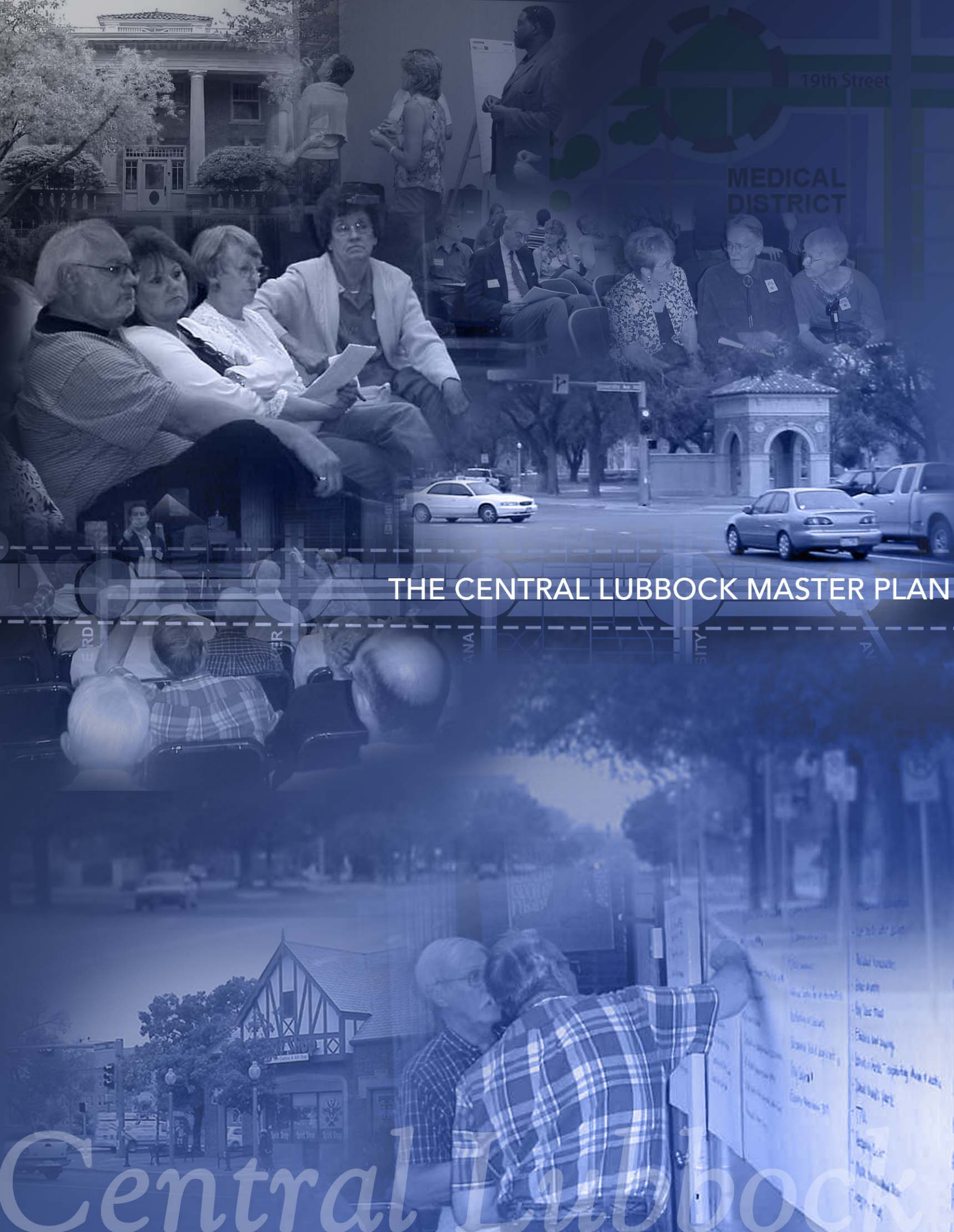


19th Street

MEDICAL DISTRICT

THE CENTRAL LUBBOCK MASTER PLAN

Central Lubbock



Acknowledgements

Lubbock City Council

- Marc McDougal
Mayor
- Gary Boren
District 3
- Jim Gilbreath
District 6
- Linda DeLeon
District 1
- Phyllis Jones
District 4
- Floyd Price
District 2
- Tom Martin
District 5

Steering Committee Members

- Margaret Aguilar
Area 2
- Mike Gilliland
Area 2
- Marjorie Manning
Area 1
- Cyd Seideman
Area 1
- Mike Bennett
Area 1
- Lynn Haney
Area 2
- Eric McKnight
Area 2
- Cloetta Shotts
Area 2
- Merle Blosser
Area 1
- Cre Henderson
Area 2
- Thomas McGovern
Area 2
- Helen Smith
Area 2
- Kathryn Boren
Area 2
- Amy Hill
Area 2
- Toni McGovern
Area 2
- Jack Thompson
Area 1
- Chris Brown
Area 1
- Ann Hunninghake
Area 1
- Robert Narvaiz
Area 2
- Patricia Valdez
Area 2
- Jim Bullock
Area 2
- Kyle Jones
Area 2
- Jill Nelson
Area 1
- Miles Walston
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- Calvin Davis
Area 2
- Louis Kimes
Area 2
- Susan Owens
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Area 2
- David Driskill
Area 1
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Area 2
- Neale Pearson
Area 1
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Area 1
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Area 1
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Area 2
- Peter Laverty
Area 2
- Brent Pillers
Area 1
- Melanie Gayler
Area 1
- James Mahan
Area 1
- Kelly Pratas
Area 1

City Staff

Rob Allison
Director
Business Development

Craig Farmer
Managing Director
Planning and Transportation

Nancy Haney
Director
Community Development

Randy Henson
Senior Planner
Planning

Prepared By:

Gould Evans Affiliates

Kansas City, Missouri
San Antonio, Texas



With Assistance From:

Hammer, Siler, George Associates

Denver, Colorado



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SECTION ONE
INTRODUCTION

Introduction

The ***Central Lubbock Stabilization and Revitalization Master Plan*** is a comprehensive guide for future growth and prosperity. The Plan was developed through a public process bringing together local residents, local employers, city staff, and major stakeholders.

The Central Lubbock Stabilization and Revitalization Master Plan is intended to provide a framework for future development in Central Lubbock and to be a “living document,” evolving to address any unforeseen future concerns or strategies.

The Plan is based on four key assumptions:

1. The Plan is intended as a general decision-making and implementation guide for the development of the defined area.
2. The Plan recognizes market forces and provides practical alternatives to achieve the Plan’s goals.
3. The Plan will be implemented by the Lubbock Zoning and Subdivision regulations. Changes may be necessary to the regulations to fully implement the Plan. In addition, other implementation tools may need to be created as well.
4. The Plan is designed to achieve quality development reflecting the vision and goals of the community.



AREA RESIDENTS DISCUSSING THE FUTURE OF CENTRAL LUBBOCK



AREA RESIDENTS ATTENDING THE PUBLIC MEETING

Regional Context

The City of Lubbock, Texas is located in northwestern Texas, just south of the panhandle. In driving distance, Lubbock is approximately 346 miles west of Dallas, 174 miles east of Roswell, NM; and 124 miles south of Amarillo. Lubbock is connected to Amarillo by Interstate 27, and is the most southern point on the interstate.

The City of Lubbock is both the county seat and largest municipality in Lubbock County. In 2000, the U.S. Census Bureau reported Lubbock as having a total population of 199,564. Lubbock is home to Texas Tech University. In 2003, Texas Tech had an enrollment of 27,569 students and has been quickly approaching a total enrollment of 30,000 students.

The Central Lubbock Study Area is located in the central portion of Lubbock. The overall study area has been sub-divided into two areas, Area 1 and Area 2 (see Figure 2). The boundaries of Area 1 are 19th Street to the north, 66th Street to the south, University to the east, and Indiana to the west. Area 2 is located both east and west of Area 1. The boundaries for the eastern portion of Area 2 is Broadway to the north, 50th Street to the south, I-27 to the east, and University to the west. The western portion boundaries are 19th Street to the north, 50th Street to the south, Indiana to the east, and U.S. Hwy 62 to the west.

The total study area is 10.4 square miles in size. Area 1 is 3.0 square miles and Area 2 is 7.4 square miles.



FIGURE 1: REGIONAL CONTEXT MAP
SOURCE: GOULD EVANS AFFILIATES

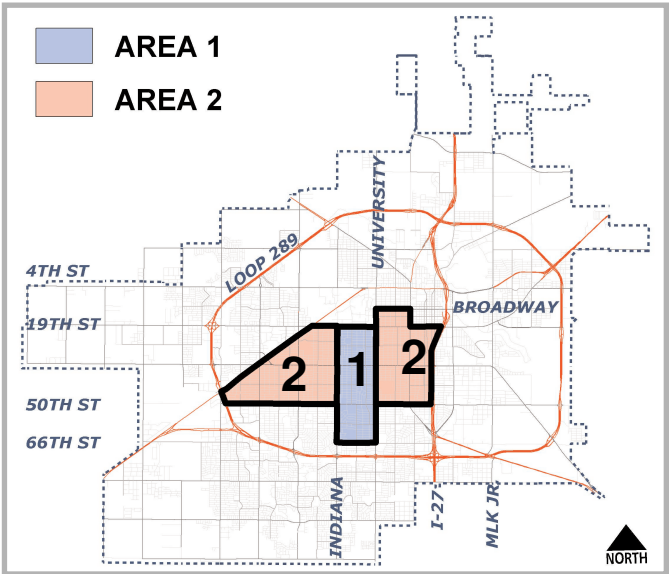


FIGURE 2: STUDY AREA MAP
SOURCE: GOULD EVANS AFFILIATES

Planning Process

The **Central Lubbock Stabilization and Revitalization Plan** is being developed through an extensive community participation process. The planning process has incorporated the public through the creation of a steering committee and by holding a “town hall” style meeting.

A broad based steering committee comprised of area business and community leaders, representing area neighborhoods, businesses, institutions, and other various entities was formed to guide the study. The role of the steering committee is to provide ongoing advice and input to the plan’s consultant team. The steering committee is the “direct link” between the consultant team and area residents. A town hall style public meeting was held so area residents and business leaders could voice their concerns, priorities, and future goals for Central Lubbock.

