80,000	\$32,000	\$1,543,000	\$48,000

Operating Expenditure	Expense (Salaries)	Personnel Services (% of total)	Capital Improvement Plan Budget
\$1,950,000	\$1,260,000	64.6%	\$3,580,000

Average figures based on adopted budget from The Parish of Caddo 2023 Operating and Capital Improvement Budget

03 STANDARDS & GOALS

Staffing (Caddo Parks)

Several factors influence the staffing of a typical park and recreation agency, including the population size served, population density, number of parks maintained, and area of parks maintained. These factors influence the recommended staffing, but funding shortfalls and recruiting challenges could decrease numbers and affect the outcome.

Standard Criteria	Actual	Typical Agency Range		
		Lower	Median	Upper
Number of Employees (by Population Group)	17	18	34	71
Number of Employees per 10,000 residents	3.4	5.9	11.1	19.0
Number of Employees per 100 Acres of property	1.6	7.1	-	7.7
Number of Employees per park site	1.2	1.5	-	4.3

*METRICS BASED ON SIMILAR AGENCIES NATIONWIDE WHO SERVE POPULATIONS OF 20,000-50,000.

When comparing the number of Full Time Employee (FTE) to the population size category (similar agencies that serve populations of 20,000-50,000) or directly to the number of residents served, Caddo Parish Parks is on the low end of the national spectrum. Caddo Parish Parks and Recreation is on par with the national average of similar agencies for number of employees per park, however, when factoring in the size of some of Caddo Parish parks - Eddie D. Jones, Walter B. Jacobs, and Earl G. Williamson have a total of approximately 1,000 acres - the department is considerably under-staffed for the amount of acres maintained. Many of these acres are mostly natural and don't require the same maintenance as smaller parks, but management of natural lands still requires staff time and resources.

Operating and Capital Expenses (Caddo Parks)

The national metrics for park agency financials compares expenditures and revenues to population sizes and properties maintained based on similar agency jurisdictions across the nation.

Standard	Actual	Typical Agency Range		
		Lower	Median	Upper
Operating Expenditure, Total (by Pop. Group)	\$1,950,000	\$1,900,000	\$3,500,000	\$6,720,000
Operating Expenditure per capita	\$39	\$70	\$110	\$206
Operating Expenditure per Acre	\$1,812	\$4,458	\$9,817	\$23,983
Operating Expenditure per employee	\$114,706	\$68,339	\$97,526	\$138,014
Earned (non-tax) Revenue per capita	\$1.60	\$9.68	\$26.99	\$65.33
Capital Budget Spending (5-year)*	\$17,300,000	\$1,154,000	\$3,733,000	\$14,000,000

METRICS BASED ON SIMILAR AGENCIES NATIONWIDE WHO SERVE POPULATIONS OF 20,000-50,000

*5 YEAR BUDGET SPENDING BASED ON AVERAGE APPROVED BUDGET PER YEAR FROM 2018-2022.

In a general comparison, operating expenditures are compared to other agencies who serve similar populations of 20,000-50,000. Caddo Parish expenditure is below the national range and roughly half the median expenditure. Looking at a more precise comparison, the typical parish/county park agency spends \$110 per capita whereas Caddo's expenditure is roughly \$39 per capita.

Comparing expenditure with the number of acres of property, Caddo spends \$1,812 per acre of property, well below the median of \$9,800. This figure is largely affected by Eddie D. Jones Park which accounts for nearly $\frac{3}{4}$ of the agency's total acreage. Removing this outlier brings the average per acre to \$7,065, which is still below median expenditure.

Operating expenditure per park system employee is comparable to other similar agencies which shows that staffing correlates with the department's current budget. However, if operating expenditure for population size and acreage is too low, this would imply that the department is also under-staffed.

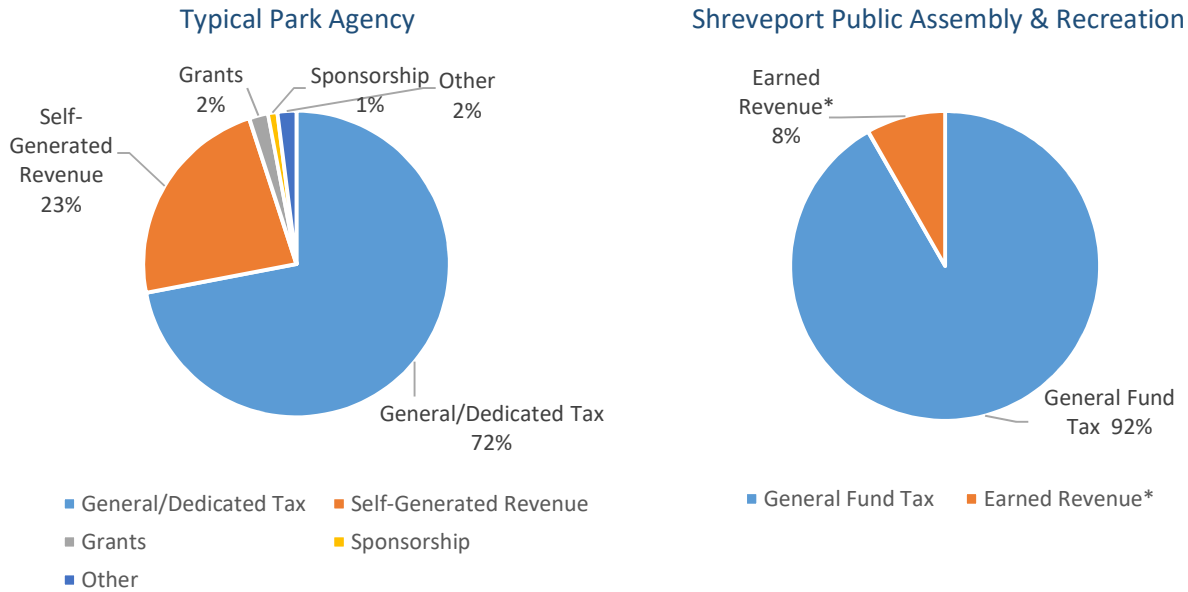
Revenue per capita looks at cost recovery within the department's programs and services. While the majority of the department's budget comes from tax bases, the typical similar agency generates 10%-25% of their revenue from enterprise services. If looking at all non-tax revenue for Caddo Parish Parks, including grants, donations, and other miscellaneous, cost recovery is \$1.60 per capita, below the low end average and well below the median of \$27 per capita. Many park agencies include typical fee-based programming such as golf, zoos, water parks, and others, while Caddo Parish parks does not currently include these ventures. Cost recovery is typically lower for departments serving districts with lower population densities. Cost recovery is a complex, but often necessary, part of the department budget to increase diverse revenue streams and to keep up with increasing demands, inflation, and system updates.

Caddo Parish Parks has received an average of \$3.5 million per year over the previous 5 years towards its Capital Improvement Plan and recently had approved an \$11.3 million budget, higher than usual, which is primarily driven by the planned new Nature Center at Walter B. Jacobs Memorial Nature Park. Caddo Parish Parks' higher than average CIP budget is used for capital improvement projects, as well as general park improvements and deferred maintenance projects, whereas the typical park agency funds the latter through its operational funds.

Shreveport Parks

SPAR’s operational budget is funded solely through the City’s General Fund, which is used to account for the normal recurring activities of the City including police, fire, parks, public works and general administration. SPAR is the 4th largest department drawing from the General Fund and in 2022 had an operation budget of \$21,056,000, making up 7.7% of the total General Fund. (Annual Operating Budget)

The General Fund is the principal fund of the city and sources of revenue are primarily from taxes and special assessments.



Allocation of budget (SPAR)

Total Revenue	Revenue (Total Non-Tax)	Revenue (Earned)	Revenue (Tax)	Revenue (Other)
\$21,056,000	\$0	\$1,900,000*	\$21,056,000	\$0

Operating Expenditure	Expense (Salaries)	Personnel Services (% of total)	Capital Improvement Plan Budget
\$21,056,000	\$12,415,000	59.0%	\$30,941,203

Average figures based on adopted budget from The City of Shreveport 2022 Combined Operating & Capital Improvements Budgets.

*Earned revenue part of golf enterprise fund not included in SPAR operating budget.

Staffing (SPAR)

SPAR differs significantly in staffing from the typical parks and recreation agency because it performs many functions outside of a typical parks department. In addition to the parks, SPAR maintains over 125 city owned facilities including cemeteries, stadiums, and government offices. SPAR also provides managerial and custodial services for many of these facilities.

Metrics	Actual	National Range		
		Lower	Median	Upper
Number of Employees (by population group)	236	46	117	202
Number of Employees per 10,000 residents	12.6	3.3	8.0	13.4
Number of Employees per 100 acres of property	8.1	7.1	-	7.7
Number of Employees per park + non-park site	1.9	1.5	-	4.3

* METRICS BASED ON SIMILAR AGENCIES NATIONWIDE WHO SERVE POPULATIONS OF 100,000-250,000.

SPAR’s number of full time employees based on population metrics and acres of property is higher than the typical agency presumably due to the services SPAR provides outside of the standard parks department. Only when factoring in non-park sites into the number of sites maintained does the figure drop to near or below the national average, with 1.9 FTE per site. This ratio of employee to park increases with more sites maintained and is highest with agencies that maintain more than 50 sites, therefore, SPAR should fall on the upper end of the national range.

Operating and Capital Expenses (SPAR)

Similar to the staffing metrics, SPAR operating expenditures are influenced by and inflated due to its non-park related duties. Most of these additional functions are nested into the day to day operations, making it challenging to separate out park-only functions and compare with other agencies. With these extra operational responsibilities, SPAR’s expenditure is above median and on the upper end of the national averages related to population sizes and per capita spending. When including non-park sites in the mix, operating expenditure per acre falls in line with typical agencies. Much like Caddo Parish Parks, SPAR’s expenditure per employee is in range and shows the relationship between staffing numbers and current operating budget.

	Current	Typical Agency Range		
		Lower	Median	Upper
Operating Expenditure Total (by Pop. Group)	\$21,056,000	\$5,874,000	\$11,635,000	\$21,628,000
Operating Expenditure per capita	\$111	\$43	\$74	\$155
Operating Expenditure per acre (park + non-park)	\$7,260	\$3,096	\$7,449	\$14,793
Operating Expenditure per employee	\$89,220	\$74,889	\$104,251	\$146,070
Revenue per capita (golf enterprise fund)	\$10.66	\$3.63	\$15.33	\$46.23
Capital Budget Spending (5-year)	\$30,941,203	\$4,305,500	\$17,117,000	\$42,865,250

03 STANDARDS & GOALS

Although golf activities generate nearly \$2 million per year, these funds are not included in SPAR budget and instead go into a special enterprise fund with the city to account for future facility operations. Since SPAR shares the city's General Fund with other city agencies, any other revenues earned by SPAR through fees charged for park facilities or services are rolled back into the General Fund.

The city's 2021-2025 capital outlay plan designates approximately \$31 million for parks and recreation improvements. The majority of this budget is funded from bonds issued by the city. For program year 2022, recreation improvements accounted for 2% of the total capital projects funding.



Youth Tennis Camp – Bill Cockrell Tennis Center

Walk Distance Analysis

According to the CDC, who shares the view that parks are essential for public health, the closer a person lives to a park, the more likely they are to walk or bike to the park as opposed to driving. The standard benchmark, or at least the goal, is that everyone in the US lives within a 10-minute walk to a park or green space. This concept is supported by park industry and community-service organizations such as NRPA, The Trust for Public Land, Urban Land Institute, and the American Society of Landscape Architects and the effort was formally adopted by a resolution of the United States Conference of Mayors in 2017.

The 10-minute walk metric—equivalent to approximately a half-mile for an able-bodied person—is the average distance most people are willing to walk to reach a destination, a standard that helps examine the number of opportunities and resources a person has close to home. Ensuring that all people have access to a park within a 10-minute walk of home and that there’s adequate park space in all neighborhoods is essential to creating an equitable park system. (10-Minute Walk Program, 2022)

“I would be supportive of anything that made Shreveport more pedestrian friendly”