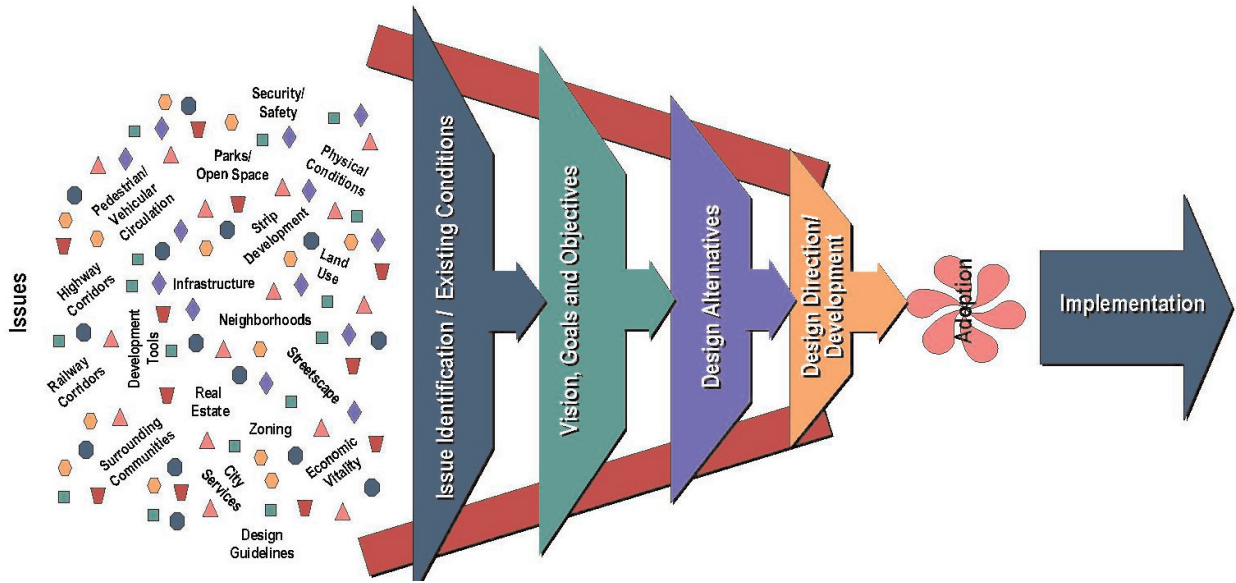


FIGURE 3: PLANNING PROCESS DIAGRAM
SOURCE: GOULD EVANS AFFILIATES

The input and guidance provided by the steering committee and general public was used to help generate the **Future Development Plan** presented in Section Five. In addition, analysis of existing area and city conditions, past trends, socioeconomic demographics, and current public policy and ordinances was completed. The analysis findings, in turn, were used to help generate the **Future Development Plan** and final recommendations and the implementation strategies found in Section Six.

SECTION TWO
EXISTING CONDITIONS

Existing Conditions and Future Trends

The Existing Conditions section is comprised of narrative related to Population Demographics, Income, Existing Land Use, Housing Demographics, Code Enforcement, Neighborhood Associations, and Texas Tech University. The purpose of this section is to familiarize the reader with the current physical, demographic, and socioeconomic conditions of Central Lubbock and the surrounding area. In addition, the section goes on to project future trends based on the presented existing conditions and the assumption that current policy remains the same.

Population Demographics

The goal of the population analysis is to develop a better understanding of the past and existing demographic conditions through the analysis of primary and secondary data collected. The categories analyzed are Total Population, Race and Ethnicity, Age Cohorts, and Educational Attainment.

Total Population

According to the 2000 U.S. Census, the Central Lubbock Study Area has a population of 50,715 people. This is approximately 25% of Lubbock’s total population. Between 1990 and 2000, Central Lubbock’s population grew by 1,469, or 3%. The city grew by over 7% during the same ten-year period. In 1990, Central Lubbock’s population was 27% of Lubbock’s total population.

In 2000, Area 1 had a population of 13,543 people, or 27% of the study area’s total population. Between 1990 and 2000, Area 1’s population grew by 351 people, or 3%. The total population of Area 2 in 2000 was 37,172, 73% of the study area’s total population. Between 1990 and 2000, Area 2’s population grew by 1,118, or 3%. Figure 5 shows Central Lubbock’s 2000 population, by census tract.

	1990 Pop.	2000 Pop.	% Chg
City of Lubbock	186,206	199,564	7.2%
Study Area	49,246	50,715	3.0%
Area 1	13,192	13,543	2.7%
Area 2	36,054	37,172	3.1%

FIGURE 4: TOTAL POPULATION TRENDS, 1990 AND 2000
SOURCE: U.S. CENSUS



FIGURE 5: POPULATION BY CENSUS TRACT, 2000
SOURCE: U.S. CENSUS

The study area’s overall population increased between 1990 and 2000. However, some area census tracts increased while others decreased. Within the study area, the biggest decline occurred in the western portions while moderate growth occurred in the eastern portions. Figure 6 illustrates the decennial population change. Notice the greatest increase in population occurred in the southwest corner, outside Loop 289.

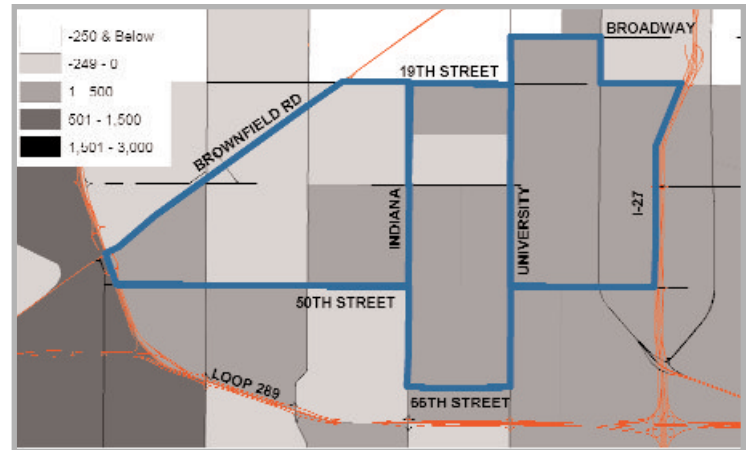


FIGURE 6: POPULATION CHANGE BY CENSUS TRACT, 1990-2000
SOURCE: U.S. CENSUS

Race and Ethnicity

Between 1990 and 2000, the study area’s population grew by almost 1,500 people. This population growth can be contributed to the 46% increase or addition of almost 5,000 new residents of Hispanic origin. Likewise, during the same ten-year period, the Black population increased by 44%, or 965 residents. The White population, however, decreased by 13%, or 4,645 residents, between 1990 and 2000. The reduction in the White population can be partially contributed to the high growth and expansion that has occurred in southwest Lubbock. Historic trends indicate that out-migration of White population may have occurred from Central Lubbock to southwestern Lubbock.

The vast majority of the increase in the Hispanic population occurred in Area 2. The Hispanic population increased by 43% in Area 2. This comprises 83% of Central Lubbock’s total growth in the Hispanic population between 1990 and 2000. Almost 13,400 out of the 15,500 Hispanic people that currently reside within the study area, reside in Area 2. By contrast, 84% of the 4,645 resident decrease in White population occurred in Area 2.

	Area 1		Area 2		Central Lubbock		Lubbock City	
	1990	2000	1990	2000	1990	2000	1990	2000
Hispanic	1,286	2,109	9,366	13,390	10,652	15,499	41,916	54,786
Non-Hispanic White	11,425	10,665	24,315	20,430	35,740	31,095	125,475	122,330
Non-Hispanic Black	312	424	1,868	2,721	2,180	3,145	15,483	16,907
Non-Hispanic Other	169	345	505	631	674	976	3,332	5,541
TOTAL	13,192	13,543	36,054	37,172	49,246	50,715	186,206	199,564

FIGURE 7: POPULATION BY RACE AND ETHNICITY, 1990 AND 2000
SOURCE: CITY OF LUBBOCK - HAMMER, SILER, GEORGE

Age Cohorts

The age cohort data was taken from the census tracts located within the study area. Portions of some of the census tracts are located outside the study area. As a result, a discrepancy exists between cohort total population figures and total figures previously stated.

Over 75% of the population is under the age of 50. This is higher than the national average and can be attributed to the higher than average number of 15-24 year olds. The national averages for the 15-19 and 20-24 age cohorts are both 7%. Compare this to the Central Lubbock 15-19 age cohort of 8% and the 20-24 age cohort of 14% of the total population, that is partly attributed to the adjacency of Texas Tech University. Even though the University itself is outside the study area, the statistics suggest that many students reside within the boundaries of the study area. The higher than average 15-24 age cohorts, and the projected continued growth in these cohorts, has created issues and concerns for area residents.

Educational Attainment

According to the 2000 U.S. Census, roughly 80% of Lubbock’s total population over the age of 24 has earned at least a high school diploma. This is equal to the U.S. average. Within the Central Lubbock Study Area, the percent of high school graduates differs greatly by census tract. In some census tracts nearly 100% of the population has earned a high school diploma. However, other census tracts have graduation rates under 50%. Figure 9 shows the educational disparity between census tracts for high school graduates. Likewise, Figure 10 illustrates a similar disparity for college bachelor degrees.

Age Cohort	Population	Percent
0-5	4,695	8%
5-9	4,262	7%
10-14	3,985	7%
15-19	4,567	8%
20-24	8,490	14%
25-29	5,038	8%
30-34	4,026	7%
35-39	3,988	7%
40-44	3,837	6%
45-49	3,370	6%
50-54	2,758	5%
55-59	2,044	3%
60-64	1,778	3%
65-69	1,821	3%
70-74	1,709	3%
75-79	1,575	3%
80-84	1,199	2%
85 & Up	1,259	2%
	60,401	100%

FIGURE 8: AGE COHORT BY CENSUS TRACT LOCATED IN STUDY AREA, 2000

SOURCE: U.S. CENSUS

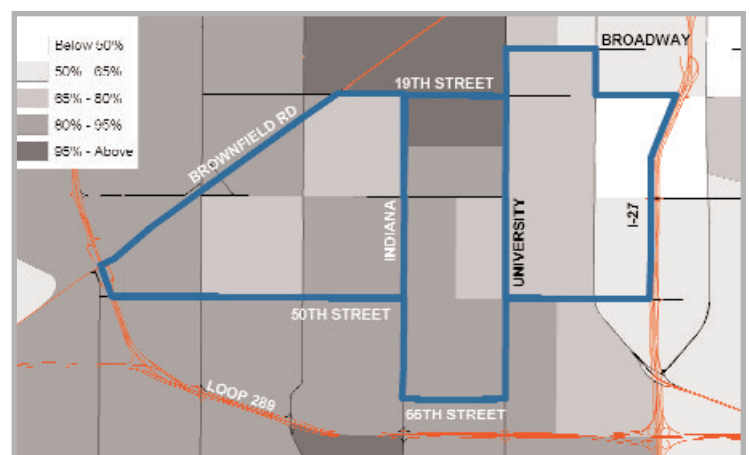


FIGURE 9: PERCENT HIGH SCHOOL GRADUATE - PERSONS 25 YEARS AND OVER BY CENSUS TRACT, 2000

SOURCE: U.S. CENSUS

In 2000, Census Tract 15.01 was the only study area tract that had over 50% of its residents possessing a college degree. Census Tract 15.01 (Tech Terrace) had a rate of over 64%. Generally, the highest percentages were in census tracts adjacent to Texas Tech University and in census tracts located within Area 1.

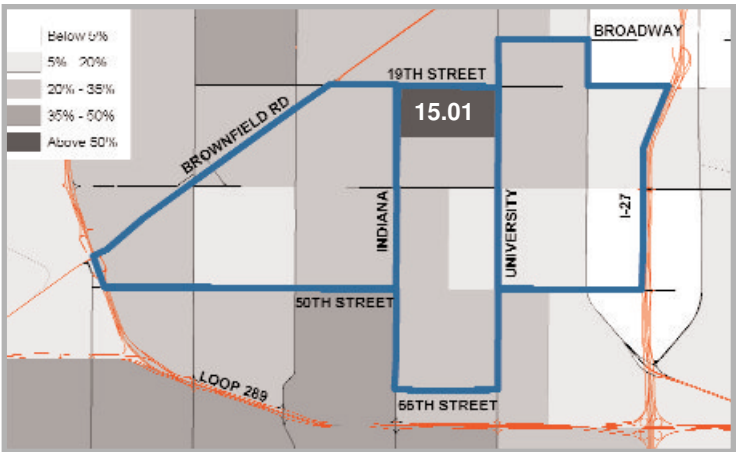


FIGURE 10: PERCENT COLLEGE GRADUATES - PERSONS 25 YEARS AND OVER BY CENSUS TRACT, 2000

SOURCE: U.S. CENSUS

Income

Per Capita Income

The per capita income of Central Lubbock was \$15,135, in 2000. This is lower than both the City of Lubbock (\$17,511) and the 2000 national average (\$21,587). However, certain census tracts have higher per capita income levels than both the city and national averages. Figure 11 illustrates the average per capita levels by census tract.

An apparent correlation exists between the educational attainment and income statistics. Census tracts with higher percentages of high school and college degrees tend to have higher than average per capita income levels. One exception to this is Census Tract 5.00 (Texas Tech Campus), which is adjacent to the study area. Over 95% of the residents have a high school degree and 33% a college degree, yet the per capita income is only \$5,763. This can be attributed to the counting of full-time students residing on-campus.



FIGURE 11: PER CAPITA INCOME BY CENSUS TRACT, 2000

SOURCE: U.S. CENSUS

Poverty

Roughly 18% of Lubbock’s total population is considered below the poverty line. The U.S. Census Department defines the individual poverty line at an annual income below \$8,350 (in 2000 dollars). In 2000, 12.4% of the nation’s population were considered living in poverty. Again, within the study area, disparities exist. Poverty levels in Central Lubbock range from 13% to over 40% by census tract. The highest rates of poverty, in Central Lubbock, exist in the far western and far eastern portions of the study area.

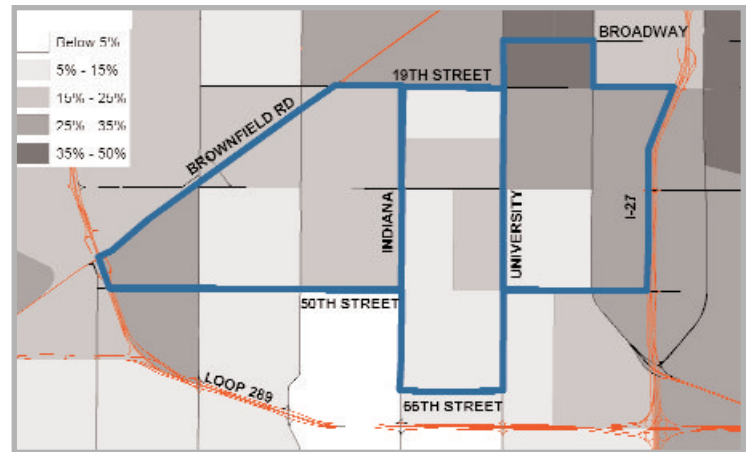


FIGURE 12: PERCENT IN POVERTY BY CENSUS TRACT, 2000
SOURCE: U.S. CENSUS

Existing Land Use

According to the City of Lubbock electronic records, there are 19,007 parcels, in Central Lubbock, totaling over 288 million square feet (6,632 acres). These thousands of parcels are classified into fifteen existing land use categories. The land use categories range from Low-Density Residential to Industrial Manufacturing. Figure 13 is the study area’s Existing Land Use Map. The map shows how commercial uses have developed in Lubbock along several arterial corridors (i.e. 34th Street and 50th Street) and other high-visibility areas, such as adjacent to Loop 289.

At 46% of the total area, Low-Density Residential is by far the largest land use in Central Lubbock. Public is the second largest category with over 17%. Low-Density Residential also is the highest number of parcels at 15,655. Medium Density Residential is the second highest number of parcels at 799. Figure 14 lists the categories and their size and number of parcels.



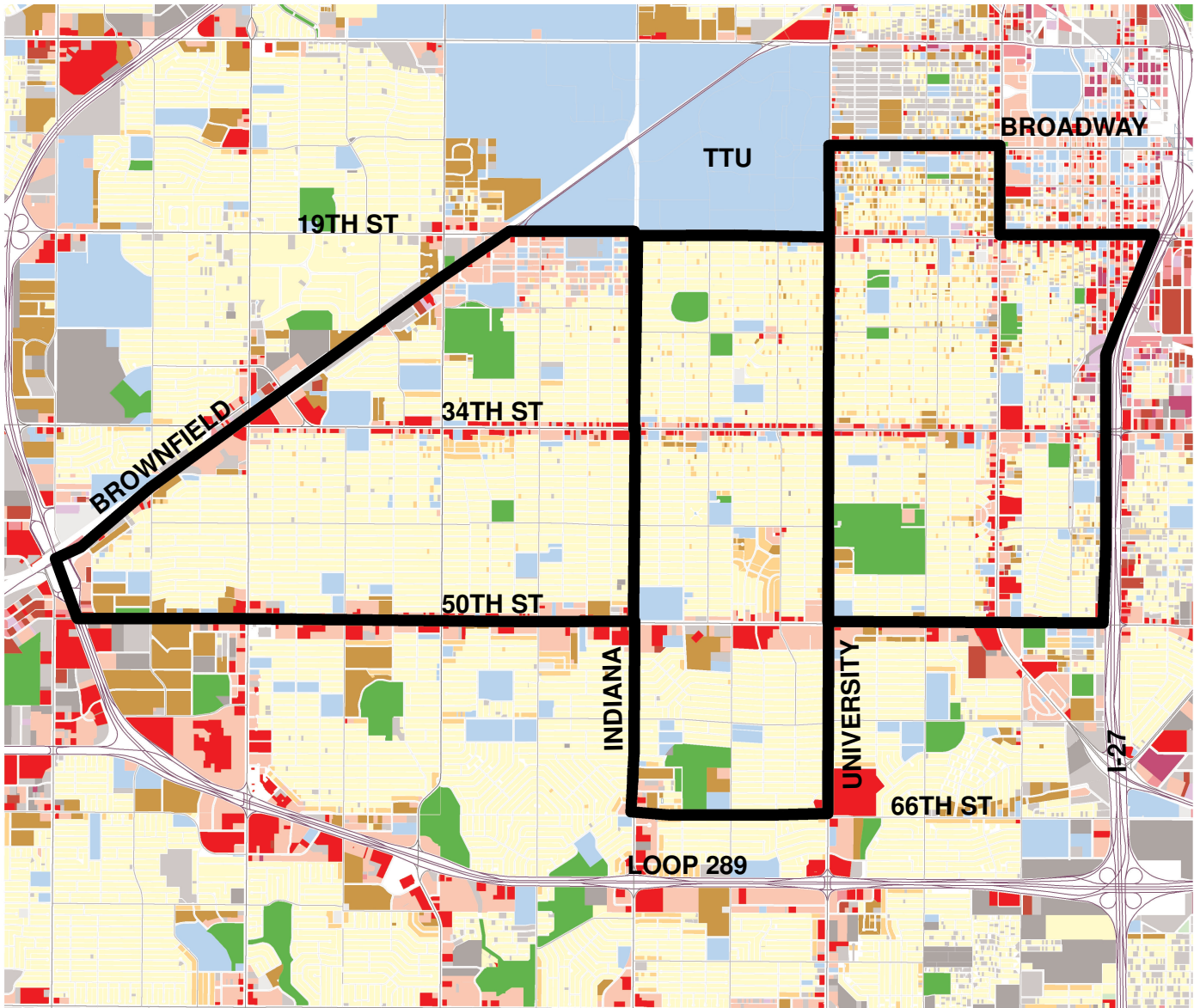
SINGLE-FAMILY RESIDENTIAL IS THE MOST COMMON EXISTING LAND USE IN CENTRAL LUBBOCK



EXISTING COMMERCIAL LAND USE ALONG 34TH STREET

Existing Land Use

FIGURE 13
Source: City of Lubbock



- Study Area
Agriculture
Low-Density Residential
Med-Density Residential
High Density Residential
Commercial Retail
Commercial Service
Commercial Wholesale
Commercial Warehouse
Industrial Manufacturing
Industrial Non-Manufacturing
Public Use
Parks and Recreation
Transportation and Utilities
Vacant-Subdivided
Vacant-Unsubdivided
Right-of-Way



Existing Land Use - Central Lubbock				
Land Use	Square Feet	Acres	%	Parcel #
Agriculture	0	0	0%	0
Low-Density Residential	132,221,359	3,035	46%	15,655
Medium Density Residential	7,445,204	171	3%	799
High-Density Residential	7,620,985	175	3%	251
Commercial Retail	10,440,119	240	4%	520
Commercial Service	16,924,045	389	6%	766
Commercial Wholesale	480,926	11	0%	19
Commercial Warehouse	166,312	4	0%	12
Industrial Manufacturing	325,477	7	0%	25
Industrial Non-manufacturing	722,117	17	0%	25
Public	47,987,005	1,102	17%	299
Parks & Recreation	12,454,320	286	4%	43
Transportation & Utilities	513,661	12	0%	28
Vacant-subdivided	6,705,349	154	2%	543
Vacant-unsubdivided	688,360	16	0%	19
Other	22,496	1	0%	3
TOTAL PARCEL	244,717,735	5,618	85%	19,007
Right-of-Way	44,179,746	1,014	15%	0
TOTAL STUDY AREA	288,897,481	6,632	100%	19,007

FIGURE 14: EXISTING LAND USE STATISTICS
SOURCE: CITY OF LUBBOCK

Housing Demographics

The goal of the housing analysis is to get a better understanding of the past and existing housing conditions through the analysis of primary and secondary data collected. The collected data includes Housing Units, Ownership, Rental, and Vacancy Rates.

Housing Units

Housing units is the sum of the number of households and vacant units. In 2000, there were 22,407 housing units in Central Lubbock. This is roughly 27% of the total number of housing units in Lubbock. Between 1990 and 2000, the number of housing units in Central Lubbock decreased by 293 units (1%), much of this decrease is attributable to razed vacant units.

Ownership

In 2000, there were 10,425 owner occupied housing units in Central Lubbock, a 50% owner occupied rate. This is lower than the city rate of 56% and down from Central Lubbock’s 1990 rate of 53%. The owner occupied rate for Area 1, in 2000, was 56%, down from 60% in 1990. Likewise, the owner occupied rate for Area 2 was 48%, down from 52% in 1990. The 2000

median value of Central Lubbock housing was \$53,600. This is less than Lubbock’s 2000 median average of \$69,500 and the 2000 national average of \$119,600.

Figure 15 illustrates Central Lubbock’s 2000 occupied housing rates by census tract.

Rental

The 2000 median monthly rental rate was \$526 in Central Lubbock. This is higher than Lubbock’s average of \$441 but lower than the national average of \$602. The 2000 median rental rate in Area 1 was \$537 and \$508 in Area 2.

Central Lubbock’s highest monthly rental rates are in the census tracts that are home to the Tech Terrace, Caprock, and Stubbs-Stewart neighborhoods. At the highest, Caprock has a median rate of \$580 a month.