- Survey Respondent

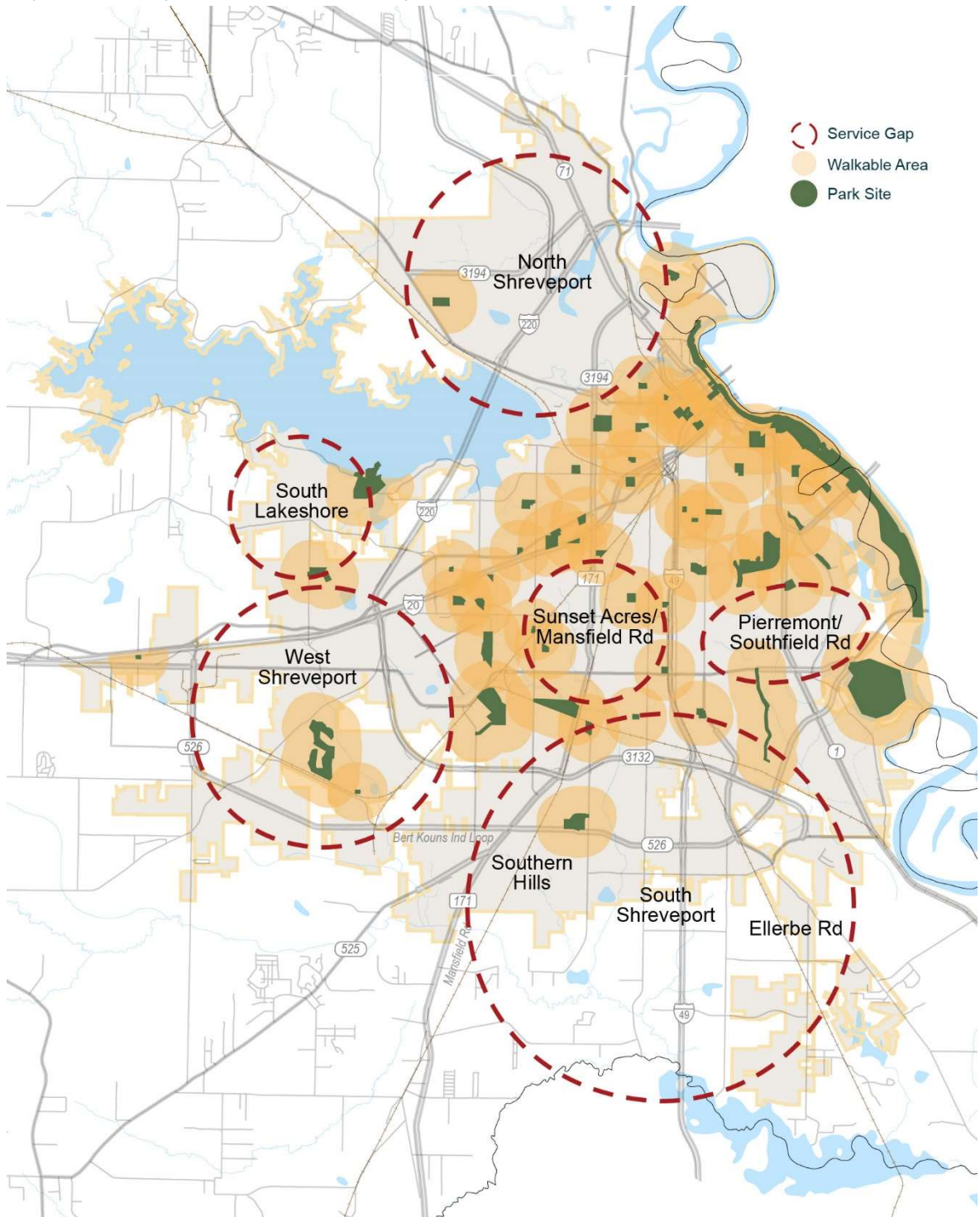
Calculating a 10-minute walk distance by taking into account streets and sidewalks and other walkable routes or barriers will give the most accurate representation of a person’s access to the parks. However, using a standard half-mile offset gives an approximate representation for larger scale service distribution. In the graphic below, each SPAR park is shown with a half-mile offset. Where shaded areas overlap, meaning areas that have 10-minute access to more than one park, these areas appear more opaque. Therefore, access to parks is shown as a gradient with more transparent having the least access and more solid having the most access.

Using this half-mile distance method as a benchmark for service level and walkability, it’s clear that the highest concentration of park is around the urban core. Areas that show the largest service gaps are on the outskirts of the city center, south of the Inner Loop, west of Shreveport Regional airport, and north of the CBD. Additionally, within the core, gaps are shown near the Sunset Acres and Pierremont-Southfield Road areas.

“I believe there should be various small parks scattered out everywhere through the town so that residence don’t have to go out of their way to get their children to a park.”

- Survey Respondent

½-Mile (10 minute) Walk Distance Map



Potential Developments & Park Locations

The online public survey asked community members to suggest areas where new parks should be developed. Where descriptive responses were given, each of these responses was mapped according to the level of detail provided. For instance, some responses suggested particular parcels or intersections, while others suggested needs in a large area such as “south of industrial loop” or “North Shreveport”. These response areas are shown below overlaid onto the 10-minute walk distance analysis for reference.

Survey responses for new park development mostly correlates with the 10-minute service gap analysis. The largest advocating was for increased development in the southern and southeastern areas of Shreveport, where it is apparent that new development has outpaced expansion of the park system.

Potential projects ranged from system-wide comments for increased connectivity, trails, greenways, and walk-able parks for all citizens, to site specific suggestions such an in-fill neighborhood parks and particular upgrades to named parks.

Where would you like to see new parks or connections developed?



Southeast Shreveport is where the growth is and there are no parks there that I know

...at the old Lakeshore trails...

Downtown should have a fairly large Discovery Green type of park.

Along I-49, in abandoned lots in Highland, South Highlands, Downtown, and Cedar Grove

Down Mansfield road past Walmart

Would love more green space in north Shreveport

South Shreveport has little to no parks or trails access...It is a huge draw to have a park system to attract buyers and companies and would benefit the city greatly.

The Preston Road could extend from E Kings Hwy to Clyde Fant Parkway

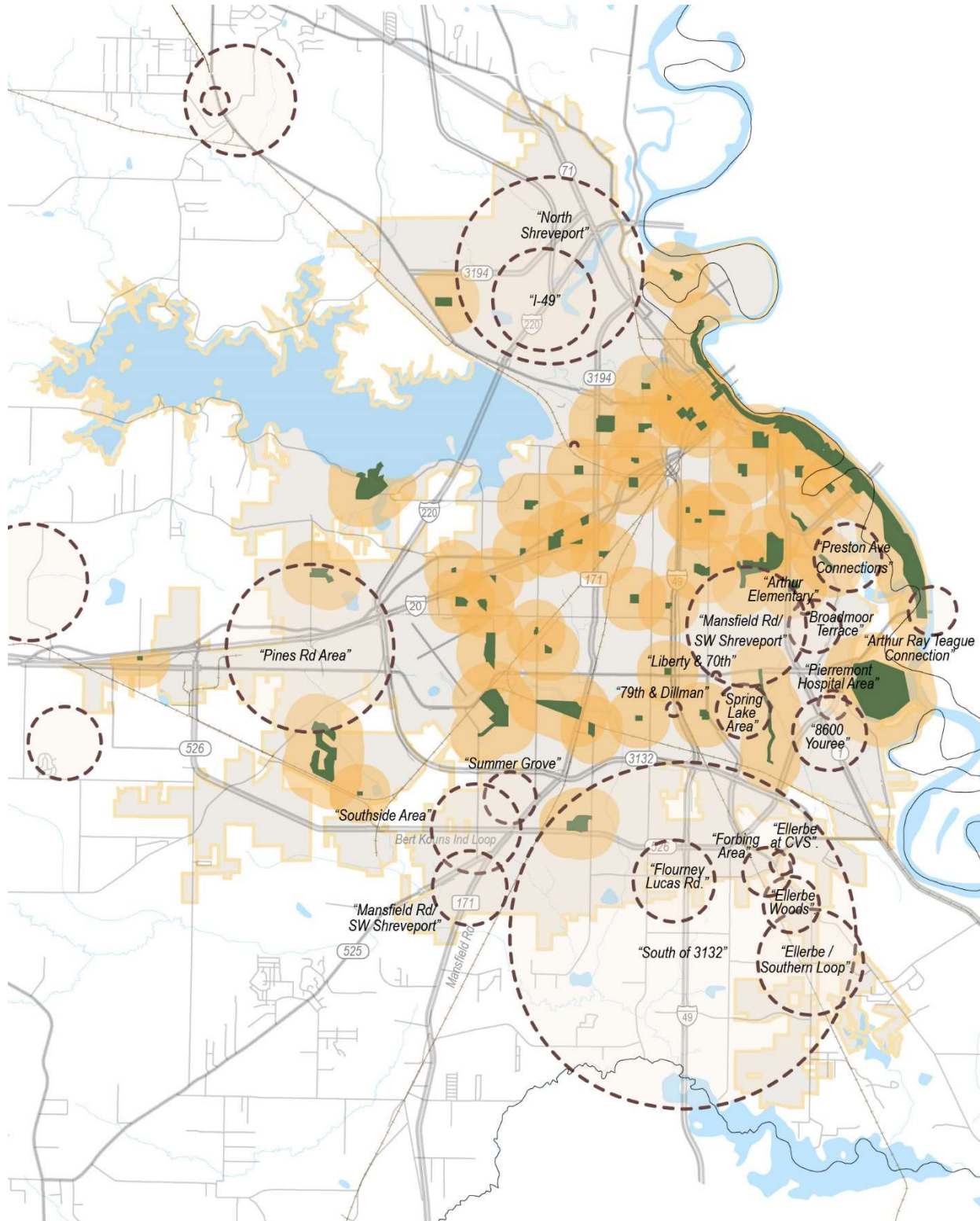
Along I-49, in abandoned lots in Highland, South Highlands, Downtown, and Cedar Grove

Parks and greens spaces MUST be integrated into our daily lives...Green spaces are good for business.

More family friendly parks along river front with nature trails.

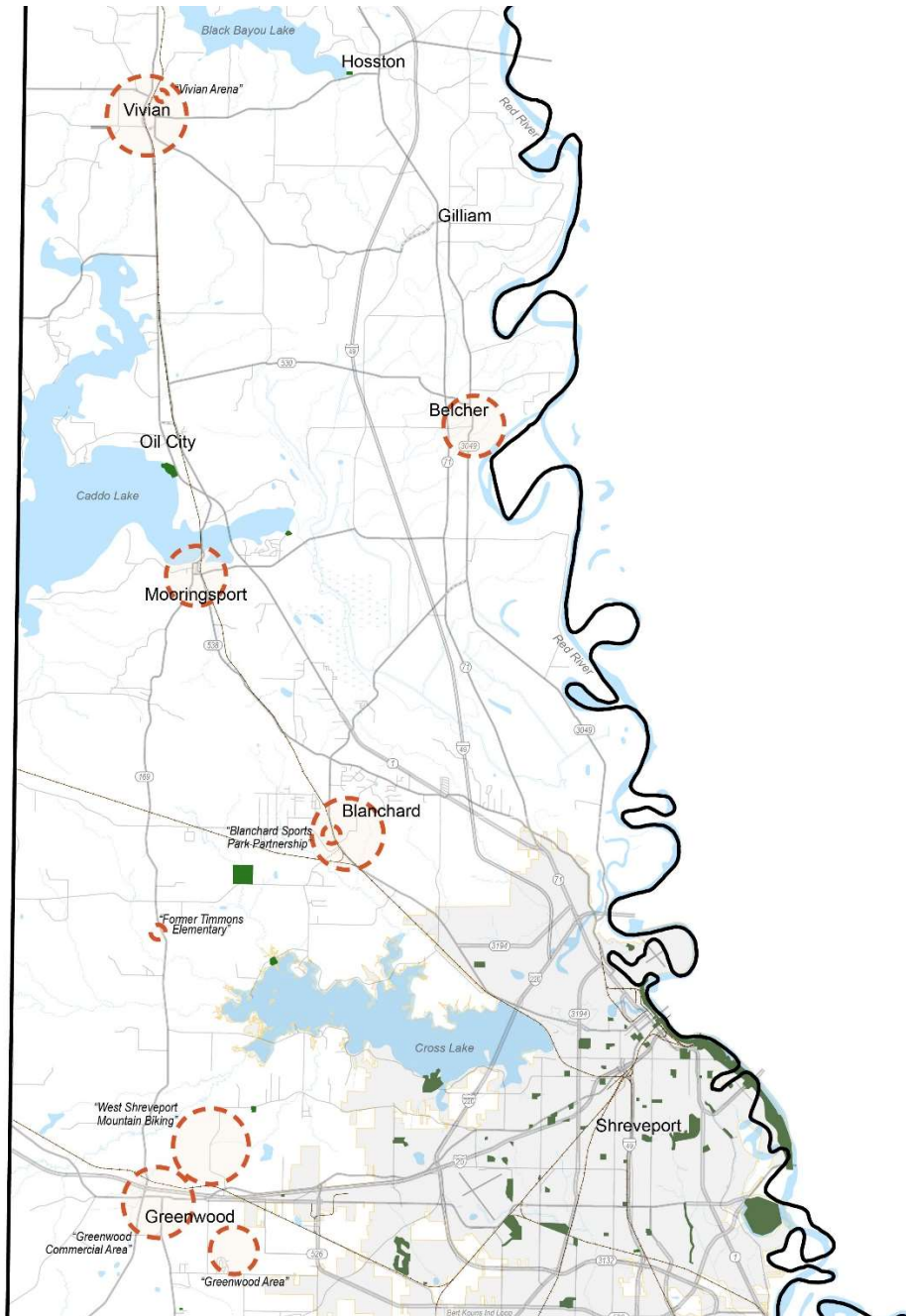


Shreveport – Public Comment Areas of Interest



Responses for development outside of the city limits mostly centered on the surrounding towns and villages. Additional areas of interest are the closed Timmon’s Elementary, and parish and city owned undeveloped property in Greenwood.

Caddo Parish – Public Comment Areas of Interest



Public School Open Space

Caddo Parish Public Schools operates approximately 60 school sites throughout the parish. Many of the school buildings follow the typical architecture of the mid-20th century with linear one-story building in a sprawling finger-like layout. The school’s yards are often quite large and incorporate playgrounds, courts, ball fields, or stadiums – sometimes all – depending on the age group of the students. Aside from the functional and programmed outdoor spaces, school properties are often left with large ancillary green spaces that are simply mowed to maintain appearance and do not have a primary use. Whether originally designed or added later, due to the layout of the buildings and the difficulty in securing outward facing exists, most school sites are fenced along the perimeter of the property in order to separate the school from the adjacent uses and provide security.

The idea of a partnership between Caddo Parish Schools and Caddo/Shreveport Parks Departments has been long desired and in some unique cases has been put into practice. The concept in general has also been successfully implemented around the country in varying degrees. On the surface, it makes a lot of sense. The land is already publicly owned by the Parish, which eliminates property acquisition costs, and both the school system and parks department have similar, or at least complimentary, charges to enrich the lives of the public, meaning they are working towards the same goal. In many cases, the same children and teens who attend the schools, are the ones who would return to play on the playgrounds, tracks, and ball fields.

“[We need] safe places for children to go after school and on weekends.”
– Survey Respondent

However, the practical application is not without its challenges. Certainly funding the projects adapting policy and programming could be hurdles, but it’s likely that the safety of the students and faculty is a primary concern. While some urban school campuses are used to their outdoor activities being in wholly public spaces, most Caddo schools would likely be against sharing schoolyard spaces during school hours, and rightly so. Additionally, the sprawling layout of most of the schools makes it difficult to bring the general public close in to the buildings while still maintaining access control. So how do you keep schools safe while still opening to the public? The answer is in scheduling.