Central Lubbock’s lowest monthly rental rates are generally in the eastern portions of the study area. Census Tract 13, home to the Slaton-Bean neighborhood, has a median rental rate of \$300. Figure 16 shows the monthly median rent prices by census tract.

Vacant Housing Units

In 2000, Central Lubbock had 1,613 vacant housing units or roughly 7% of the study area’s total housing stock. This is lower than the city’s rate of 8%. Central Lubbock’s rate dropped from its 1990 rate of 11%. Likewise, both Area 1

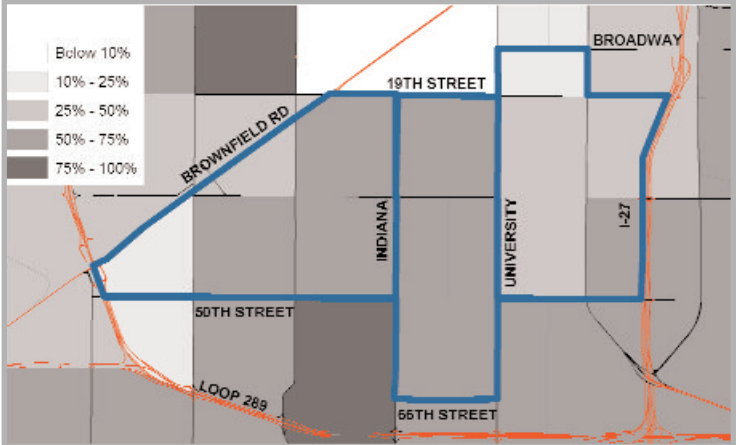


FIGURE 15: HOUSING BY OWNERS BY CENSUS TRACT, 2000
SOURCE: US CENSUS

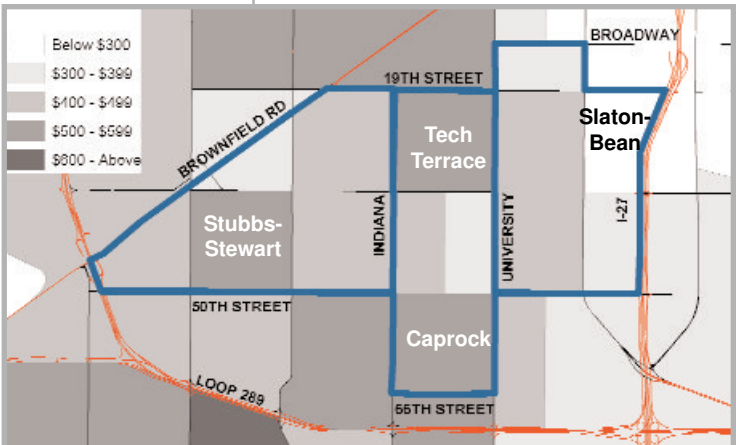


FIGURE 16: MEDIAN MONTHLY RENT BY CENSUS TRACT, 2000
SOURCE: US CENSUS

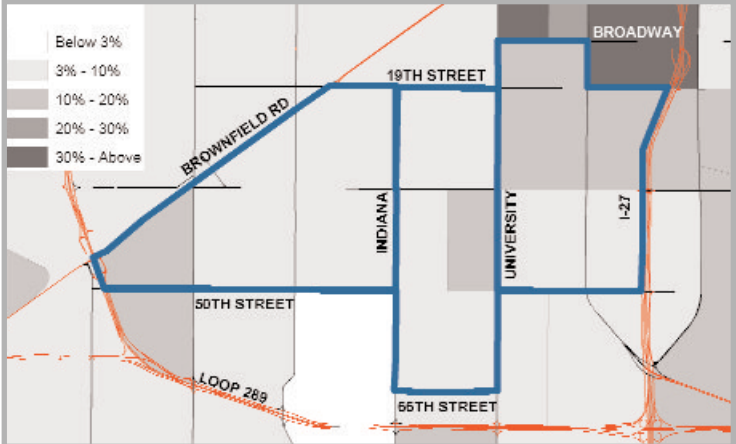


FIGURE 17: VACANCY BY CENSUS TRACT, 2000
SOURCE: US CENSUS

and Area 2 rates decreased between 1990 and 2000. The vacancy rate, in Area 1, decreased from 8% to 6% while Area 2 decreased from 12% to 8%. Figure 17 illustrates the vacant housing unit rates, by census tracts, for Central Lubbock. The highest rates generally are located in the northeast corner of the study area.

Code Enforcement

Cities create rules, in the form of ordinances, to protect the health and safety of its citizens. Protection of the health and safety is a broad idea that can cover most aspects of daily life. Building and construction, public elections, animals, and police are examples of such aspects. The City of Lubbock has compiled all of its ordinances into one document known as the **Code of Ordinances**. This document has roughly 30 chapters of ordinances.

Ordinances that cover property maintenance, zoning, nuisances, and other issues of concern for Central Lubbock residents can be found in four basic sections of the **Code of Ordinances**. These sections are Zoning (Chapter 29), Property Maintenance (found in Chapter 13), Junk Vehicles (found in Chapter 16), and Weeds and Rubbish (found in Chapter 12). The ordinances that are found in these sections regulate everything from the allowed number of residents per dwelling unit to restrictions on automobile parking on private property.

The City of Lubbock has a full-time staff of ten trained inspectors who enforce these ordinances. Lubbock is divided into ten districts with an inspector assigned to each district. In addition, Lubbock has a graffiti specialist on staff and has hired three housing specialists. The additional housing staff will focus on designated Community Development Areas in the future.



VACANT HOUSING



EXAMPLE OF CODE VIOLATION



PROPER MAINTENANCE AND UPKEEP

Neighborhood Associations

There are thirteen neighborhood associations within the Central Lubbock Study Area. All of the existing neighborhoods and subdivisions, located in Central Lubbock, are represented by an association. Some of Lubbock’s most active and organized neighborhood associations are in Central Lubbock. Many hold regular meetings to address pressing issues and concerns, hold get-togethers, and conduct improvement activities.

Central Lubbock has the highest concentration of neighborhood associations in Lubbock. Roughly 30% of the city’s community neighborhood associations are located in the study area. Figure 18 shows where each neighborhood association is located in Central Lubbock.



TECH TERRACE STREETScape

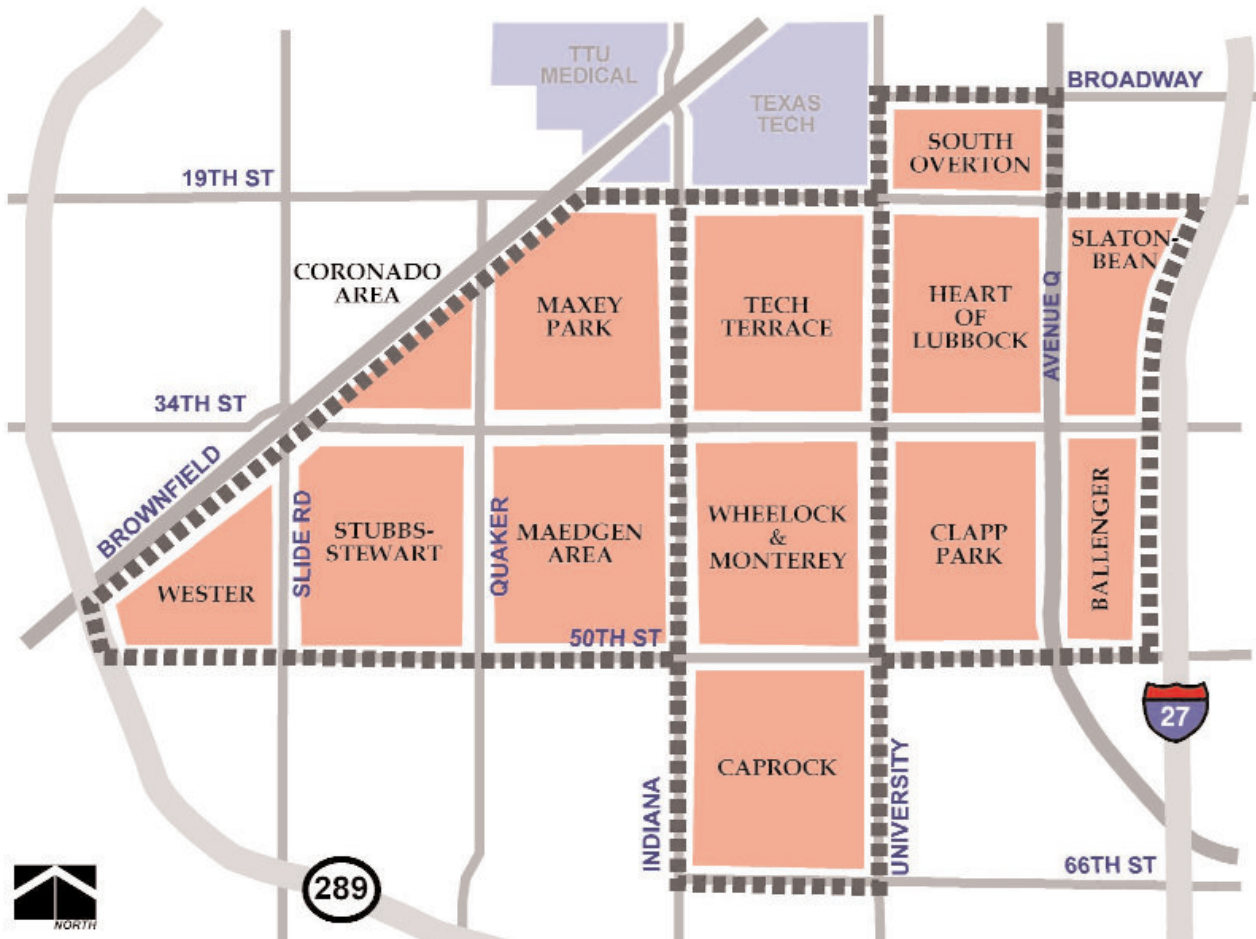


FIGURE 18: CENTRAL LUBBOCK NEIGHBORHOOD ASSOCIATIONS
SOURCE: GOULD EVANS AFFILIATES - LUNA NEIGHBORHOOD ASSOCIATIONS

Texas Tech University

Texas Tech University (Tech) is located just north of the Central Lubbock Study Area. Texas Tech University was founded on February 10, 1923 as Texas Technological College, when then Governor Pat M. Neff signed the bill creating the college. The first classes were held in 1925. Tech’s 1925 enrollment was 914 students. In 1969, amid some controversy, the Board of Directors changed the university’s name to Texas Tech University.

Texas Tech University (TTU) is arguably the “economic engine” of Lubbock. Combined, Texas Tech and the TTU Health Sciences Center are the largest employers in the Lubbock metropolitan statistical area (MSA), with almost 7,000 employees in 2002. Many of these jobs require highly skilled professionals demanding high salaries. In addition, Tech is home to NCAA division one collegiate sports teams that generate millions of dollars in revenue, attract thousands of annual attendees, and bring Lubbock national exposure.

According to the Tech web site (www.ttu.edu), the 2003 student enrollment was 28,549. Between 1993 and 2003, Tech’s enrollment increased by 4,542, or 19%. Future enrollment is expected to increase potentially at a greater rate than the historic trend. Rival in-state schools, University of Texas and Texas A&M, have taken actions to stabilize annual enrollment numbers. Because of this, it is anticipated that Texas Tech will continue to experience an increase in student population.

Currently, there are 4,166 student rooms on the Texas Tech Campus. Students with less than 30 hours of academic credit prior to their first semester of enrollment, at Texas Tech, are

Texas Tech Enrollment Trend

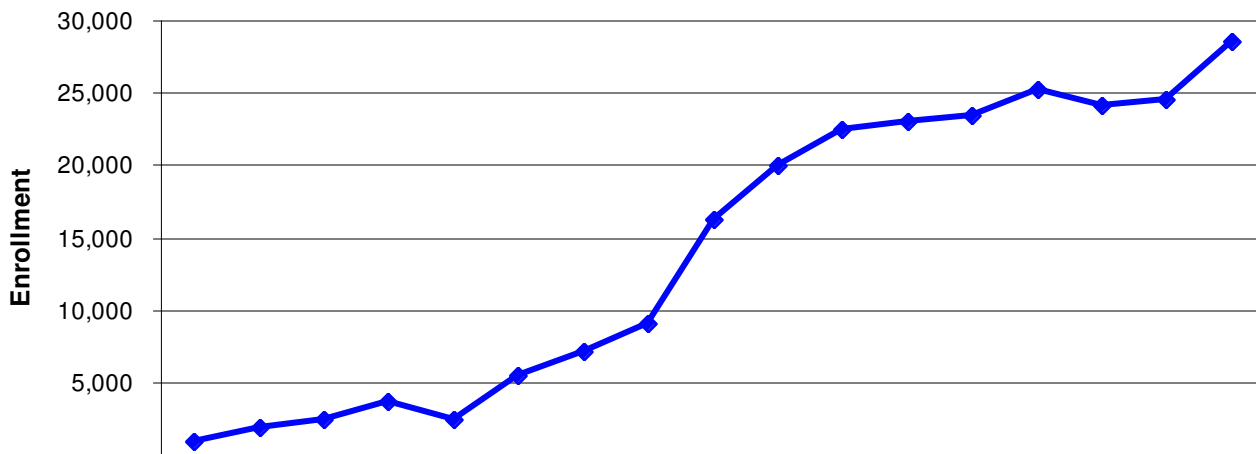


FIGURE 19: TTU STUDENT ENROLLMENT HISTORIC TREND, 1925-2003
 SOURCE: TEXAS TECH UNIVERSITY

required to live in university housing. This typically applies to incoming freshmen, who consequently occupy the majority of the on-campus housing.

The remaining student housing needs are supplied by the private sector. Off-campus student housing, in the form of apartments, duplexes, and even single family residences, are located throughout Lubbock. However, many of the off-campus students live in relative close proximity to the campus. In addition, because Central Lubbock is adjacent to Tech, many students have taken up residency within the study area.

This influx of students into Central Lubbock has created many issues, opportunities, and concerns for the adjacent neighborhoods and City of Lubbock. Concerns of ordinance violation, nuisance complaints, density, property value, and the protection of property rights have all risen. These issues will be addressed in greater detail later in the plan.

Population Projection

Figure 20 shows a possible future population trend based on the existing conditions and past trends. This projection shows Central Lubbock increasing population at a decennial rate of 3% to 8%. This is based on historic growth trends of 3%, the projected increase in the college student population, and the continued growth in the Hispanic population. With the student influx comprising the majority of projected future growth, Central Lubbock is anticipated to be nearing a total population of 60,000 by 2020. Also, if current trends continue, the Hispanic population could become the majority population in the study area by 2020.

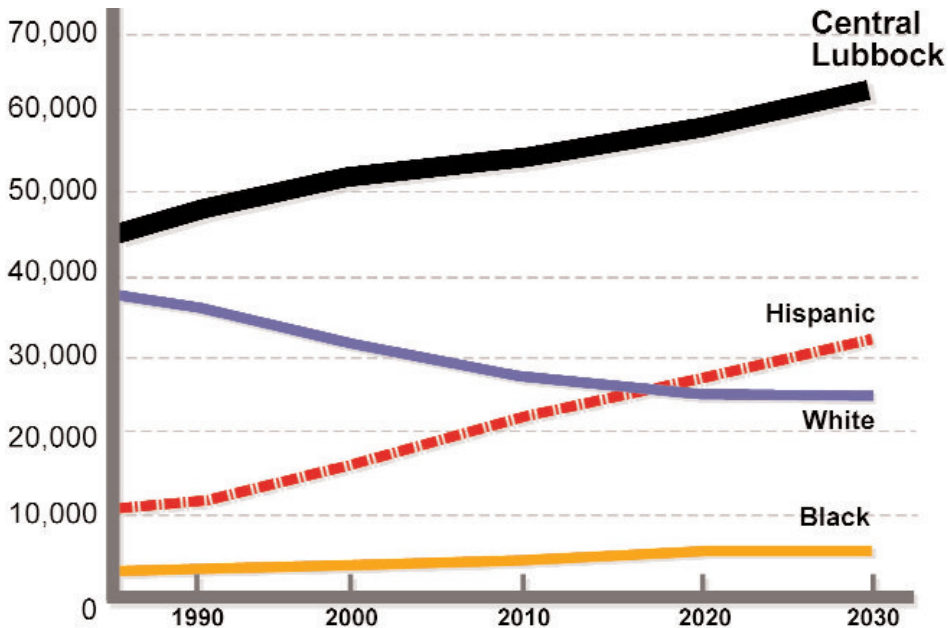


FIGURE 20: EXISTING TRENDS POPULATION PROJECTION
SOURCE: GOULD EVANS AFFILIATES

Commercial Corridors

The primary focus of retail and commercial activity in Central Lubbock is along the 34th and 50th Street corridors. While there is some commercial activity along the north/south arterials, primarily Avenue Q, and in a few small neighborhood-serving clusters, such as on Boston at 26th and 42nd streets, the major east/west arterials have historically served as the primary commercial areas of the community (outside of the CBD, which no longer has a major retail presence).

Commercial development generally follows residential development, as businesses respond to the location and travel patterns of their markets. This is manifest in the commercial patterns in Central Lubbock. The neighborhoods in the study area were the first "suburban" areas to develop, and 34th Street, the principal arterial through the area, was the natural location offering convenient access to and high visibility for residential-serving businesses. It was the principal non-CBD shopping area in Lubbock through the 1960s. But in the style and marketplace of the times, the development pattern was in small strip centers, or the conversion of previously residential properties. The result is a strip of shallow properties fronting 34th Street, generally 125 feet deep, which is not generally suitable for today's commercial building and parking standards and marketplace preferences. The only conventional commercial parcels are at the far west end of the corridor, where a United Supermarket and Eckerd Drug have been developed. The generally smaller spaces, obsolete by today's standards, have resulted in marginal operations, mom-and-pop stores, specialty niche stores, and ethnic shops and restaurants. There is a burgeoning "antique row" east of University. This eclectic mix can be a defining element as the unique shops offer a more varied fare and neighborhood feel than the typical chain, but they can also contribute to a negative image if the physical environment is not in acceptable condition. The physical environment is currently diminished by the large power lines present on the north side of the street.

As residential growth proceeded rapidly to the south and west, the primary direction of growth in Lubbock, previously undeveloped land along the next "section line" arterial, 50th Street, became the most accessible location for commercial development in the 1970s and 1980s. The prominence of the corridor was reinforced as the gateway to the area's first, and only, regional shopping center, the South Plains Mall, on Loop 289. The style of development along 50th was in larger "shopping centers" or larger free-standing furniture and home improvement stores and on larger parcels than along 34th Street. This form has allowed some reinvestment and development of new stores, as property sizes remain viable. The downside is that the vacancies that do occur are larger and more noticeable, than the occasional store-front vacancy along 34th Street. Two United Supermarkets and an Albertson's anchor the corridor as Central Lubbock's primary commercial area for groceries, but hard goods stores are lacking.

More recently, the city has continued to grow to the south and west and the same factors that caused 50th Street to replace 34th Street as the city's primary commercial area have caused 50th Street to lose that position to development south of Loop 289, where most of the currently active national chain stores and restaurants have established locations. This area can and does effectively serve the Central Lubbock neighborhoods as there is easy access through the north/south section-line arterials.

Commercial Space Inventory

The city's Geographic Information System (GIS) records provide the basis for estimating the amount of commercial space that exists in these two corridors, although not by detailed use categories. Figure 21 below shows the amount of land in two use categories: commercial-retail, and commercial-service. There is not a clear difference in definition between these, but combined they represent the commercial land along the two corridors. The amount of building space has been estimated by applying a "floor area ratio" (FAR) to the amount of land. The FAR is the ratio of building space to the area of the site. It is a function of the number of stories of the building, the amount of parking and landscaping, and whether the site has been developed to its physical potential or capacity. Except for a few multi-story office buildings, the commercial space is largely single-story structures. Based on city-wide FARs in these categories, it is estimated that the average FAR in the corridors is 0.20, which results in a total estimated building space of about 1.2 million square feet in the 34th Street corridor and 2.1 million square feet in the 50th Street corridor.

This inventory is limited to commercial uses. Much frontage land is occupied by churches, schools, and apartments, but the two commercial categories account for 80 percent of the use of the land area in the two corridors.

	34 th	50 th
Square Feet of Land		
Commercial Retail	3,848,102	4,077,795
Commercial Service	2,454,018	6,461,442
Total	6,302,120	10,539,237
Estimated FAR	0.20	0.20
Square Feet Floor Space	1,260,000	2,108,000

FIGURE 21: COMMERCIAL LAND IN THE 34TH ST AND 50TH ST CORRIDORS
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Resident Retail Needs

The amount of retail sales in a community is determined largely by the population of the area, the income level of the population, and the amount that is spent on retail goods. In analyzing the retail market, it is useful to look at various categories of retail goods. In this analysis, we have used three broad categories:

- "Shoppers goods," which include department stores, apparel, furniture, and single-line specialty stores such as sporting goods or books, tend to locate in major shopping centers or in clusters at high-access locations. Shoppers are willing to travel further from home to do comparison shopping to increase their selection and find the best price. Most expenditures for such goods are made at regional shopping centers or increasingly at "big box" specialty stores. In Lubbock this is generally at the South Plains Mall and adjacent areas along Loop 289.
- For "convenience goods," expenditures are made closer to home and generally at a neighborhood center or retail strip anchored by a supermarket. This category includes grocery stores, home centers, pharmacies and liquor stores.
- A third category encompasses "eating and drinking" establishments, which can exhibit the characteristics of either shoppers or convenience goods, depending on their market orientation and coverage pattern.

Some categories of retail sales that have extensive outdoor sales area, such as automobile dealers and nurseries, are not included in the analysis. Non-retail uses such as services, entertainment and community-serving office space that are often interspersed with retail activity in a shopping center commercial strip are also not included

The first step in the retail analysis is to estimate and project the expenditures of local residents in these categories. Figure 22 shows the population (2000 Census), per capita income (2004 estimate) and total personal income (TPI) of Central Lubbock residents, and their retail expenditures for 2004 based on the typical percentage of TPI spent in each category. There is not a 2004 estimate of the population, but it is unlikely to have changed much, nor will there be much if any net growth in this built-up area. The expenditure in each category as a share of income is calculated from U.S. Census data for the State of Texas. Note that this is based on the type of store in which the purchase is made, not the type of merchandise bought. Thus there may be a wide variation in the pattern in a small area, depending on the types of stores available. For example, clothing could be bought at a clothing store or a department store. Therefore, the analysis is more valid regarding the totals in each of the three major categories than in the individual sub-categories.