“Partnership with local schools”
– Survey Respondent

The primary goal of a school/parks partnership is to open school grounds to the local community after school hours and on weekends. This has the potential to open up hundreds of acres of open space for public use across the parish, putting more parks within walking distance for more residents. In the city of Shreveport, select school sites could fill a critical gap in service area by putting thousands more residents within a 10-minute walking distance of a public open space and recreation area.

Outside of the city limits, school facilities would provide additional, or sometimes the only, recreational amenities such as ball fields, gyms, and playgrounds within the parish parks jurisdiction. With smaller populations and low population densities, opening these facilities to the public would negate the need for Caddo Parish Parks to provide redundant facilities, instead being able to focus on other enhancements.

Open Space Area / Level of Service

Including school sites into the level of service metrics for the city and parish would significantly increase the availability of recreation and green spaces for the communities by almost doubling the number of sites across the parish and increasing the acres of available green open space by nearly 25%.

	National Average*	Parks	Schools†	Parks + Schools	Increase
Total Number of Sites	76	81	58	139	72%
Open Space (acres)	2,136	2,695	634	3,328	24%
Miles of Trail	27	26	5	31	19%
Playgrounds	49	46	35	81	76%
Ball Fields	20	55	67	122	122%
Gym/Rec Centers	5	12	51	63	425%

*Averages based on jurisdictional population range of 100,000-250,000 and 2020 Caddo Parish population.

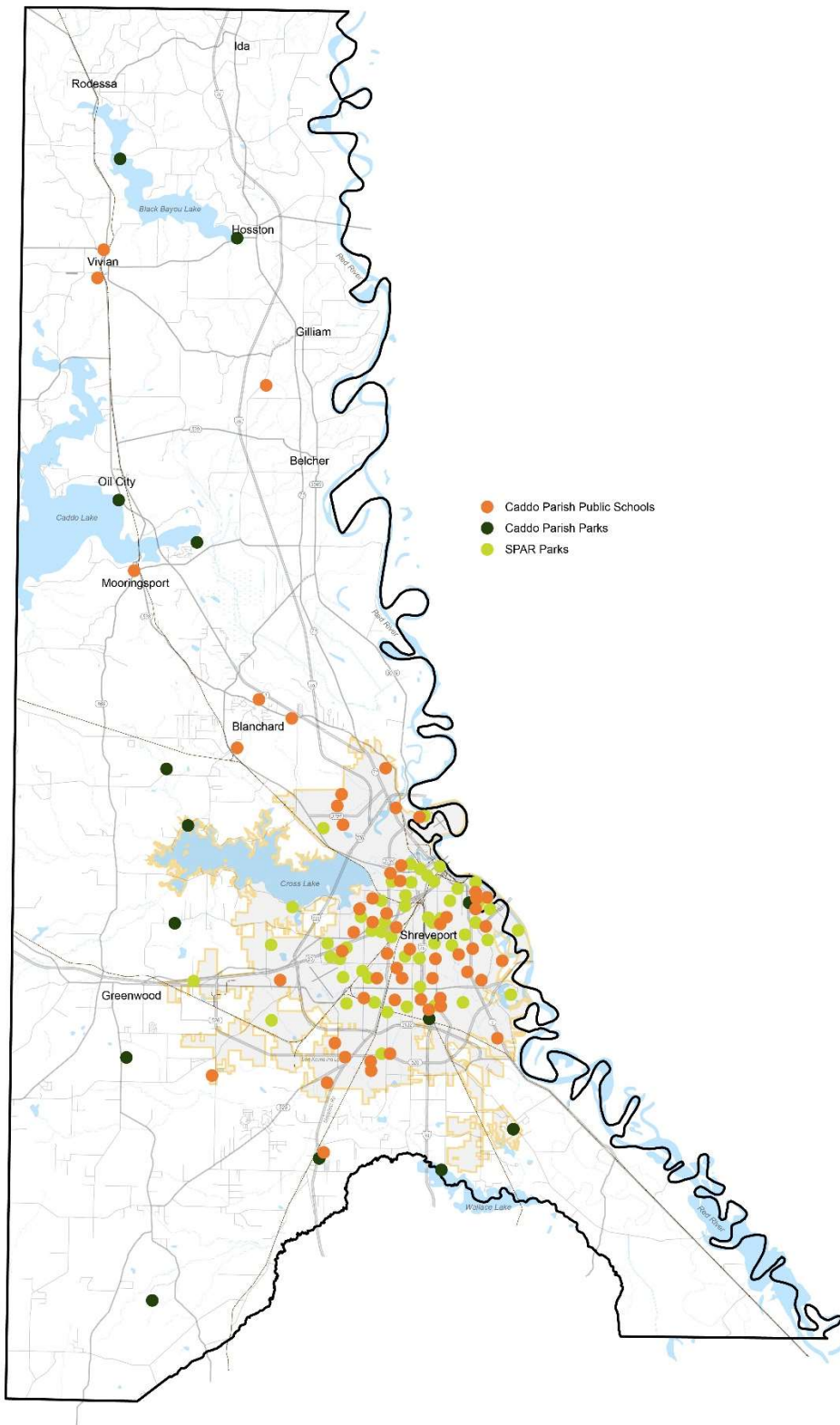
†Running assumptions are every traditional school has a gym, each elementary school has one playground and one ballfield, each middle & high school has 2 ball fields and at least a .25 mile walking trail or track.



Leaps and Bounds Playground at Purple Park adjacent to A.C. Steere Elementary School, Shreveport

IMAGE CREDIT: RICHARD CREATIVE

Caddo Public School Sites



Recently the Trust for Public Land, a national nonprofit that works to connect everyone to the benefits and joys of the outdoors, started the Community Schoolyard projects initiative which seeks to transform schoolyards across the country into vital community green spaces. The Trust for Public Land believes that transforming America’s schoolyards into shared public parks by 2030 is a common-sense, cost-effective solution to America’s park equity problem. Opening all public schoolyards during non-school hours would put a park within a 10-minute walk of nearly 20 million people—solving the problem of outdoor access for one-fifth of the nation’s 100 million people who don’t currently have a park close to home. The Trust for Public Land identified 45 school districts, to include Shreveport, across the country as being prime candidates to take advantage of the Community Schoolyards projects, citing metrics such as heat, water quality, physical activity, and mental health as determining factors.

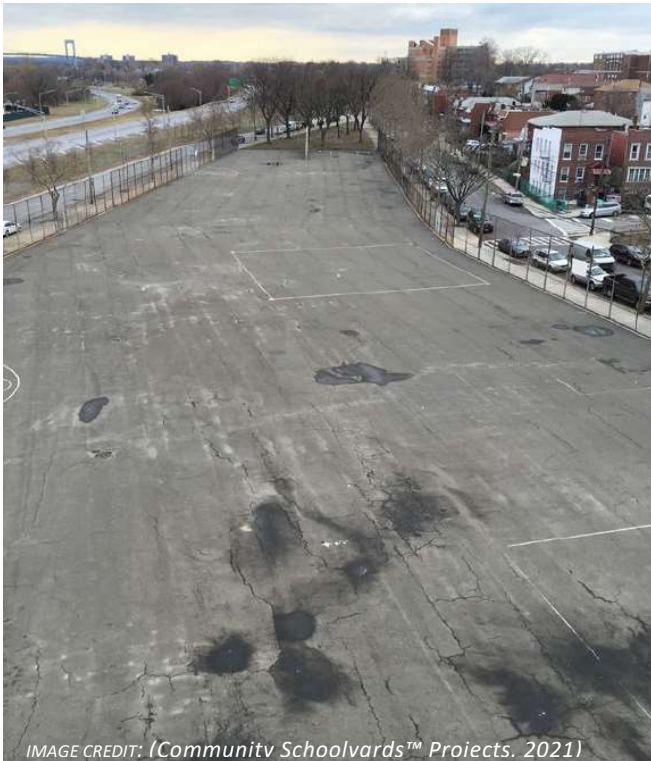


IMAGE CREDIT: (Community Schoolyards™ Projects. 2021)



Converting asphalt schoolyards into colorful spaces teeming with trees, gardens, artwork, and play features yields all kinds of benefits for students and the wider community, centering on health, education, climate, and park access. © THE TRUST FOR PUBLIC LAND

Before & After Community Schoolyard Project, NY Public School 366



Where are the best places for more green schoolyards?

TOP PLACES FOR GREEN SCHOOLYARD DEVELOPMENT OPPORTUNITY

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Map of Green Schoolyard Development Opportunity. Source: (Community Schoolyards™ Projects, 2021)

To start, Caddo Parish Parks and Caddo Public School should agree upon a general cooperative agreement that identifies the mutual benefits and goals for each party. Then, each school site should be coordinated independently to identify unique opportunities and needs of the surrounding communities. In many cases, relatively simple fencing layouts would need to be re-designed to facilitate the shift from daytime school use, linking school building with outdoor space, to evening or weekend public use, which links outdoor space to the street or sidewalk.

Evidence of these shared use agreements is being seen all around the country, including in Louisiana. In East Baton Rouge Parish, the Recreation and Park Commission (BREC) signed a partnership with an area public high school. The partnership involves the track being open to the public when the school is not using it, and BREC assisting with the maintenance and upkeep of the track. The track is open to the public for use during daylight hours 7 days a week during the summer months while school is out. During the school year, it will be open Monday-Friday after 3 p.m. and during daylight hours on the weekends and school holidays during the school year. (Avery, 2022)

Community Programs & Facilities

As evident from the online survey, community members use a variety of organizations to fulfill their recreation and leisure needs. Parks make up a large portion of available programs and facilities, but dozens of other public and private organizations help fill the gaps. Much like building partnerships with schools, so to would relationships with other community partners help expand the reach of the park systems, increase access to needed resources, and better identify duplication or shortfalls of services and facilities.

The chart below represents an expansive inventory of community providers in the Caddo area. Caddo Parish Parks and SPAR resources are also included for comparison.

Community Facility and Programs Inventory

Recreation Provider	Adaptive/Therapeutic	Athletic Fields/Courts/Gymnasiums	Athletics - Youth	Athletics - Adult	Other Sports (Frisbee Golf, Skateboarding)	Exercise/Fitness Classes	Playgrounds	After School Care/Programs	Summer Camps (full-day)	Teen Programs	Art (classes/instruction)	Performing Arts	Special Events	Senior Services	Educational Workshops/Classes	Nature Education	Outdoor/Adventure Recreation	Trails, Walking Paths	TOTAL	
318 Climb			X	X				X	X											4
AcroSports		X	X						X											3
Aerial Expressions Shreveport						X			X											2
Arc of Caddo-Bossier GREAT Camp	X								X											2
Ark-La-Tex Amateur Hockey Assoc.			X	X																2
ArtSpace/SRAC											X		X							2
Bloom Yoga																				0
Bossier City Parks & Recreation		X	X	X			X													4
Bossier Little League/Challenger Baseball	X		X																	2
Caddo Bossier Soccer Assoc. (CABOSA)		X	X	X					X											4
Caddo Council on Aging														X						1
Caddo Outdoor Education																X	X			2
Caddo Parish Parks & Rec		X	X	X	X	X	X		X		X		X	X	X	X	X	X	X	14
Caddo Parish Public Schools		X	X				X													3
Calvary Family Life Center		X	X			X														3
Camp Gladiator						X														1
Centenary College		X	X						X											3
Christus Gym		X				X														2
Club 4 Fitness						X														1
Code Ninjas								X	X											2
Crossfit						X														1
D1			X	X		X														3
Ed's Emporium Art Glass Studio											X									1
Elite Soccer			X																	1
Fairfield Ave. School of Fencing			X	X																2
Gardens of the American Rose Center													X		X			X		3

Recreation Provider	Adaptive/ Therapeutic	Athletic Fields/Courts/Gymnasiums	Athletics - Youth	Athletics - Adult	Other Sports (Frisbee Golf, Skateboarding)	Exercise/Fitness Classes	Playgrounds	After School Care/Programs	Summer Camps (full-day)	Teen Programs	Art (classes/instruction)	Performing Arts	Special Events	Senior Services	Educational Workshops/Classes	Nature Education	Outdoor/Adventure Recreation	Trails, Walking Paths	TOTAL
Hoot n' Holler Archery																	X		1
Jills Gymnastics			X					X	X										3
Kids on the Run			X																1
Lakeshore Mountain Bike Trail																	X		1
Louisiana Greater Caddo Association																	X		1
LSUS		X	X						X	X	X				X				6
Noel Community Arts Program											X								1
Norton Art Gallery													X				X		2
Pak's Karate			X						X										2
Planet Fitness						X													1
Power & Grace School of Perf. Arts												X							1
Red River Adult Baseball League				X															1
Red River Masters Swimming						X													1
Red River National Wildlife Refuge															X	X	X		3
Red River Road Runners				X															1
Red River Youth Lacrosse Assoc.			X																1
RENZI Child Development Center								X			X								2
Robinson Film Center									X	X		X	X						4
Rock Solid									X										1
Salvation Army Boys & Girls Club		X						X		X					X				4
Sci-Port									X				X		X				3
Shreve Memorial Library										X	X		X	X	X				5
Shreveport Aquarium									X				X						2
Shreveport Bicycle Club				X															1
Shreveport Dance Academy												X							1
Shreveport Dixie Baseball			X																1
Shreveport Indoor Soccer		X	X	X															3
Shreveport Little League			X																1
Shreveport Little Theatre												X							1
Shreveport Sewing Center									X						X				2
Southside Swim Club			X						X	X									3
SPAR	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	18
Special Olympics LA - NW Area	X			X															2
Sport Spectrum			X	X															2
Stage Center's School of Perf. Arts												X							1
Sunrise Triathlon Club						X													1
Willis-Knighton Health Centers		X				X													2
YEP-Youth Enrichment Program								X											1
YMCA	X	X	X	X		X			X										6
Total	5	14	25	15	2	14	4	7	19	6	8	6	9	4	8	4	6	6	

Athletic functions including field and court venues, and youth and adult sports leagues, are well covered in the area, with several of these organizations also providing sports-related summer camps. The category with the lowest overall representation includes alternative sports such as disc golf and skateboarding, outdoor adventure recreation, playground facilities, nature education, and senior focused programming. The parks departments should continue to provide those facilities and services that are not readily available through other organizations, and look for ways to streamline services that have larger coverage by potentially partnering with those organizations.



Youth Athletics at Independence Stadium, Shreveport

Greenways Analysis

Greenways, greenbelts, bikeways, and linear parks are all terms we associate with some form of naturalistic pathway or corridor for recreational connection or environmental protection. Greenways are often built along existing rights-of-ways, drainage, and blueways – corridors that utilize rivers and waterways as a path of travel. These connectors can play a huge role in connecting distant communities, provide long-distance exercise trails, providing safe pedestrian access to other recreational amenities, and establishing wildlife corridors in urban areas. An early example of this is the Emerald Necklace, which is a series of interconnected parks in Boston, and more recently New York’s High Line Park, which repurposes an elevated rail-line corridor through the city. More locally, the Laffite Greenway in New Orleans and the Tammany Trace in St. Tammany Parish are successful cases where greenways have had a huge impact on the community and region. SPAR has existing examples of well-used greenways with the Clyde Fant Parkway, including Red River Bike Trail, and the Fern Avenue and Bayou Pierre Trails.

“[I] would love to see a green belt type area for bicycles that connects parks.”

-Survey Respondent

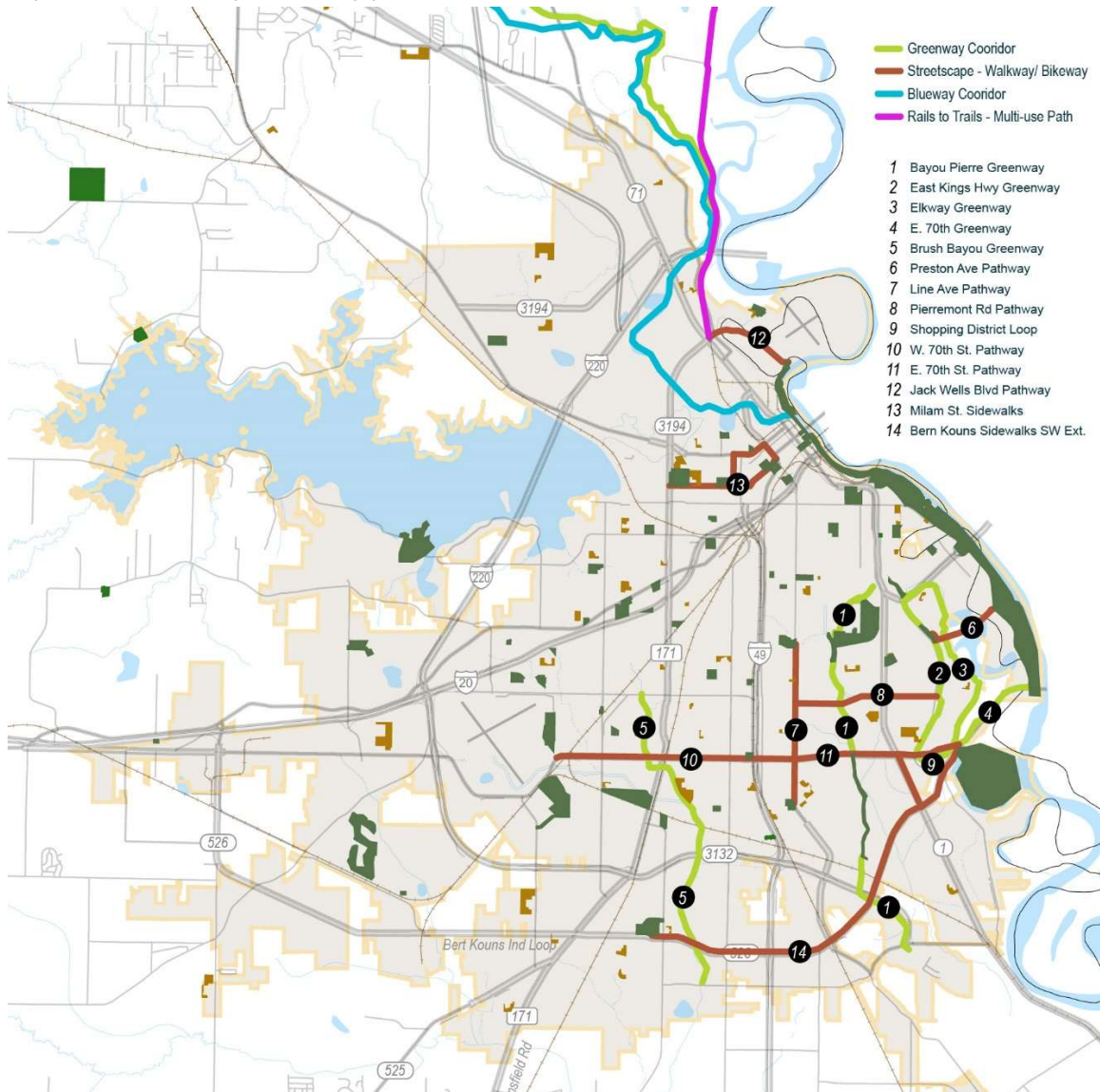
“Complete streets”, or streets designed for all modes of transportation, is a policy and design approach that complements and includes the concept of greenways by encouraging safe, convenient, and comfortable paths for pedestrians and cyclists, not just vehicles. The concept of complete streets started around the early 2000s and have since been integrated into policy by LADOTD and several cities around the state.

Several collaborative efforts are already working toward the goal of increasing connectivity in the Parish via greenways or complete streets designs, including the Caddo Parish Bike Plan, Shreveport ‘Great Expectations’ Masterplan, and Louisiana Statewide Bicycle and Pedestrian Master Plan.

For decades, the country has been consolidating rail lines, leaving many rail corridors unused and abandoned. These defunct railways are conducive to becoming multi-use pathways because of the existing right-of-ways, relatively flat terrain, and historic infrastructure along the routes. The Rails to Trails Conservancy is a non-profit organization providing advocacy, guidance, and funding for the transformation of rails to trails around the country. Caddo Parish has a large rail industry and a number of abandoned rail main lines and spurs. Unfortunately, many of these tracks have been completely removed and land sold to different entities, making acquisition of these properties more difficult in attempting to create a connected corridor.

There is a strong desire from city and parish residents to provide more and more opportunities for walking paths, trails, and bikeways. Everything from short-distance ‘fit-trails’ to long distance trails for cycling or horseback riding. This was a top need and concern from the public survey. Throughout the survey, there were several direct comments about desired areas or connections within the city that could be used as greenways. In addition, there are multiple potential corridors in the north section of the Parish that show potential for use as greenways or blueways.

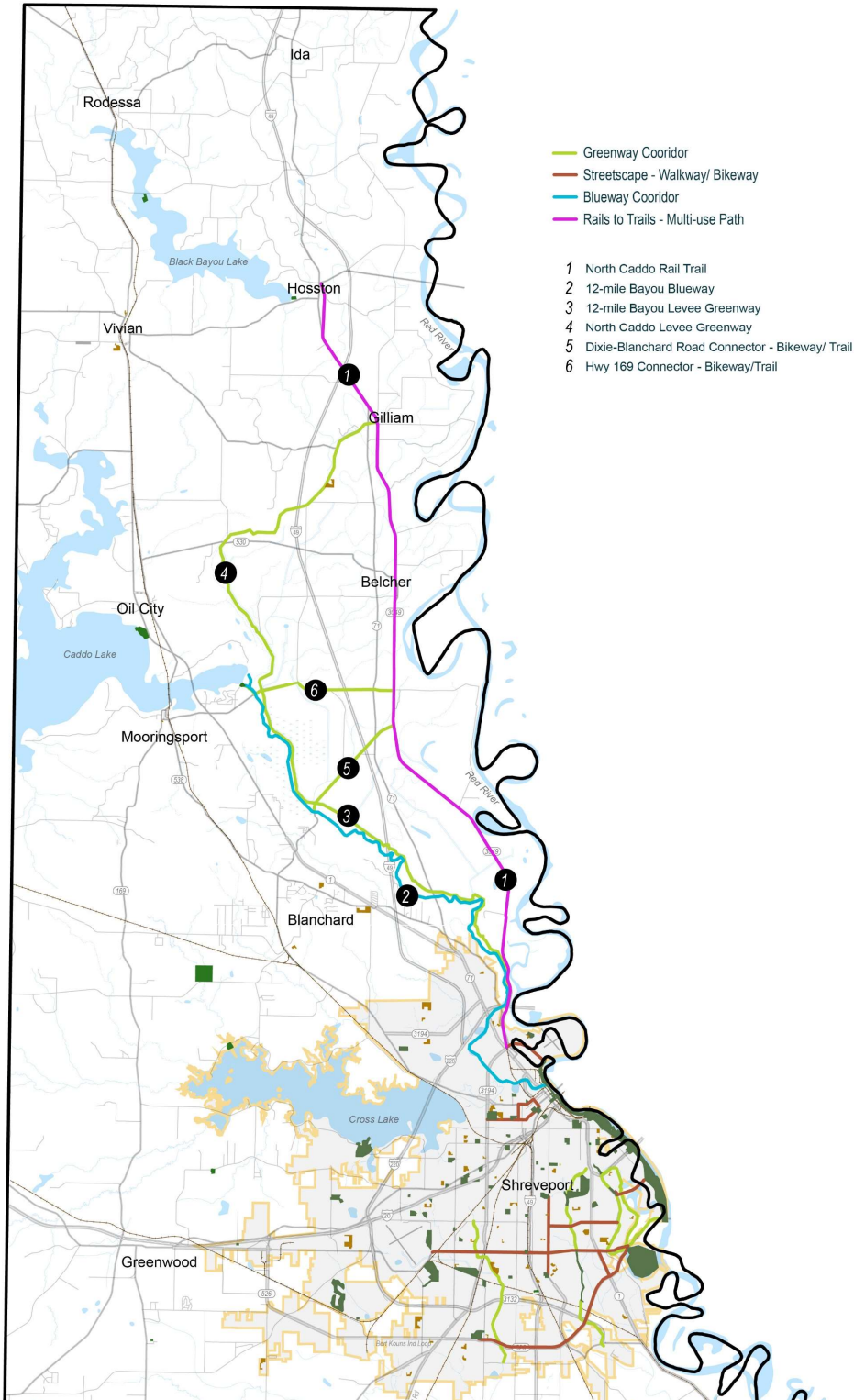
Shreveport Greenway/Trail Opportunities



Identified areas within the City of Shreveport include:

- A loop in the Allendale Neighborhood following the Choice Neighborhood Plan that connects Lakeside Park and C.C. Antoine with the Common Park area.
- Paths connecting Betty Virginia Park, A.B. Palmer Park, and Duck Pond, which link additional parks along the routes, connecting 7 parks in all.
- Youree Drive to E. Bert Kouns - 70th Street that connects shopping district with C. Bickham Dickson and potential other greenway corridors.
- Duck Pond to Clyde Fant Parkway along Preston Ave.
- Levee along Elk Way from Dixie Garden Road to Hwy 3032, to connect neighborhoods with Preston Ave trail.
- East Kings Hwy connecting Zeke Drive Park to Duck Pond and continuing South to 70th Street.
- Fern Ave connector between Bayou Pierre and existing Fern Ave linear park.

Parish Greenway/Trail Opportunities



Outside the city, the opportunities lend more to longer distance multi-use trails or blueways. The concept for these greenways would be to provide cyclists and equestrians a place to really pick up some miles and explore the rural side of the Parish, while connecting them to towns and places of interest along the route. These routes are half to full-day adventures that would have regional draw. Potential routes include:

- A former rail corridor following now Hwy 3049 from the intersection of N Hearne Ave and Market St in Shreveport and extending North to the Village of Hosston. Extending the path East along Hearne Ave would connect this 25+ mile corridor to the Clyde Fant Parkway and Riverfront.
- 12-mile bayou blueway from Caddo Lake Dam to the Red River in conjunction with a greenway following the bayou levee system. This system would create a loop providing recreation and programming opportunities. Users could canoe downstream and bike upstream, with the parks department potentially providing rentals or shuttle service at park nodes on ends of route.
- Additional greenway extensions along the bayou levee from Caddo Lake Dam north to the Village of Gilliam, Hwy 169, and Hwy 173 would serve to link the previous rail and bayou corridors.
- The main nexus of the corridors in the South is along Hwy 3049 just north of I-220, a narrow strip of land between the bayou and highway that provides an opportunity for a trailhead park.
- Terrain in West Shreveport around the area of Greenwood and West of PBS Pinchback Park, based on elevation change and vegetation, is conducive to additional mountain bike trails much like at Eddie D. Jones. Much of this land is owned or managed by timber companies where there could be a potential cooperative use agreement.

In April of 2023, the Louisiana Department of Transportation and Development issued a press release regarding the construction of a new Jimmie Davis Bridge (LA 511), with construction slated to start in 2024 and estimated completion in 2028. At that time, the existing bridge will be converted to a linear park and transferred to Louisiana State Parks. This project has the exciting potential to provide a unique connection from Caddo Parish to Bossier Parish and link the Red River Bike Trail on the west to the Arthur Ray Teague Trail on the east.

These areas are not inclusive, but represent some of the possibilities to begin connecting Caddo Parish on a new level. A more detailed analysis is needed in proposed areas to identify property acquisition costs, phasing approach, and desired amenities and programming.

“Most families I know would drive anywhere in the area to visit a good park”

– Survey Respondent

Future Priorities & Focus Areas

The top 10 priorities listed below form the basis of future focus areas for the departments. These priorities for Caddo Parish and Shreveport Parks are rooted in needs and wants voiced by the community and in the analyses and observations.