The figure also shows that less than one million square feet of retail space would be supported by the resident expenditures at the productivity rates typical in the industry. It should be noted that many stores in the corridors, particularly along 34th Street, are probably not achieving these industry norms, so the actual amount of space supported may be greater than that shown. Nevertheless, it is clear that there is much more space in the two corridors than can be supported by Central Lubbock residents alone. Of course many of the businesses do draw from beyond the surrounding neighborhoods, but equally obvious is that much of the residents' retail purchases are being made outside the corridors, at the South Plains Mall and in stores and restaurants along Loop 289.

Categories	Resident Expenditures	Sales Per Square Foot	Supportable Square Feet
SHOPPERS GOODS			
General Merchandise	\$65,995,000	\$250	264,000
Apparel and Accessories	\$23,758,000	\$250	95,000
Furniture and Appliances	\$25,845,000	\$250	103,400
Hardware and Home Centers	\$12,126,000	\$250	48,500
Specialty Stores	\$10,459,000	\$250	41,800
Sub-Total	\$138,183,000		552,700
EATING AND DRINKING			
	\$46,337,000	\$300	154,500
Sub-Total	\$46,337,000		154,500
CONVENIENCE GOODS			
Grocery Stores	\$67,645,000	\$400	169,100
Specialty Food	\$1,041,000	\$250	4,200
Health and Personal Care	\$15,972,000	\$250	63,900
Sub-Total	\$84,658,000		237,200
Total	\$269,178,000		944,400
Population	50,715		
Per Capita Income	\$17,605		
Total Personal Income (TPI)	\$892,837,575		

FIGURE 22: RETAIL POTENTIAL, CENTRAL LUBBOCK RESIDENTS

NOTE: DOLLARS IN CONSTANT 2004 VALUE

SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

SECTION THREE
COMMUNITY INPUT

Community Input

The **Central Lubbock Stabilization and Revitalization Master Plan** is citizen driven. Public involvement is important because it creates community “ownership” of the plan. Public involvement was attained, in part, through the holding of a public meeting.

On June 24, a public meeting was held at Monterey High School, located in the study area. The purpose of the meeting was to ascertain the important issues and priorities of the broad community. The meeting had a large turnout with almost 200 people in attendance. The public participants were comprised of local residents, business owners, and city officials.

The consultant team conducted various exercises in order to better understand the current and perceived conditions in Central Lubbock. These exercises included Visioning, Issues and Concerns Identification, Asset Identification, and Future Goals.

Visioning, was the first exercise conducted. Held in the high school theater, audience members were asked to picture how they would envision Central Lubbock looking twenty years into the future. Audience members were then asked to cite the characteristics of their ideal future Central Lubbock. Consultant team members recorded the audience’s comments onto large sheets of post-it paper. The exercise ran for approximately fifteen minutes.

Upon arrival, audience members were given a colored dot. After completion of the Visioning exercise, audience members were divided into three groups based on the color of the dot received. The three groups were Red Group, Green Group, and Blue/Orange Group. Classrooms adjacent to the high school theater were used for these break-out groups. These smaller groups allowed a more conducive atmosphere for public participation.



MONTEREY HIGH SCHOOL - LOCATION OF JUNE 24, 2004 PUBLIC MEETING



BREAK-OUT GROUP - RED



BREAK-OUT GROUP - GREEN

Once participants relocated into their break-out groups, the remaining exercises were conducted. Issues and Concerns Identification asked participants to identify the important issues and pressing concerns that currently exist in Central Lubbock. Once completed, participants were asked to identify the positive assets found in Central Lubbock; this exercise is known as Asset Identification. Finally, in the Future Goals exercise, participants were asked to list the future goals that they would like to see for Central Lubbock. Each exercise ran between ten and fifteen minutes.

After each break-out group completed the exercises, participants were given three adhesive dots in the colors of red, blue, and yellow. The group members were told that the three dots represented the limited resources available. The red dot signified the most important, blue second most important, and yellow third most important. By this time, the exercise comments that were recorded onto the large sheets were hung-up around each break-out room. Group members were instructed to place their dots on the listed comment(s) that they felt were most important to Central Lubbock. This process was conducted the same way in all three break-out groups.

Through the placement of the colored dots, the general themes that were considered most important to the overall group became apparent. The themes were then ranked and a group member was selected by his or her group peers to present their results to the other break-out groups.

To conclude the public meeting, the three groups reassembled back in the theater and presented their results. The following page lists the most important themes for each group.

**PUBLIC MEETING SIGN-IN****COLORED DOTS EXERCISE****RESIDENT STATING CONCERN**

Red Group

- Lack of code enforcement
- Deteriorating business on 34th Street
- Hold land owners accountable
- Lack of property maintenance
- Increase home ownership

Green Group

- Hold landlords/owners accountable
- Better police enforcement
- Better yard maintenance
- Tax breaks for historical sites

Blue/Orange Group

- Better code enforcement
- Improve 34th Street commercial corridor
- Tax incentives for restoration
- Reduce traffic speed in neighborhoods
- Improve street lighting

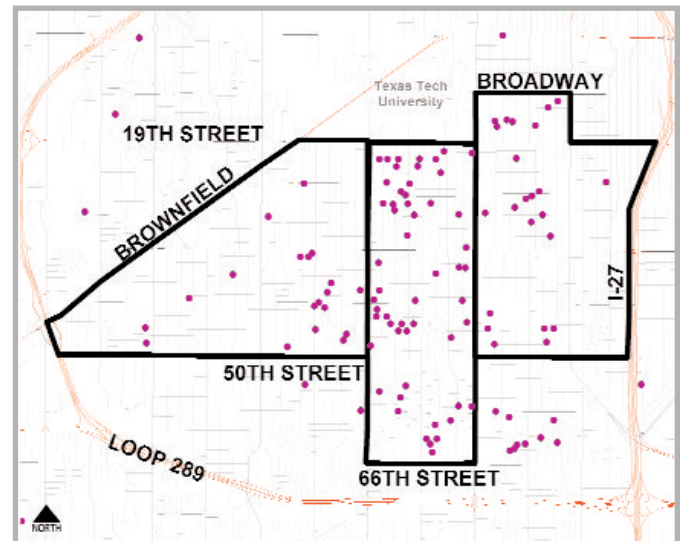


FIGURE 23: LOCATION OF PLACE OF RESIDENCE OR EMPLOYMENT OF PARTICIPANTS
SOURCE: GOULD EVANS AFFILIATES

Location of Public Meeting Participants

Almost 200 people attended the public meeting. Upon arrival, attendees were given a label dot and were asked to place it on displayed maps of the study area, in the general vicinity of their residence or place of employment. This was done so city officials and consultants could better understand which areas of the study area were represented. Figure 23 shows the result of the mapping exercise. The vast majority of the attendees resided or worked in Central Lubbock. Within the study area, the majority of attendees resided or worked in Area 1. However, neighborhoods within Area 2, such as South Overton, Heart of Lubbock, and Maedgen Area were well-represented.



PARTICIPANT LOCATING RESIDENCE

SECTION FOUR
FUTURE DEVELOPMENT
ALTERNATIVES

Introduction

Based on the input received from the public, steering committees, city officials, Texas Tech officials, as well as an analysis of existing conditions, the consultant team developed three alternatives for the direction of future development in Central Lubbock. The three alternatives were named:

- ***Reactive***
- ***Physical Framework***
- ***Policy Framework***

Reactive Alternative

The ***Reactive Alternative*** responds to internal and external influences that affect the study area. It does not require extremely active participation and decision making from the residents, politicians, and business owners in the area, rather it projects trends that are already occurring in the area. Some of the activities that influence this area would include the continued development of North Overton, the movement of Texas Tech students into single family neighborhoods, the decline of 34th Street, the expansion of the medical center area, and the increase in non-owner occupied households. This alternative does not attempt to reduce or halt these influences.

The South Overton Neighborhood could benefit from the alternative because of the development influences of the North Overton development. The neighborhoods adjacent to Texas Tech University would continue to be under pressure by students occupying single-family residences. This ongoing issue has begun to negatively influence potential homebuyers. The medical center would continue to grow by either converting residential property into medical office space or by demolition and new construction. A reactive



GODEKE BRANCH LIBRARY



REDUCED PROPERTY VALUES

process would create ill-defined edges and promote conflicts between residential and commercial property owners.

In this alternative, the residential areas that are now in decline would be allowed to continue on that path. This alternative would potentially increase the percentage of rental houses and could lower the aesthetic quality of the neighborhood. Without proactive change in direction and use of the existing land uses along 34th Street, the corridor would experience further decline in retail activity. The empty storefronts would also have a negative impact on the adjacent residential properties.

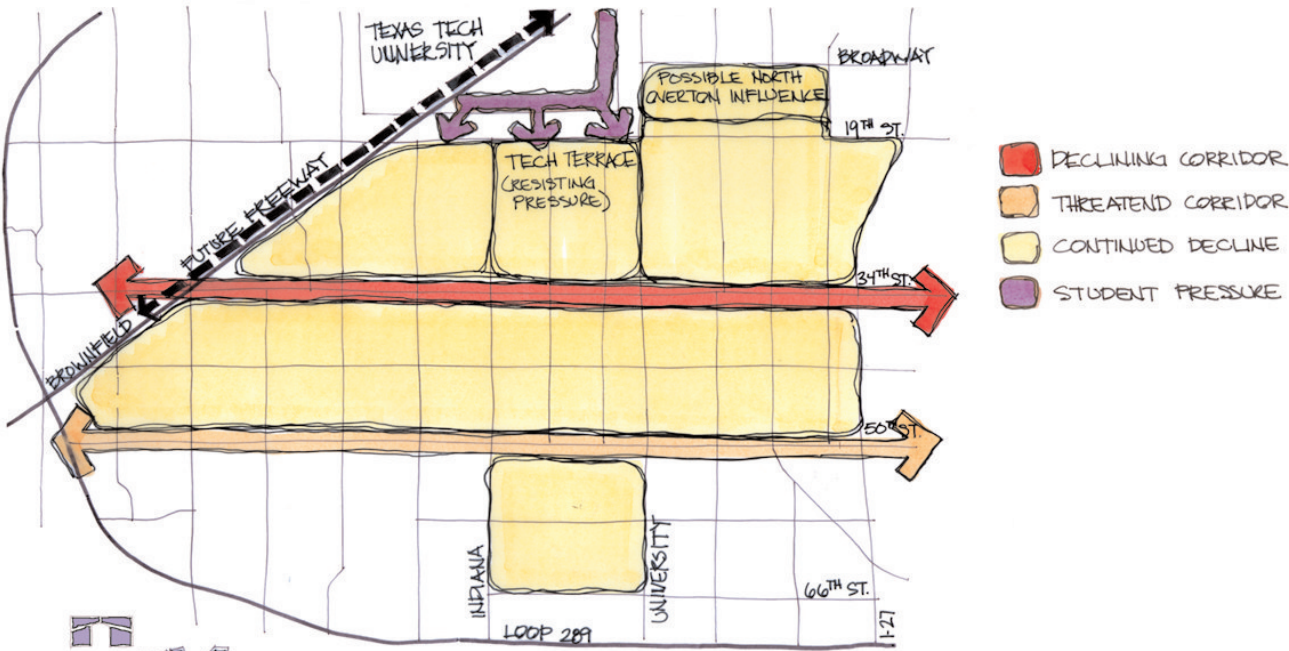


FIGURE 24: REACTIVE ALTERNATIVE
SOURCE: GOULD EVANS AFFILIATES

Pros:

- Easy implementation - Requires little political or community action
- South Overton would benefit from North Overton spillover
- Reactive - No decisions to be made by residents

Cons:

- Increased rental housing
- Reduced property values
- Lowered aesthetic quality
- Continued decline of retail/commercial (34th Street)
- More movement of students south and west into existing neighborhoods
- Decline of existing stable neighborhoods west of University
- Lack of investment interest along the newly created Marsha Sharp Freeway corridor

Market Observations:

- Strong market for student rentals
- Weak market for better retail
- Market trends toward marginal and less desirable businesses
- Single-family residential strength varies in pockets throughout the study area

Physical Framework Alternative

The ***Physical Framework Alternative*** utilizes the existing amenities that are contained within the study area to focus on three major improvement opportunities. The first of these is the growing need for student housing near the Texas Tech campus. This alternative proposes a transition along 34th Street and some portions of 19th and 50th Streets from strip commercial to more concentrated commercial “nodes” located at major intersections. The infill area created between these nodes would be developed with medium density residential and/or institutional uses. The proposed residential areas close to the campus could be partially targeted for student housing.

The second opportunity is the conversion of 19th Street, 34th Street, 50th Street, and Avenue Q to “boulevard quality” streets, adding aesthetic enhancements and providing delineation for the individual neighborhoods. This delineation would strengthen to the ability to preserve existing neighborhoods and also help integrate the new adjacent uses into the neighborhood fabric. Several entrance “gateways” or markers are also proposed at key entry points along these major streets to provide greater identity for the study area.

The third opportunity would be to develop a landscape buffer along the new Marsha Sharp Freeway to protect the existing neighborhoods and encourage additional residential development.

This alternative would require a significant rethinking of the commercial corridors and neighborhood structure. Some existing businesses may be displaced or relocated, as land uses

change along the major corridors and neighborhoods may see increased property values and displace some existing renters. All of the proposed improvements in this alternative are of a physical nature so progress could be seen “on the ground” and be easily measured to gauge progress.

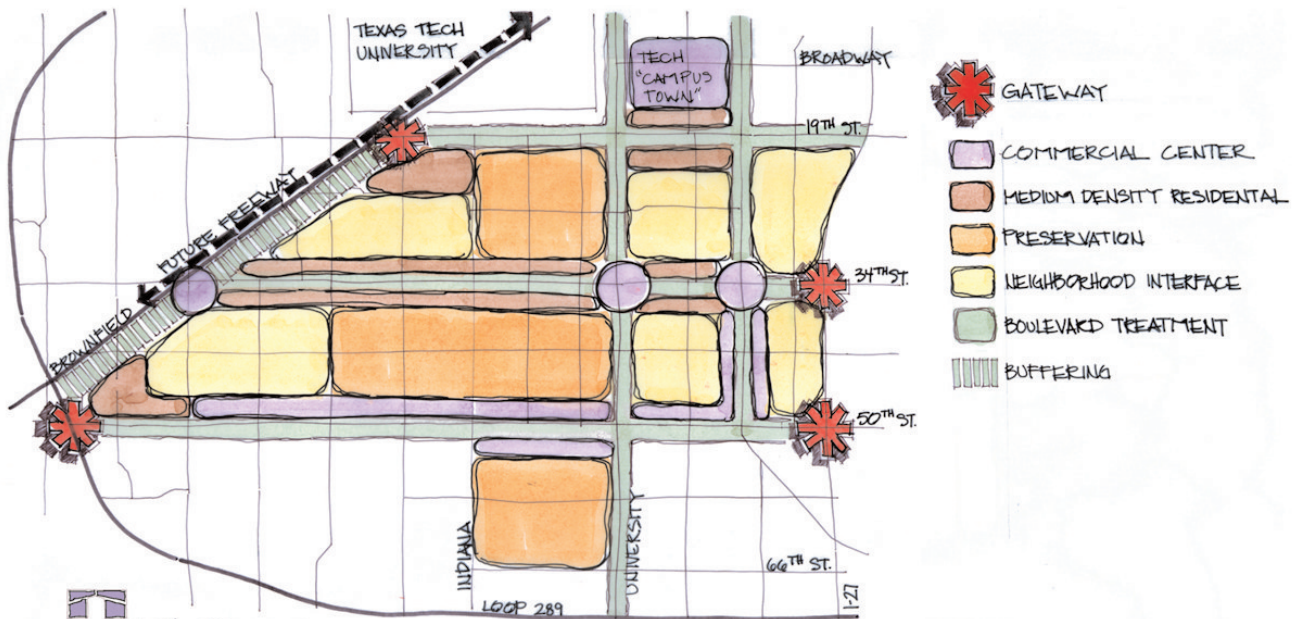


FIGURE 25: PHYSICAL FRAMEWORK
SOURCE: GOULD EVANS AFFILIATES

Pros:

- Specific areas for student housing would be developed
- Defined development areas would allow for easy goal setting and measurement of progress
- Nodal commercial developments would provide central service locations and anchors
- Boulevard development would add character to the new residential development along 34th street
- Boulevard would help give areas new identity and delineate neighborhoods
- Gateways would create a sense of identity
- Landscape buffer along Marsha Sharp Freeway would encourage residential development
- Would better connect neighborhoods

Cons:

- More costly to implement
- Requires total community “sign-on” to accomplish
- Significant rethinking of existing major commercial corridor
- Relocation and displacement of businesses
- Increased property value may displace existing renters

Market Observations:

- Student demand could be channeled into select locations
- Opportunities exist for nodal retail concentrations
- Opportunities for themed "niche" concentrations along 34th Street
- Opportunities for more conventional and "medium box" retail along 50th Street
- Opportunities for multi-family infill on now-commercially zoned land
- Little opportunity for infill in neighborhoods, concentrate on rehab/preservation

Policy Framework Alternative

The ***Policy Framework Alternative*** would consist of four areas including public guidelines, requirements, and incentives. The first of these is development of design guidelines and zoning requirements for the different neighborhoods or zones within the study area. This policy framework would be developed specifically for each zone to enhance the overall quality of residential and commercial properties.

The second area would be increased enforcement of existing and new building codes and zoning regulations. Inspections might be increased to deal with specific problems, such as annual rental property inspections to determine if codes are being violated.

The third area would include encouraging lending institutions to reinvest in the study area. This reinvestment could be accomplished by local incentive programs, loan packaging, or connecting a revolving fund pool for assistance in restoration and preservation. These programs would be targeted to the specific needs of the different development zones.

The fourth area would focus on the development partnerships for the development of student housing. These partnerships could take place within the public and private sectors and be coordinated with long term goals developed aimed at off campus student housing.

Within this alternative, success would be very difficult to measure due to the potentially slow realization of improvements. This alternative also does not deal with the development of common design themes for the study area, and implementation of policies may even isolate some neighborhoods.

Pros:

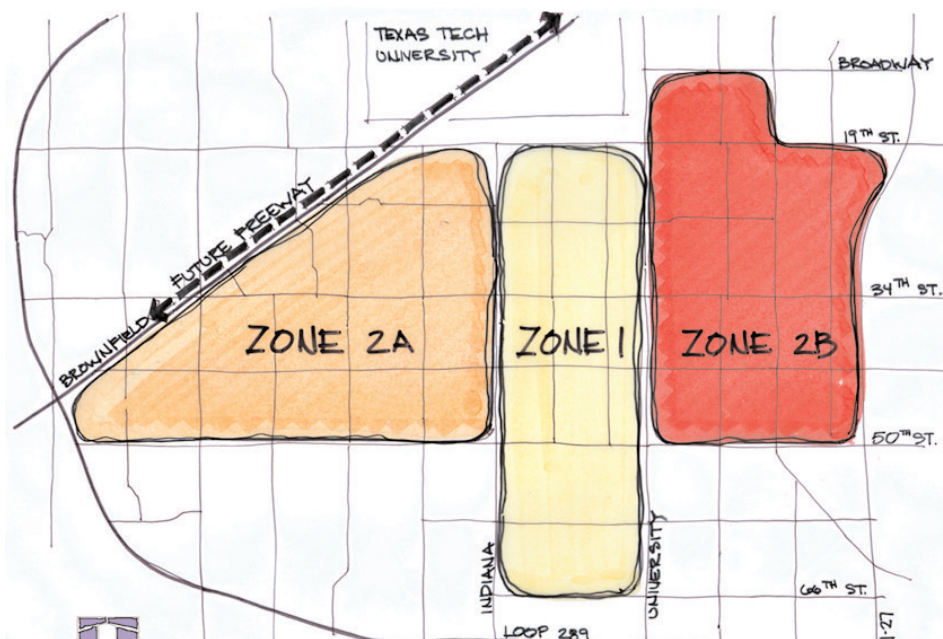
- Policy zones could encourage lending institutions to reinvest in the area
- Funds for restoration, preservation, and infill may be more available because of enacted polices
- Policies would affect specific area issues
- Would provide for a great range of economic conditions

Cons:

- Potentially slow realization of improvements
- Hard to measure success, slow physical improvements
- Could isolate neighborhoods
- No common theme for corridor development
- Lacks physical identity
- Guidelines for neighborhoods may limit property owners' use of property

Market Observations:

- Would need to conform zoning to alternative uses
- Strong merchant/business associations
- Funding assistance could close the "gap" in private project feasibility
- Codes and ordinances could reduce marginal businesses



“Policies would be developed specific to each zone”

FIGURE 26: POLICY FRAMEWORK
 SOURCE: GOULD EVANS AFFILIATES

Selection of Preferred Direction

The three alternatives were presented to the Central Lubbock Steering Committees during the August 23, 2004 Steering Committee Meeting. During the meeting, the members listened to the consultant team present the positive and negative aspects of each alternative. After the presentation, steering committee members were asked to evaluate each alternative.

After the discussion, the consultant team conducted a “dot polling exercise.” The intent of the exercise was to determine specifically what each audience member liked and/or disliked. Each audience member was given three green adhesive dots and three red adhesive dots. The green dots represented “likes” and the red dots represented “dislikes”. Large print-outs of the three alternatives were placed on a wall of the meeting room. Steering committee members were asked to place the colored dots directly onto the individual components of the alternatives they liked and disliked most. Steering committee members could distribute their dots as they saw fit.

Figure 27 illustrates how selected components from the alternatives are used in the eventual preferred direction. Many of the the components that received the strongest support from the steering committee were incorporated into the preferred direction.

Selecting individual alternative components was contrary to having the steering committee select an alternative outright. By letting the steering committee choose the individual components, as opposed to the alternative as a whole, the preferred direction became a hybrid and was a better representative of the public’s will.