- 1 Marketing & Outreach
- 2 Maintenance & Repairs
- 3 Green Corridors & Connections
- 4 Safety & Security (SPAR)
- 5 Innovative Technologies (SPAR)
- 6 Nature & Conservation (CADDO)
- 7 Partnerships (CADDO)
- 8 New Parks or Properties
- 9 Funding
- 10 Program and Service Offerings

Vision

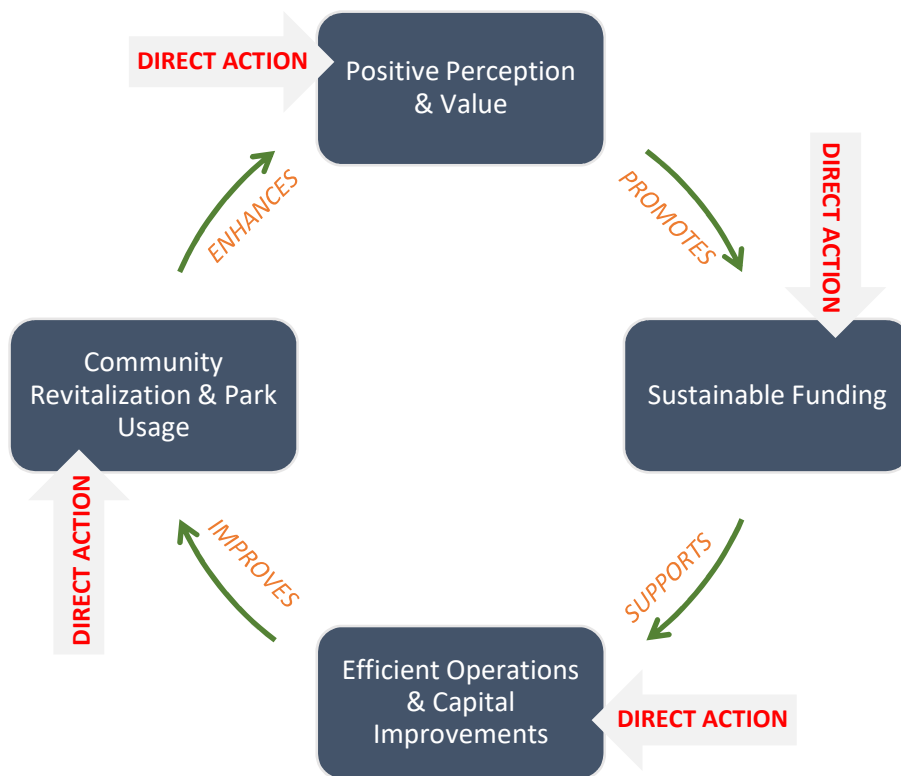
Our vision for the future of Caddo-Shreveport Parks encompasses the prescribed priorities and envisions a positive change in each area. We see a park department with a robust marketing campaign and consistent dialogue between the staff and an engaged community. Maintenance is efficient and proactive, rather than reactive with reduced downtime for repairs. Greenways and linear parks create a network throughout the parish to link people and places in new ways. Shreveport parks are no longer perceived as a harbor for crime, but as a safe haven and necessary element to promote positive change. Department programming and facilities stay on the cutting edge of innovation to keep up with ever advancing technology and trends. Caddo Parks secure a place as a leader in nature education and conservation efforts with environmental sustainability at its core. Caddo Parks leverages its position to enhance partnerships with rural communities, promoting a network of partners sharing in resources and knowledge. New parks are developed in underserved areas and sights are set on improving quality and excitement of visitor experience. To achieve all this, we see a community that understands the value in parks and commits to funding advancements in the parks systems. These changes lead to an overall increased engagement with the community which further reinforces the value of parks and the dedication the park departments have to serve the people. To achieve this vision, we set forth the purpose behind the goals and the actions needed to achieve them in the following section.

Part 04 – Action Plan

How do we get there?

Strategy

In a healthy and sustainable municipal parks department, several factors or concepts drive the success of the system by factoring into the next concept in a continuous loop. It's a self-sustainable model where boosts in one area can have effect on another and the entire model grows, or shrinks, as one unit. For instance, a boost in park maintenance and programming efforts could drive renewed usage of the parks and community focus, which in turn may drive support for additional funding or opportunities.



In order to positively affect the future of the parks using this model, there needs to be inputs or interjections added in to the loop that provide a boost. These begin with the low-hanging fruit, those small scale projects or changes that can be implemented quickly using currently available resources and with the park system in its current state. When done correctly and effectively, this will have a progressive snowball effect on the system, supporting the department's future visions. The strategies and actions below represent the recommended inputs into the system model.

Recommendations

The strategic goals lay out what the parks departments should hope to achieve in the future. Priorities and goals for Caddo Parish and Shreveport Parks are rooted in needs. The items listed below represent the recommended direct actions needed to reach the department's goals. As shown in the loop model, these direct actions are part of the strategy to implement changes into the system model in order to improve the outcome.

1. Increase Marketing & Outreach

One of the most common trends throughout the public input process was the conversation around marketing and outreach with the community. Many people were interested in, but unaware, of programs and services offered at the parks. Many cited appreciation for the department's conducting the meetings and survey and wanted more frequent dialogue to express needs and wants. There is also a need to increase awareness of the values and benefits that parks can bring to a community. If considering the parks department as a traditional business, we know that having a great product (i.e. facilities and programs) is only part of what it takes to be successful. The rest is making sure the customer (the Caddo/Shreveport community) knows, trusts, and values the business and its products.

“Prove the value of parks and increase programming to bring people in.”

- Public Forum Participant

For Caddo Parish, staff members mentioned a lack of identity with parish parks, with public perception thinking parks were either City or State owned but no in-between. SPAR has done a good job of adding consistent signage at all parks that display a prominent logo that is easily recognized when driving or walking by. With parish parks typically more remote, there's fewer passersby and signage at the parks are often unique to the park and does not include the department's logo. With the re-adoption of the Parish logo as the parks logo, there's opportunity to promote brand recognition through increased digital marketing and signage.

Partnerships, no matter how large or small, can also help broaden outreach and bring brand awareness to all the communities in the parish by tapping into the partner's network.

Understanding the value of parks is crucial in promoting use of the facilities and support funding efforts. Those that responded to the survey understood that parks have a positive effect on communities, but it's possible the greater public does not. Respondents to the survey also indicated one of the largest detractors for the use of parks is a lack of time. Awareness could not only help the department, but can have the overarching effect of improving public health. In addition to highlighting conservation, nature, and education efforts, there is also value in public understanding of smart growth and how green open space can provide a framework for desirable living communities.

The community wants more dialogue between the departments and the public. It's a two-way conversation that allows the community to collect information, but also allows quick and easy input about what's working, what's not, and thoughts on future efforts. While this masterplan focuses on the larger picture,

these consistent conversations will help the parks departments focus on issues for particular parks or groups.

Social media marketing is a must in today's market and will continue to be a primary source for advertising. In NRPA's 2022 Engagement with Parks Report, Facebook and emails from the agency were the top two preferred methods for engagement, with Gen-Zs and Millennials also preferring video platforms such as YouTube, Instagram, and TikTok. Social media and email marketing have a wide reach with relatively low cost per end-user as compared to other forms of marketing (A post or email takes the same amount of effort whether it's seen by 5 or 5,000 people). There should be a broad range of topics, and general format could be casual or formal, depending on the marketing approach. Paid advertising is a growing necessity to reach a target audience (Cucu, 2021).

Action Plan

- Develop user-friendly method for the public to provide comment and feedback to the department
 - Consider adding QR codes in locations around the park to link to a submission form.
 - Create engaging social media posts to solicit input from the public about specific topics.
- Increase social media presence.
 - Boost frequency of posts. Aim for at least one post per day or more.
 - Post diversified content. Topics could include: Update on progress of accreditation, project statuses, and other big news.
 - Create posts that increase brand awareness, engage the audience, and increase following.
 - Conduct a social media audit.
 - Upload videos directly to platform for higher engagement. Track your engagement data.
- Increase frequency of public outreach events and/or meetings in different communities.
- Promote and integrate volunteer community organizations such as SPAR Park Advisory Councils (PAC)
- Create mutual marketing relationship between department and parish communities for facilities and events (Caddo Parks)
- Develop and publish unique and recognizable marketing campaigns focused on two objectives: value of parks and current offerings
 - Highlight conservation, education, nature.
 - Promote value in smart growth.
 - Promote events and services.
- Create a mailing list and send out newsletters (email or standard post)
 - Integrate links on website to sign up.
 - Add sign up option to flyers and handout in community centers.
- Use every product as an opportunity for brand awareness, including when partnering
- Promote across multiple social media platforms to capture different audiences.
 - Engage across multiple platforms, including Facebook, Instagram, YouTube, and others.
 - Have specific strategies for each social network.
 - Stay up-to-date with trends for each platform.

Evaluation Metrics/ Measurement Criteria

- # of followers on social media

- # of Email list subscriptions
- # of interactions on social media

2. Improve Maintenance & Upgrades through Management System

Maintenance holds a high level of significance because of the perception it brings and its connection to other top community priorities and concerns. Maintenance has an impact on sense of safety and the sense of value in the park, which in turn drives visitation and use. Maintenance is simultaneously one of the easiest objectives to affect, while also being one of the most difficult because of the volume and frequency of maintenance related tasks. Tasks such as mowing or painting are simple on a small scale, but pose a sometimes insurmountable problem at larger scales. Aging infrastructure is also a constant battle. Deferred maintenance often becomes a capital investment due to expanding costs and limited operating budgets. Additionally, aging equipment and infrastructure makes sourcing parts difficult or impossible, meaning simple repair projects become costly overhaul projects.

The public made a strong argument for improving and upgrading the current facilities versus adding a lot more to the system. While the actual physical outcome of improvements could be a broad range of projects, there's ability for the department to focus initial efforts internally on the current park properties. Renovations and improvements should strongly correlate with both national trends and specific local input, such as responding to the booming popularity of pickleball by converting tennis courts. Additionally, Caddo's growing population of 65+ signifies a growing need for senior amenities and senior programming at community centers.

Time and distance frequently poses a concern and challenge for operations and maintenance. Caddo Parish covers a large land area with a low population density. This makes operations challenging when parks are sometimes over an hour apart. SPAR maintains over 60 park properties, but in addition must also maintain over one-hundred city-owned buildings, which spreads efforts thin.

To combat these challenges and improve efficiencies, there needs to be a systematic and quantitative approach to both routine maintenance and repairs as well as capital improvements. To start, the departments need data for a baseline comparison. Tracking data such as time spent mowing or trimming, install dates of equipment to determine age, travel times between properties, etc. will give a picture of the current status and ability to track future trends. As changes are made, a conscious effort can be made to design facilities for improved maintenance efficiency. Simple adjustments like moving signs or trash bins to paved areas significantly improve mowing speeds and reduce time spent weed-eating. Reducing total mowed area by selecting no-mow or selective-mowing zones also helps reduce mowing time, which can be a huge advantage in the middle of the growing season.

Tracking usage of equipment allows development of a system for improvements that is based on data. Repair priority should consider both frequency of use and age. More often than not, repairs are made more difficult by the age of the equipment and availability of replacement parts. Routine repairs that are not feasible and result in total replacement should be moved to a due diligence type site analysis. Before capital improvements are made, reach out to the community for input and develop a site-wide masterplan for the

park. Then implement projects according to public priority and as funds develop. In best case scenarios, interest of the full vision is strong enough to drive full implementation.

Consideration can be given to outsourcing certain tasks. The basis for this could be driven by distance (for instance, Caddo Parks could outsource a task to different companies located in different parts of the Parish to reduce time traveled for Parish employees) or task-driven (for instance, a specialty task that is not a primary job task for a SPAR employee, but is able to be accomplished efficiently by a company who does it every day).

Another consideration for Caddo Parks would be to transfer ownership of small neighborhood parks. These parks should still remain, but could be better managed by Caddo Parks providing resource assistance in a partnership capacity with either SPAR or a community organization providing for the routine maintenance and operations. Reducing Caddo Park's role in the routine maintenance of these parks allows the department to focus on larger regional parks which better align with the strategic goals.

Action Plan

- Develop and implement full Maintenance Assessment and Rating Program
 - Conduct assessment for each facility yearly to determine rating and establish priority.
- Implement maintenance standards and track accountability of adhering to those standards.
- Prioritize replacements based on equipment age/visitation/and current functionality.
- Consider improvements based on national and local trends, such as renovating tennis courts for use as pickleball courts and expanding senior wellness amenities.
- Design improvements with maintenance efficiency in-mind.
 - Assign a maintenance manager to review all construction plans under the lens of maintenance.
 - Reduce obstructions in lawn areas that block, restrict, or alter mower path (i.e. structures or objects that require weed-eating).
- (Caddo Parks) Transfer ownership of small neighborhood parks close to or within Shreveport city limits to SPAR, or partner with local community group for routine maintenance to reduce maintenance needs.
- Work with schools or community organizations to offer volunteer opportunities to assist with certain maintenance or improvements such as tree planting or garden maintenance.
- Reduce time spent travelling between sites
 - Outsource some routine requirements to reduce travel times across parish or dedicate a staff member at each park.
 - Consider creating geographical management zones to reduce travel times between sites.

Evaluation Metrics/ Measurement Criteria

- Park Condition Assessment (PCA) rating
- Total area of mowed lawn
- Total time associated with tasks, such as mowing, trimming, weeding, driving, service calls, repairs, etc.
- Periodic online survey quality rating (i.e. "How would you rate the quality of...")

3. Develop Green Corridors & Connections

A large majority of the public responses spoke about a desire for more linear parks, trails, greenways, bike paths, and other connections. Even in the outskirts of the city and rural towns, there is a need and a desire for more safe places to “get out and go!” These connections can be as simple as sidewalks along a road, or as expansive as regional multi-use greenways, and there are opportunities for those and everything in-between throughout the parish.

Investing in greenways can have a positive impact on adjacent property values (The Economic Impact of Parks, 2020), and the total economic benefit along the trail in some areas have been as much as 10 times the investment cost (Reid, 2021). To help support initial infrastructure and implementation costs, there is also federal backing in grant funds for greenway development, including several under USDOT and FHWA. Additionally, Congress recently approved the “Infrastructure Investment and Jobs Act,” which authorizes federal dollars for the in-place Transportation Alternatives Program, which contains the Recreational Trails Program (Keating, 2021).

Caddo Parish Parks and SPAR are critical components in the conversation on a regional transportation plan that includes City, Parish, and State government and transportation departments. Parks, streets, and greenways are all shared public infrastructure with the same goal of improving and enhancing accessibility and connectivity.

Working with local DPW and LADOTD, the parks departments should actively seek ways to improve connectivity between parks and neighborhoods by developing linear parks or greenways, providing trails within parks, and linking parks with complete streets or other types of off-site pathways.

Providing trails within parks is the simplest way to add recreational and fitness opportunities. Where possible, looped trails in parks provide good opportunity for exercise and fitness equipment could be added to make a ‘fit trail’. These trails should not be isolated, but should connect to accessible parking, park amenities and facilities, and to off-site sidewalk where available to increase connectivity.

Taking advantage of typically undevelopable land along drainageways and waterways, the parks departments can develop multi-use pathways along these corridors that lower impacts of storm events and offer improvements on stormwater capacities, while also providing connectivity, beautification, and recreational opportunities in a previously segregated property.

Thinking larger, the parish has several opportunities to develop long trails along rail corridors and waterways, particularly along Twelve mile bayou (Cross Bayou) from Horace Downs and the rail corridor from Shreveport through Belcher and Gilliam to Hosston. There is also potential for another mountain bike park in the West Shreveport/Greenwood area.

Action Plan

- Begin masterplan and feasibility study for regional greenways to analyze property acquisition costs and specific amenities by area.

- Investigate federal grant opportunities for greenway development.
- Consider property acquisition or research cooperative agreement possibilities with timber property owners in West Shreveport area for development of mountain bike trails.
- For any park improvement projects, consider adding or extending walking trails as part of the project. Ensure trails link to other amenities on and off site where possible.
- Plan for extension of Red River Bicycle Trail to connect with future Jimmie Davis linear park.

Evaluation Metrics/ Measurement Criteria

- Total miles of trails
- Miles of trails added each year

4. Prioritize Safety & Security (SPAR)

Safety and security in parks was cited over and over as a major concern for the future of the parks and a deterrent to current use. Crime, or even just the fear and perception of crime, can have a damaging effect on park use, and therefore physical activity and public health. Research shows that safety is one of the most important considerations for recreation, and is directly correlated to how often, or if ever, someone visits a park (Marquet O, 2020). Several factors influence safety including maintenance, design and layout, crime in the adjacent area, volume of use, and general perceptions. There is no one cause for the problem and no one solution, but the best approach is to target several possible solutions as best as possible and make safety and security a top priority.

Safety is defined as those conditions that mitigate, or prevent hazards to protect against dangers and injury. Safety is generally geared towards internal threats or accidents. Security, on the other hand, deals with external threats and the conditions in place to protect against crime, violence, or other harm. Security measures can be categorized into passive measures, those that deter or mitigate the dangers, or threats, and active measures, those that deter, monitor, detect, or report threats of criminal activities.

Passive measures of security include improved maintenance, thoughtful design, increased use, and physical deterrents. Active measures of security include security cameras and police patrols.

Facility and property maintenance is heavily tied with both actual, and the perception of, safety. Damaged or broken equipment can be dangerous and un-safe. Debris and litter can harbor hazards, and overgrown vegetation can create blind spots that conceal criminal activities.

There is also the perception that un-kept properties are neglected and forgotten, therefore foster more criminal activity. These properties then lose their value and benefit for the community.

Thoughtful design and layout of facilities can have a major impact on passive safety. Designing pathways with clear sight lines, installing signage that helps users orient themselves, installing lighting to increase nighttime visibility, and orienting doors and openings to natural surveillance all promote a safer park (Creating Safe Park Environments). When upgrading facilities and equipment, ensure safety is a primary design consideration to mitigate known hazards and risks.

Studies show a direct relationship between park use and perception of security. Parks with a large number of visitors involved in positive behavior have a decreased incidence of anti-social activities. Promoting use of parks by improving amenities and expanding recreational programming at parks will ultimately create a safer environment. Busier parks are inherently safer due to informal surveillance. However, other forms of active surveillance, such as cameras or police patrol, can offer additional security.

Crime prevention through environmental design (CPTED) is an approach to security that developed recognition in the 1970s and is focused on manipulating the built environment to create safer neighborhoods by focusing on strategies to improve natural surveillance, access control, and territorial reinforcement. (Cozens, Saville, & Hillier, 2005)

In all, when communities take ownership in a park, there is a natural desire for parks to be safe. Community engagement will increase use, increase maintenance, reduce litter and vandalism, and reduce criminal activity.

Action Plan

- Conduct regular Safety Audits of each park location that solicits community feedback in addition to crime data to evaluate the physical environment in terms of safety.
- Install Cameras/ CCTV to provide active surveillance, particularly in areas with less natural surveillance.
- Provide or increase active police patrol and foster a partnership between police department and communities.
- Promote recreational programming to increase visitation and use.
- Prioritize maintenance activities to change and encourage perception of value and pride.
- Promote community engagement through programmed social events at park venues.
- Encourage creation of park advisory council or similar community group to foster value and “ownership” in the park.
- Before proceeding with capital improvement projects, evaluate the layout and design to prioritize safety concepts supported by NRPA and CPTED principles.

Evaluation Metrics/ Measurement Criteria

- Safety Audit data
- Crime data
- Park use stats
- Hours of police patrol

5. Develop and/or Implement Innovative Technologies (SPAR)

Following the start of the Covid-19 pandemic, digital programming was thrust to the forefront of park services and is now among the many technological advancements that is here to stay. Park departments all over the country are increasing online or virtual events and classes even after facilities began to open up following social distancing restrictions. It’s not all about staying outside of the parks. For the past several years, technological innovations has been listed on NRPA’s top trends for the year, to include robotic mowers, drone surveillance and herbicide applications, Wi-Fi enabled smart parks, location

tracking to understand park usage, E-sports and other online programs, and social media “insta-worthy” photo opps within the parks. Respondents to the public survey suggested several technology-based improvements, such as convenient ways to submit services requests, more readily available event calendar, new and exciting programming opportunities, and new ways to interact with the parks.

Innovative technology has the potential to connect with users in new ways to enhance the user experience and drive more park visitation. While there is still some contention that outdoor recreation is the antithesis of tech-gaming, the thoughtful application can enhance and promote the outdoor experience. Augmented reality gaming integrations such as Pokémon Go create an engaging experience that’s not just for kids (Cohen, 2019). Other tech advancements for parks and recreation include Beacon counters (rentable blue-tooth enabled devices worn as wristbands that tether to smartphone) which set a maximum distance for children to explore and alert parents to reconnect if they go too far, digital kiosks and mobile apps that highlight specific park features or provide interactive educational programs, phone charging benches as a convenience for parents or workers on a lunch break, and citizen request management apps to easily report issues or submit service requests (Stapleton, 2022).

Technology can also assist the park department with tracking use and repairs, and can assist with the department’s transparency and planning efforts. Using management applications to record data on equipment services, repairs, and maintenance can provide valuable information to advise capital improvement decisions.

Action Plan

- (SPAR) Fully implement ActiveNet across all departments, especially: maintenance, recreation, event services, and at community centers.
- Consider developing smartphone app:
 - Use for event or program registration, rentals, user account management, comment or work order submittals, 311-type notifications, etc.
 - Include geo-referenced park map on app for larger parks or parks with dispersed amenities to aid with orienting visitors to the parks features.
- Develop a convenient method for vendors to apply to offer fee-based services at venues.
- Create a strategy to enhance user experience through technology by forming an internal staff team or task-force to brainstorm and promote innovation in the parks; develop a meeting agenda, and aim for monthly or quarterly meetings.
- Promote gaming integrations and education apps such as Pokemon Go, Geocaching, Agents of Discovery (Mission Maker), Magical Parks, All-Trails, and iNaturalist.
- Consider installing digital kiosks at community parks as an on-site display with app interface. Display could show history of park or other fun info (interpretive signage).

6. Highlight Nature & Conservation as a Core Value (CADD0)

Conservation is one of the three pillars of NRPA’s mission, and according to NRPA, parks play a critical role in maintaining healthy ecosystems, providing clean water and air, and enabling conservation of natural resources (Role of Parks and Recreation in Conservation, 2022). This should be a key mission for parks systems at any level, but Caddo Parish Parks is uniquely situated and positioned to excel in this domain due to its location and structure and become a leader in conservation efforts for the region.

Caddo Parish's inventory of parks already includes large parcels of land and adjacent water bodies in predominately natural states that contain a biodiverse mix of flora and fauna. The parish currently has a low population density and the park system is not feeling the pressures of development like more urban environments. Despite the population downturn in the past decade, populations in the long term across the country will continue to increase; therefore, this is the time to take advantage of available nature land and conserve it under the umbrella of public park land so that it's protected in the future.

The benefits of focusing on conservation aren't only about going 'green', but having the potential for far reaching economic impacts. Beyond direct benefits such as educational programming, conservation efforts can reduce public infrastructure costs related to stormwater management, water purification, and cooling. Vicinity to parks also increases property value - and in turn tax revenue - and supports the smart growth of local businesses and homes.

The already popular Walter B. Jacobs Memorial Nature Park shows that there is public interest in learning about the animals and the native environment, and Caddo Parks already has a great team on staff with the knowledge base to provide superior services in nature education. Expanding this idea to all the parks in the inventory can broaden the program base to other ecosystems, and has the potential to provide additional revenue sources for the park.

Implementing nature and conservation as a core value for Caddo Parish Parks provides a platform to boost other services and missions, and creates a common thread that weaves together the parks into a cohesive system with a central purpose.

Within the denser City of Shreveport, SPAR can also benefit from focusing on conservation and sustainable management of land as an intrinsic value. Urban parks and green spaces are proving to be among the most effective tools to combat the effects of urban heat islands and storm-water runoff. Conservation in the urban environment can have quick impacts felt by the public due to the proximity to the parks. The partnership between Caddo Parish Parks - providing regional conservation models and education - and SPAR - locally implementing sustainable practices - would set the Parish up to see far-reaching benefits from conservation.

Action Plan

- Continue to improve and expand educational programs at Walter B. Jacobs and use as model for other parks.
- Promote nature education programs to increase awareness.
- Revise mission statement to include nature and conservation as a core value.
- Evaluate designs for capital improvement projects to look for opportunities in sustainability, green infrastructure, and conservation.
- Take advantage of unique ecosystems at each park by installing interpretive signage and arboretum type plant labels to provide passive educational opportunities across all parks.
- Partner with SPAR and others to provide expertise in conservation to urban areas.
- Look for opportunities to expand park system inventory and link ecosystems through corridors in order to promote land conservation for future generations.

- Partner with watershed and levee district to promote water quality impacts at recreational lakes and responsibility of clean runoff in the watersheds.

7. Develop Foundational Framework of Partnerships (CADD0)

Caddo Parish Parks has already transitioned from a sole focus on its park inventory, to partnering with towns and cities within the parish on projects and should continue to boost this concept. By doing this, Caddo Parish parks has been able to extend its reach without overextending its resources. The parks department is able to focus its capital outlays for larger internal improvements, while shifting operational and managerial focus to best serve the communities. Caddo Parish Parks does not currently have the resources to establish a neighborhood scale level of service to every community in the parish, especially considering the size of the area and population density, so partnerships with local municipalities who already own property and have some existing facilities is a win for both parties.

To expand this concept, Caddo Parish Parks could view the partnerships like an umbrella relationship where they are positioned to be the link between the communities scattered throughout the Parish and the Parish and State governments. These communities have their own resources and facilities that they are trying to promote. Many of the towns have unique festivals and events throughout the year. By partnering on these events, there's mutual marketing benefit. Caddo should partner to provide Parish governmental reach and resources, but let communities leverage their own populations for engagement and operations. This could apply to athletics as well, including partnerships with Vivian Equestrian, Blanchard Athletics club, YMCA of Northwest Louisiana, and others.

As discussed in the previous section, partnering with Caddo Parish Public Schools could also open up huge opportunities. Again, Caddo Parish Parks could provide the oversight leveraging its current athletics and recreational programming, but extend it to new communities using existing facilities and infrastructure at schools.

Both Caddo Parish Parks and SPAR should expand on partnerships with Shreveport Green, a local non-profit who aims for a more sustainable environment through the planting of community gardens and orchards and locally grown produce (Shreveport Green, 2023). Louisiana has some of the highest rates of food insecurity in the nation, with Caddo Parish about 50% higher than the national average. Rates among children are even higher, about 1 in 5 facing hunger (Map the Meal Gap, 2021). Educational programs, locally sourced foods, and food pantries are all methods to help combat food scarcity. Shreveport Green's existing community gardens programming is well suited for these goals. Already, several community gardens are located at SPAR parks and Caddo Parish Schools, but there is plenty of opportunity to expand to more parks and increase orchard planting. Caddo Parish and SPAR parks could provide the space necessary to expand community gardens throughout the parish, and park staff could assist with management and outreach. Edible gardens and fruit trees require significant space and maintenance, but the most successful projects have a robust community involvement.

Other potential partnerships focused on the existing park system could be with Louisiana Department of Culture, Recreation, and Tourism (Parks and Tourism) to promote "Staycations" within the parish and highlight the scenic beauty that parish parks offer. Also, the Louisiana Army National Guard's 225th

Engineer Brigade has units throughout the state, including northwestern Louisiana, who regularly engage in local construction projects which help build communities while also serving as training for Soldiers.

Action Plan

- Create standard template for partnership with towns and cities.
- Increase social media presence and work to promote collaborative events in towns that bring awareness to the rest of the parish.
- Create a network of people and resources to assist town and cities with park planning and grant sourcing for capital improvements. Where appropriate, create a monetary relationship to assist with project development.
- Avoid routine operational and maintenance responsibilities so as to not over-extend department staff.
- Inventory local parks/facilities and include in the Parish system map (with credit of course) to promote exposure and identify true service gaps or duplications.
- Partner with Shreveport Green to increase land/acreage available for new gardens and orchards, provide funding opportunities to support the creation of gardens, and aid in maintenance where feasible.
- Partner with State and Parish tourism offices to link parks with other attractions and promote “Staycations” in Caddo Parish.

8. Develop New Park Locations and Signature Parks

Following many of the survey responses and level of service comparisons, the number of parks in the city and parish seems adequate, however, when analyzing the distribution and amenities, there are still certain service gaps. Survey respondents also identified areas where they would like to see more development and overwhelming asked for improved and updated amenities. Both park departments should focus long-term goals on continuing to acquire park property and developing parks. Both departments should focus some developments in identified areas with service gaps, however, there is also a need for substantial development in a park or parks that could have regional influence. Caddo deserves signature parks that are exciting and inspiring, and provide a multitude of opportunities for people to engage in activities.

Throughout this masterplan, the topics explore and make an argument for the many benefits that parks can bring to communities and cities. Around the state and country, premier cities invest extensively in parks, some of which are spectacular examples of the possibilities for park facilities. We see that great cities have great parks within. The inverse is also true, that great parks can build great cities to live in.

Water has an innate human attraction, and Caddo has a lot of it. From the Red River, to Caddo and Cross Lakes, and numerous bayous and creeks, these water bodies provide appealing amenities and unique opportunities. Rivers are often a defining feature of a city and many cities have taken advantage by creating amazing riverfront parks. Louisville’s Waterfront Park (ourwaterfront.org) and New Orleans’ Crescent Park (crescentparknola.org) are prime examples of how large investments in riverfront parks can draw significant tourism to the region and provide everyday enjoyment for local residents.

Shreveport’s downtown Riverfront Park and Clyde Fant Parkway stretch seven miles down the Red River. With SPAR already in possession of this riverfront property, there are immense opportunities to focus development and enhance the riverfront experience. It’s not hard to imagine something like Louisville’s Waterfront Park in Shreveport and the economic and cultural influence it would bring. It takes commitment from several different parties to prioritize this type and scale of development.

The river is not the only opportunity for a signature park. Other waterbodies such as Caddo and Cross Lakes have impressive vistas from existing parks such as Ford Park and Earl G. Williamson. These, or other new properties, have potential for added amenities to draw more tourism. Cities across Louisiana have well-known flagship parks, such as New Orleans’ City and Audubon Parks, Baton Rouge’s Greenwood Park and Zoo (www.brec.org/ReimagineZooGreenwood). These expansive properties include amenities for just about every type of park experience. Other recent large park developments such as Klyde Warren Park in Dallas and The Gathering Place in Tulsa are inspiring displays of what is possible for a public park. Development on Lafayette’s Moncus Park has gained significant steam and the park is quickly becoming a destination for locals and visitors alike.

To aid in the development of these projects, it’s important to focus on amenities that the public can’t get elsewhere in the region. What would entice someone to drive across parish or from surrounding parishes and spend half a day or more at a park?

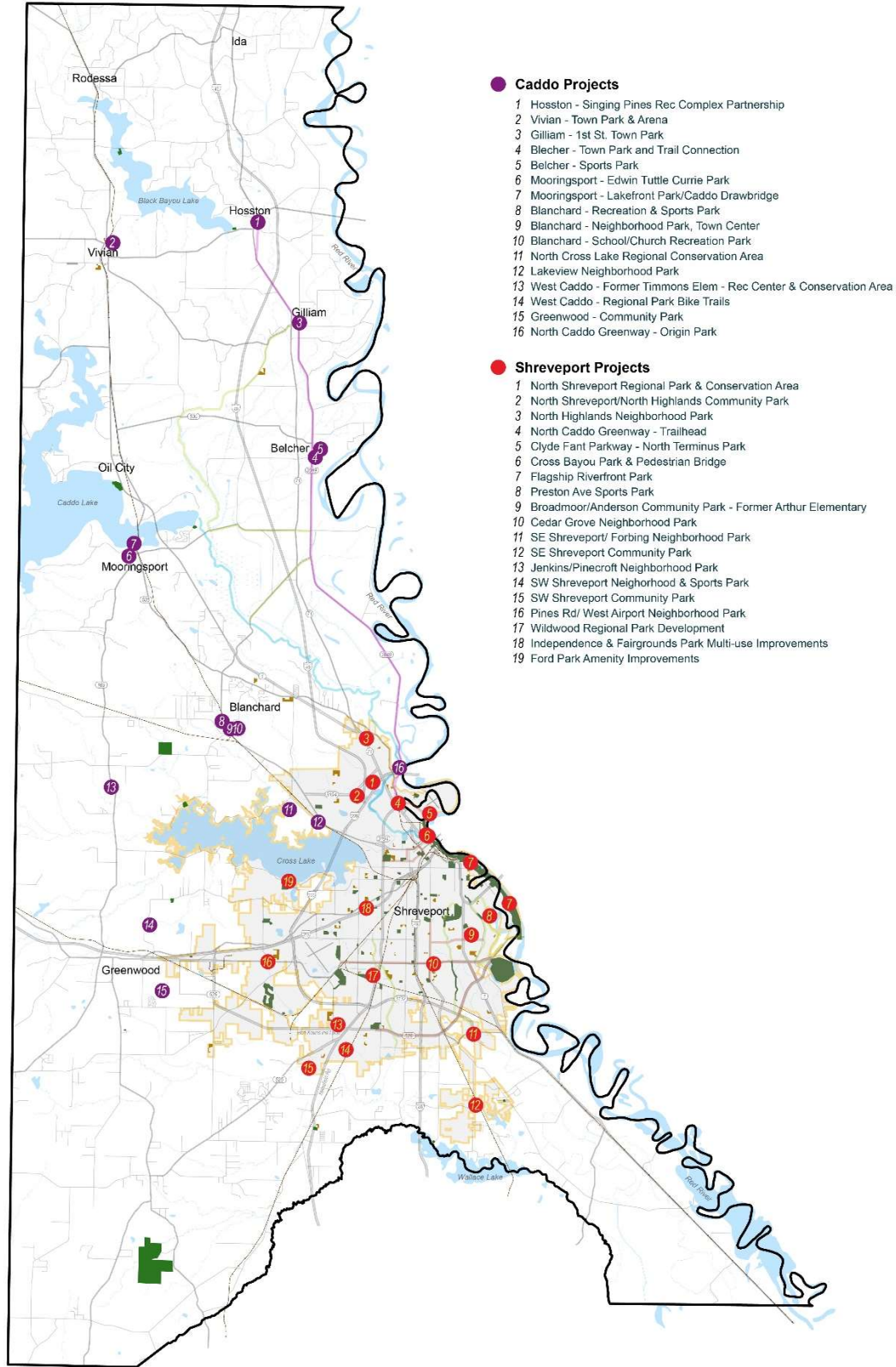
Invest early in the design of parks to develop site plans and conceptual renderings that bring unique character to the parks. Thoughtful design will create outstanding parks that exceed user expectations while being budget and maintenance conscious. Prioritize visualization of the park’s goals by investing in site specific masterplans. The upfront cost on the planning side not only helps create efficient, beautiful projects, but will also provide a tangible product that can be used to build public interest, excitement, and hopefully investment in the project. Design considerations can also significantly improve efficiency of maintenance practices by designing with durable and sustainable materials, and improving layouts which increase mowing and trimming speed. Additionally, these early conceptual plans build excitement for a park’s future, which will build investment. These plans can be used to solicit private funding or build a case for bond issue.

Not every city needs a so-called “city park” and not every city has an iconic park, but the inclusion of one for Caddo-Shreveport could be a regional highlight and bring renewed faith, interest, and investment in public parks and the city/parish park departments.

Action Plan

- Prioritize early design to build necessary momentum and investment in major park development.
- Focus on amenities that the public can’t get elsewhere in the parish or region.
 - Take advantage of the natural resources in Caddo, i.e. rivers, lakes, woodlands and vegetation.
- Analyze service gaps and develop new neighborhood and community scale parks in areas of most need; Reference Section 3: Walk Distance Analysis and Caddo/Shreveport Areas of Interest maps.
- For SPAR, prime locations for increased development opportunities are Clyde Fant Parkway, Ford Park, Independence and Fairground, and Wildwood.

Proposed Development Locations



9. Secure increased funding for operations and capital improvements

Both departments have unique challenges in terms of available funding for daily operations as well as capital improvements. Increasing funding goes hand-in-hand with additional efforts to improve values and efficiencies in the park system in order for the system to progress. Funding can come from a variety of sources including dedicated taxes, user fees, concessions and sales, grants, donations, and sponsorships. Public response to the survey indicated over 70% would support increased taxes to support future park projects. The majority also supported increased user fees for programs or events, although increases should not be so much as to preclude lower income community members from enjoying park services.

According to the level of service analysis, Caddo Parish Parks is understaffed based on the population served, but more importantly is spending a fraction of the national average per capita based on the current acreage. This means that the existing staff is having to do more with less money. An increased budget is necessary hire more staff, improve maintenance, increase program offerings, and allow for more partnerships to build relationships and reach more of the community. Asking for more taxes is never easy, but even as much as doubling the current rate, and therefore doubling the current operating budget, would increase a homeowner's taxes by only 0.6%.

Additionally, Caddo Parish Parks receives only 3% or less from earned revenues compared to 10%-50% nationally. With Caddo Parish parks being mostly destination parks that offer a variety of activities, there is opportunity for some profitable offerings. The goal should be 10-25% cost recovery. Potential sources could be camping fees, boat launch donations/fees, nature center fee (groups and individuals) and rentals such as kayaks, canoes, and stand-up paddleboard to promote more lake recreation. A market analysis or survey could be conducted to determine appropriate fees for the different activities. Also, comparable services in neighboring states and community could provide insight into suitable fees and fee structure.

Increasing programming and infrastructure that supports viable fees or sales will require additional funding to start, including capital improvements. Caddo Parish Parks is planned in this year to receive adequate funding for capital outlay projects, but this funding is years behind schedule and varies year-to-year. The parks will take significant and consistent capital improvement funding to catch up to national trends and the needs of the parish. It's these improvements that have the most impact in boosting the value and perception of the parks.

SPAR, on the surface, appears to be adequately funded when compared to the typical park agency, but the underlying issue is its broad duties within the city outside of typical park agencies. Most agencies don't manage cemeteries, program collegiate events, maintain governmental buildings, or perform courier or housekeeping duties for the city. SPAR tackles all this and more in addition to maintaining park inventory and providing recreational, athletic, and event programming. Maintenance for any park service is one of its largest tasks and challenges, and this is exacerbated for SPAR because of the sheer volume of its park and non-park facilities. To accomplish many of the other goals listed in this section, SPAR will need increased funding, especially for its three maintenance-related divisions – Buildings, Grounds, and Special Facilities.

SPAR’s funding challenge, however, is in its funding structure. Currently, self-generated revenue, from any of the departments that draw from the city’s general fund, goes back into the general fund. This means SPAR does not directly benefit from increasing earned revenue. Golf, which is typically one of the largest contributors to a park system’s earned revenue, is separated into its own enterprise fund and not a part of SPAR’s budget. The case should be made for either a larger share of the general fund, or a dedicated tax for SPAR’s operations.

Action Plan

- Provide justification for increased tax rate to back request at next voting opportunity. Caddo Parks: request adjustment of special fund rate. SPAR: Justify shift in allocation of general fund budget and/or dedicated special fund tax.
- Use operational funds to develop masterplans and visualizations for capital improvement projects to increase public awareness and backing, and to drive funding when requesting bond issue or capital outlay.
- Actively search for and promote private sponsorship opportunities within parks.
 - Consider engaging corporations for sponsorship, volunteer time, or gift matching.
 - Develop projects specifically for corporate partnerships and market to potential organizations.
 - Offer a variety of price points to attract different size donors.
 - Invite corporate leadership to be a part of committees or teams to support partnership and a shared vision.
- Lean on grant and state capital outlay funding wherever possible to reduce burden on parish and state bond debt for capital improvements.
- Conduct specific market analysis on user-fee price point to determine if increase is feasible.
 - Consider a “freemium” based approach where a base level program is free, but advanced levels require a fee.
 - Promote facility and equipment rentals, such as community centers, nature center, camping slips, and others through advertising and marketing.
 - Implement a minimal fee for boat launches at applicable parks, ideally both cash and digital methods for customer ease.
- Take advantage of available grants as much as possible. Provide assistance to local governments for grant writing and application. Consider state capital outlay funds where possible.

10. Build upon Program and Service Offerings

SPAR and Caddo Parish Parks both have extensive recreational and athletics programming forming a strong foundation with their organizations. From responses to the public poll and comments in public meetings, the current programs and services are well received, but the public wants more. There’s desire for more programming targeting youth and seniors in both athletics and leisure/lifestyle, as well as education and innovative offerings.

As evident in national trends, online programming in the aftermath of the pandemic seems to be here to stay and the desire is likely to continue increasing. Online programming should complement in-person programming to expand or open new ways for people to participate.

One area where both departments could increase programming is in outdoor adventure activities such as obstacles courses, rock climbing, mountain biking, canoeing/kayaking, etc. Both can take advantage of lake or water access and large natural parks for this purpose.

Action Plan

- Promote new and existing athletic partnerships, such as partnerships with YMCA, CABOSA, and Blanchard Athletic Club to expand youth sports opportunities and support funding for athletic facilities.
- Expand successful nature education programming from Walter B. Jacobs Memorial Nature Park to other parks in the parish, including SPAR parks.
- Expand current offerings with outdoor adventure programming such as obstacle courses, rock climbing, mountain biking, camping, and archery. Offer rentals such as kayaks, canoes, and stand-up paddleboards (SUP) to promote more lake recreation.
- Develop a convenient method that is enticing for vendors or third-parties to offer services at public parks, such as instructional or educational classes to increase available programming while limiting additional burden on park staff.
- Continue to provide and expand online programs and services. Promote increasingly popular online gaming and e-sports programs.
- Expand senior programming and senior centers to correspond to Caddo's increasing senior population.

Implementation & Capital Outlay

The above recommendations for improvements can't be completed all at once and will take time to implement. Projects and task should be prioritized according to necessity and feasibility. Some projects will need to be built upon the successes of earlier efforts. The chart below can be used to guide the parks departments through the next 10-15 years in identifying projects and associated costs and help to make an argument for the estimated capital outlay funding necessary to complete these goals.

Tasks or projects are grouped by priority or focus area, divided into short, mid, and long-term goals, and given an estimate of probable cost. Note that these estimates represent an order magnitude cost at a planning level and may vary significantly from these figures during subsequent phases of a project.

Department Priority Area Task		Short-Term 2023 - 2025	Mid-Term 2026 - 2030	Long-Term 2031 - 2035
1. Marketing & Outreach				
BOTH	Develop user-friendly method for public to provide comment and feedback to the department	\$50,000		
BOTH	Increase social media presence. Goal: double number of followers on each platform every 2 years.	\$50,000	\$50,000	
BOTH	Develop and publish unique and recognizable marketing campaigns focused on two objectives: value of parks and current offerings	\$100,000	\$50,000	\$50,000
2. Maintenance & Upgrades				
BOTH	Develop and implement full Maintenance Rating Program and facility standards	\$100,000		
BOTH	Conduct initial facility assessment for each park facility; then implement yearly reviews and re-assessment	\$50,000		
BOTH	Repair/Replace aging equipment (other than capital improvement projects). Prioritize replacements based on equipment age/visitation/and current functionality.	\$150,000 (CADDO) \$3,000,000 (SPAR)	\$250,000 (CADDO) \$5,000,000 (SPAR)	\$250,000 (CADDO) \$5,000,000 (SPAR)
SPAR	Reduce barriers in lawn - Minor Renovations; remove obstructions that block, restrict, or alter mower path (i.e. structures or objects that require weed-eating)	\$50,000	\$100,000	
3. Green Corridors & Connections				
BOTH	Define project areas and begin masterplan and feasibility study for greenways to analyze property acquisition costs and specific amenities by area.	\$250,000		
CADDO	North Caddo Greenway; long-distance regional multi-use path in northern portion of Parish - Shreveport to Hosston (rail-trial) 26 miles	\$150,000	\$5,000,000	\$13,000,000

Department	Priority Area Task	Short-Term 2023 - 2025	Mid-Term 2026 - 2030	Long-Term 2031 - 2035
CADDO	12-mile Bayou Blueway - spur connection to Horace Downs Park; Excavation and kayak launch			\$500,000
CADDO	12-mile Bayou Blueway - programming equipment and implementation			\$2,000,000
CADDO	12-mile Bayou Levee Greenway; South: 15 miles			\$7,500,000
CADDO	North Caddo Levee Greenway - Horace Downs - Gilliam; 13 miles			\$13,000,000
CADDO	Parish Connector - Dixie Blanchard Road Bikeway: 3.75 miles			\$1,875,000
CADDO	Parish Connector - Hwy 169, Horace Downs to Rail-Trail: 4.5 miles			\$2,250,000
SPAR	Bayou Pierre Greenway - Bayou Pierre Park and Fern Ave Park connection; 1.5 miles	\$2,250,000		
SPAR	Bayou Pierre Greenway - South Extension; Fern Ave Trail Park to E. Flourney Lucas Road; 1.9 miles		\$2,850,000	
SPAR	Bayou Pierre Greenway - North Extension; Fern Ave - Querbes Park - E. Kings Hwy/Zeke St Park; 1.5 miles			\$2,250,000
SPAR	East Kings Highway Greenway: Zeke St Park through Duck Pond to E. 70th St; 2.5 miles	\$3,750,000		
SPAR	Elkway Greenway; North - Zeke Street Park to Dixie Garden Drive: 2.2 miles		\$3,300,000	
SPAR	Elkway Greenway - South Extension; Dixie Garden Drive to E. 70th St. 1.8 miles			\$2,700,000
SPAR	E 70th Greenway - C Bickham Dickson to Clyde Fant (at J. Davis Bridge); 1.5 miles		\$1,500,000	
SPAR	Brush Bayou Greenway - Hollywood Ave to Southern Hills, 5.2 miles			\$7,500,000
SPAR	Complete Streets Improvements - Preston Ave: Duck Pond, YMCA, Clyde Fant Connection; 1.5 miles	\$750,000		
SPAR	Complete Streets Improvements - Line Ave: AB Palmer to Betty Virginia; 2.5 miles		\$1,250,000	
SPAR	Complete Streets Improvements - Pierremont Rd: Line Ave to E. Kings Hwy; 2.25 miles	\$1,125,000		
SPAR	Complete Streets Improvements - Youree, Bert Kouns, E 70th Shopping District Loop; 3 miles		\$1,500,000	
SPAR	Complete Streets Improvements - W 70th: Airport Park to Line Ave; 3.75 miles			\$1,875,000
SPAR	Complete Streets Improvements - E 70th St: Line Ave to Youree: 1.6 miles		\$800,000	
SPAR	Complete Streets Improvements - Jack Wells Blvd (Clyde Fant - North Caddo Trail Connection); 1.5 miles		\$750,000	

Department	Priority Area Task	Short-Term 2023 - 2025	Mid-Term 2026 - 2030	Long-Term 2031 - 2035
SPAR	Complete Streets Improvements - Milam St. Choice Neighborhood Renovations; 2 miles		\$1,000,000	
SPAR	Complete Streets Improvements - Bert Kouns SW Ext.: Southern Hills to Shopping District Loop; 5.5 miles		\$3,000,000	
4. Safety & Security				
SPAR	Conduct regular Safety Audit of each park location that solicits community feedback in addition to crime data to evaluate the physical environment in terms of safety and security.	\$100,000		
SPAR	Install Cameras/ CCTV to provide active surveillance, particularly in areas with less natural surveillance.	\$1,500,000	\$1,500,000	
SPAR	Provide or increase active police patrol and foster a partnership between police department and communities.	\$500,000	\$500,000	\$500,000
5. Innovative Technologies				
SPAR	(SPAR) Fully implement ActiveNet across all departments, especially: maintenance, recreation, event services, and at community centers.	\$250,000		
BOTH	Develop and Launch Smartphone App		\$250,000	
BOTH	Promote and Integrate Gaming and Education Apps such as Pokemon Go, Geocaching, Agents of Discovery (Mission Maker), Magical Parks, All-Trails, and iNaturalist.	\$50,000		
SPAR	Install Digital Kiosks at community parks as an on-site display with app interface.		\$1,500,000	\$1,200,000
6. Nature & Conservation				
CADDO	Expand nature educational programs to multiple Caddo Parks, including Eddie Jones, Noah Tyson, Earl Williamson.	\$50,000	\$50,000	\$50,000
CADDO	Install interpretive signage and arboretum type plant labels to provide passive educational opportunities across multiple parks.	\$200,000	\$750,000	
8. Park Acquisition, Development, and Renovations				
CADDO	Hosston - Singing Pines Rec Complex Partnership/General Improvements (connection to N Caddo Rail-Trail)	\$250,000		
CADDO	Vivian - Existing Arena and Park Upgrades; Walking Trail	\$1,000,000		
CADDO	Gilliam: Existing 1st St. Park, Village of Gilliam Partnership and General Park Improvements and Playground Upgrade (connection to N Caddo Rail-Trail)	\$100,000	\$500,000	


Department	Priority Area Task	Short-Term 2023 - 2025	Mid-Term 2026 - 2030	Long-Term 2031 - 2035
CADDO	Belcher - Partnership w/ Village of Belchaer. Existing Park Upgrades - Veteran Memorial, Fire Station playground (connection - through Belcher Baptist Church - to N Caddo Rail-Trail)		\$500,000	
CADDO	Belcher - Multi-Purpose Sports Field; acquisition and development		\$500,000	\$150,000
CADDO	Mooringsport - Existing Edwin Tuttle Currie Park Improvements		\$500,000	
CADDO	Mooringsport - New Lakefront Pocket Park (Daniels St & Gremen St) and connection to Caddo Lake Drawbridge			\$1,000,000
CADDO	Blanchard - Sports Park Recreation, Partnership, Improvements, & Expansion (south between Front St & Railroad)	\$250,000	\$250,000	\$1,500,000
CADDO	Blanchard: New Neighborhood Park - Attaway St between Alexander & Daugherty (town-owned property)		\$250,000	
CADDO	OR Blanchard: Partnership and Improvements with Cowboy Church Recreational Park and adjacent elementary school playground and open space		\$250,000	
CADDO	West Caddo: Former Timmons Elementary School and Greenmoor Park property, Regional recreation center & conservation area (meadow/prairie/wildflower), 1/2 mile jogging trail; partnership or coordination with Parish Schools	\$250,000		
CADDO	N Caddo Greenway/Blueway Trailhead Park - Hwy 3042 north of I-220 (coordinate with greenway path development)		\$200,000	
CADDO	Cross Lake, North - Regional Conservation Area (partnership with KCS railroad)		\$100,000	
CADDO	Lakeview Area -Neighborhood Park: N Lakeshore Drive across from Caddo Fire Station No. 5 (KCS owned property)		\$100,000	\$250,000
CADDO	Greenwood Area: Neighborhood Park - 65+ acres South of Greenwood Hills Subdivision (Waterwood Dr), access servitude necessary from Shirley Francis Rd. Caddo Parish/City of Greenwood owned (now or formerly) undeveloped site.		\$1,500,000	
CADDO	West Shreveport: Expansion of P.B.S. Pinchback Park to include regional or community park amenities	\$150,000	\$500,000	
CADDO	West Caddo: Regional Park, Mountain Bike Trails - vicinity Jefferson Paige Rd; potential partnership with Martin Timber Co. (primary property owner)		\$500,000	

Department	Priority Area Task	Short-Term 2023 - 2025	Mid-Term 2026 - 2030	Long-Term 2031 - 2035
SPAR	North Shreveport/North Highlands: Regional Park and Conservation Area (I-49 Corridor & McCain Creek; partnership with LADOTD)			\$1,500,000
SPAR	North Shreveport/North Highlands: Community Park: former Northside Elementary (transfer from School Board)	\$500,000	\$2,000,000	
SPAR	North Highlands - Neighborhood Park: Winter Dr & Garden Pl (2+acres privately owned; acquisition and development)	\$100,000	\$200,000	
SPAR	Clyde Fant Parkway - North Terminus Park (East side of Clyde Fant Pkwy @ Jack Wells Blvd; restroom and seating, landscaping)			\$250,000
SPAR	N Caddo Greenway - Origin Trailhead (vicinity N Market St @ N Hearne or Grimmet Dr @ Ute Trail; parking, restrooms, seating)		\$150,000	\$500,000
SPAR	Cross Bayou Park and Pedestrian Bridge - Caddo St. at N Market Street (Waddell "A" Truss Bridge Renovation); coordination and partnership with Rail-Trails Conservancy		\$250,000	
SPAR	Flagship Riverfront Park. Renovation of Veterans-Memorial or Preston Ave location			\$5,000,000
SPAR	Preston Ave - Ballfields Improvements (Lewis Mayer Park; partnership with YMCA)		\$150,000	
SPAR	Broadmoor/Anderson Area - Community Park: former Arthur Elementary (transfer from School Board; facility renovation and site recreation improvements)	\$500,000		
SPAR	Cedar Grove Area: Neighborhood Park - undeveloped site, E. 70th at Liberty St. (property acquisition and park development)		\$1,000,000	
SPAR	SE Shreveport/Forbing Area - Neighborhood Park (South side of E Flourney Lucas at Inner Loop Expy) Undeveloped city-owned property	\$500,000		
SPAR	SE Shreveport - Community Park: East side of Norris Ferry Road at Norris Landing Blvd (19 acres; now or formerly School Board owned)	\$1,500,000		
SPAR	SE Shreveport - Community Park: Unspecified location; generally south of Inner Loop 3132		\$2,500,000	
SPAR	SW Shreveport: Community Park - 60 acres South of Colquitt Estates Subdivision, City of Shreveport owned (now or formerly) undeveloped site; servitude of access needed from either Colquitt Rd or Mansfield Rd (over Boggy Bayou)	\$500,000	\$2,000,000	

Department	Priority Area Task	Short-Term 2023 - 2025	Mid-Term 2026 - 2030	Long-Term 2031 - 2035
SPAR	Jenkins/Pineroft Area: Neighborhood Park (property acquisition or partnership w/ Southwood High School/ Summer Grove Elementary)		\$500,000	
SPAR	Pines Road/W Airport Area: Neighborhood Park (vicinity Pines Rd & W 70th Street)		\$500,000	
SPAR	Ford Park - renovations/improvements to enhance water access and amenities		\$750,000	
SPAR	Independence and Fairgrounds Park Renovations - Develop multi-function park site that offers amenities for everyday use as well as events.		\$1,000,000	\$2,000,000
10. Program and Service Offerings				
BOTH	Expand Outdoor Adventure facilities to support programming such as obstacle courses, rock climbing, mountain biking, camping, and archery.		\$2,500,000	\$2,500,000
BOTH	Offer Water Rentals: such as kayaks, canoes, and stand-up paddleboard (SUP) to promote more lake recreation.	\$250,000		
	Caddo Parish Parks	\$3,000,000	\$13,125,000	\$44,600,000
	SPAR	\$17,325,000	\$36,975,000	\$31,550,000
	COMBINED TOTAL	\$20,325,000	\$50,100,000	\$76,150,000

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Resources & Links

Caddo Parish Parks and Recreation - www.caddoparks.org

Shreveport Public Assembly and Recreation - www.myspar.org

Shreveport/Caddo Metropolitan Planning Commission - <https://www.shreveportcaddompc.com/>

National Recreation and Park Association - www.nrpa.org

Trust for Public Land - <https://www.tpl.org/our-mission>

Louisiana State Parks - <https://www.lastateparks.com/>

“On any given day, someone is positively affected through parks and recreation – whether they are taking a walk on a trail or fitness class at the community center, getting a nutritious meal or just reaping the benefits of clean air and water because of preserved open space.”

– National Recreation & Parks Association