PREFERRED DIRECTION SELECTION EXERCISE



PREFERRED DIRECTION SELECTION EXERCISE

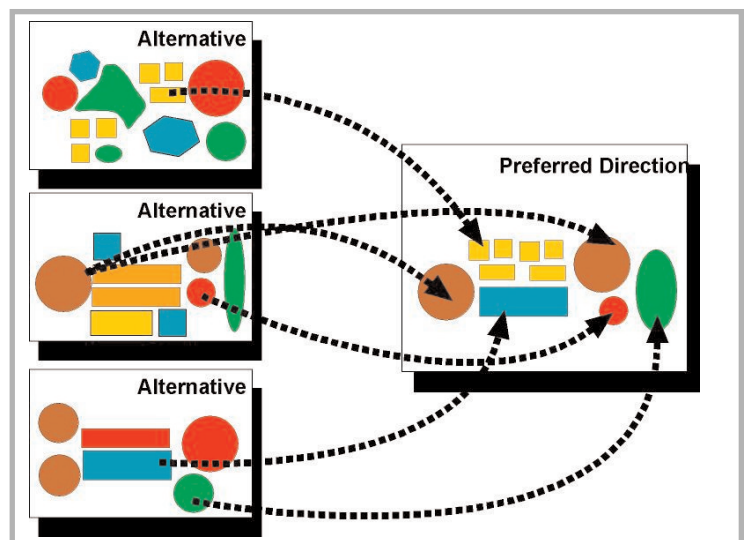


FIGURE 27: PREFERRED DIRECTION PROCESS DIAGRAM
SOURCE: GOULD EVANS AFFILIATES

SECTION FIVE
FUTURE DEVELOPMENT
PLAN

Introduction

The ***Future Development Plan*** of Central Lubbock was derived from the preferred land use and policy strategies found in the three alternatives. The comments and suggestions given by city officials, steering committee members, and the general public were analyzed prior to the creation of the preferred direction. The Future Development Plan is designed to act as a framework for future development of Central Lubbock.

Overall, Central Lubbock is comprised of three basic planning components. They are Neighborhoods, Corridors, and Centers. The ***Future Development Plan*** was developed around these components. With each component, a series of plan attributes are listed. Together, these attributes create the preferred plan framework.

Neighborhoods

Neighborhoods can be defined as sections of a city or community that are relatively substantial in geographic size, yet have an identifying character. The neighborhood attributes described are Neighborhood Preservation, Neighborhood Stabilization, Neighborhood Revitalization, and South Overton.

Neighborhood Preservation

These are predominately residential areas whose character, value, and cherished way-of-life needs to be protected or enhanced through proactive measures. The neighborhoods that have been classified as Neighborhood Preservation are Tech Terrace, Wheelock & Monterey, Caprock, and Maedgen Area.



EXAMPLE OF A NEIGHBORHOOD



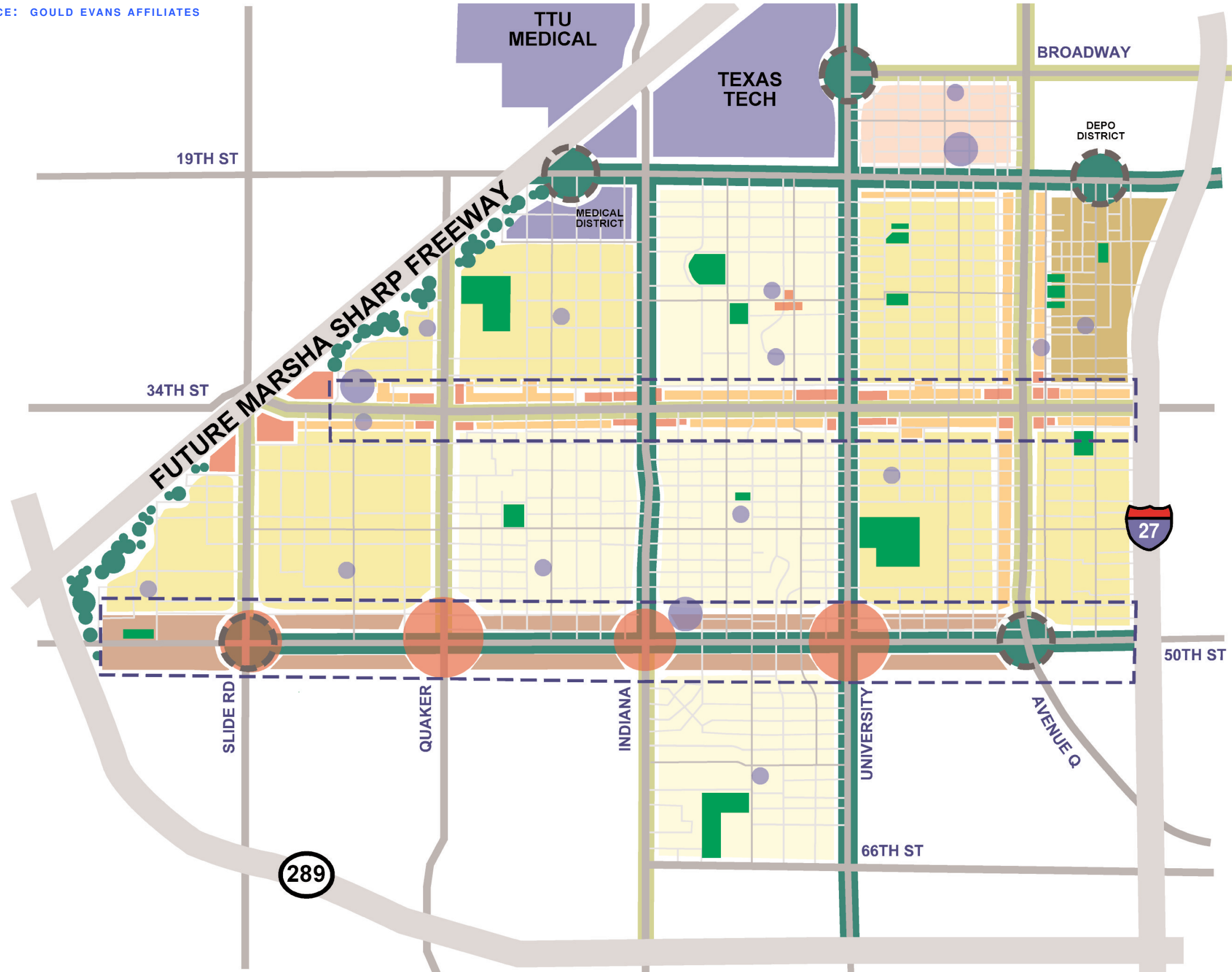
EXAMPLE OF A CENTER



EXAMPLE OF A CORRIDOR

Figure 28: Future Development Plan

SOURCE: GOULD EVANS AFFILIATES



Future Development Plan CENTRAL LUBBOCK

- Neighborhood Preservation
- Neighborhood Stabilization
- Neighborhood Revitalization
- Medium-Density Residential
- Higher-Density Residential
- South Overton
- Institutional
- Park/Open Space
- Buffer
- Commercial Center
- Gateway
- Boulevard Treatment
- Street Enhancement
- Corridor Zone

NOT TO SCALE
FEBRUARY 4, 2005



In a Neighborhood Preservation strategy, residents' basic services and needs are generally met. Some of these services and needs include quality housing stock, low crime, high owner-occupied rates, infrastructure and roads in good condition, stable property values, and quality schools. However, the quality-of-life that has been historically enjoyed by neighborhood residents has become threatened. Without intervention, recent downward trends will continue and begin to undermine strong neighborhoods. A comprehensive and incentive-based approach that partners neighborhood groups, property owners, city officials, and local businesses and institutions is needed.

Neighborhood Stabilization

These are residential areas whose character and value need to be stabilized restored and through proactive measures, potentially incorporating both public and private assistance. The neighborhoods classified as Neighborhood Stabilization are Wester, Stubbs-Stewart, Coronado Area, Maxey Park, Heart of Lubbock, Clapp Park, Slaton-Bear, and Ballenger.

In Neighborhood Stabilization, improvement to basic existing services and needs is desired. Typically, the areas classified as Neighborhood Stabilization are below Lubbock averages when comparing socioeconomic statistics. These statistics include lower income, educational attainment, homeownership, and property values and higher crime rates. In addition, these neighborhoods have deteriorated through abandonment of housing structures and neglect by absentee landlords.

Neighborhood Stabilization areas can vary in the degree of assistance needed. However, all of the included neighborhoods need to improve the overall rudimentary level of services.



**HOUSE LOCATED IN AREA DESIGNATED
"NEIGHBORHOOD PRESERVATION"**



**HOUSE LOCATED IN AREA DESIGNATED
"NEIGHBORHOOD STABILIZATION"**

Neighborhood Revitalization

Areas classified as Neighborhood Revitalization have experienced severe decline in the overall quality of life. Aggressive strategies maybe needed to improve the present conditions. The neighborhood association classified as Neighborhood Revitalization is Slaton-Bean.

Through owner and/or resident neglect, abandonment of existing housing units, neglect of existing infrastructure, and higher crime rates, Neighborhood Revitalization areas have deteriorated to a point where aggressive and proactive measures needs to be implemented. Approaches similar to the North Overton Neighborhood revitalization project may need to be analyzed further.

Redevelopment opportunities, involving public/private partnerships between TTU, the City of Lubbock, and the private-sector need to be explored.

South Overton

A compatible mix of residential, commercial, and institutional uses, potentially student-oriented, is recommended for the area known as South Overton. To meet existing and future student-housing needs and to alleviate current student pressure on local single-family neighborhoods, a market-driven pedestrian-oriented neighborhood could be a viable solution for portions of the area.

Bordered by Texas Tech University to the west, Overton Park to the north, and Lubbock's downtown to the north-east, South Overton is ideally situated to benefit from the high student population, high number of jobs, and high density levels located in the area.

North Overton is the neighborhood association located just north of the South Overton Neighborhood. North Overton is home to the Overton Park development, currently under construction. Overton Park is considered the largest privately funded redevelopment project in the United States.



**RAZED HOUSING UNIT -
ADJACENT NORTH OVERTON**



**EXAMPLE OF MIXED-USE CENTER
LOCATED IN CLOSE PROXIMITY TO A
UNIVERSITY**



**EXAMPLE OF PEDESTRIAN ACCESS
RECOMMENDED FOR A STUDENT
DISTRICT - POTENTIAL BROADWAY
CORRIDOR**

Built atop of the razed North Overton Neighborhood, the Overton Park development is 325 acres in size, and it includes both higher-density residential and commercial uses.

Though still under construction, the completed phases of the Overton Park development have been considered a success by many. The demand for residential units and commercial space is high, thus both apartments and retail space are commanding “higher-end” market prices. In addition, waiting lists have been assembled for apartment units not yet completed. Much of the demand for apartments and new retail has come from the local student population.

South Overton has both quality housing stock and non-residential buildings that could be converted to residential. Many residential structures are protected by the National Register of Historic Places. Because of this, it is **not** necessary to redevelop South Overton in the fashion chosen for North Overton. Instead, through incentives and tax credits, developers could be encouraged to refurbish existing structures, embracing the historic component of South Overton. Street enhancements along Broadway, combined with the density and foot-traffic created by the student population, would add to the unique character of the area.



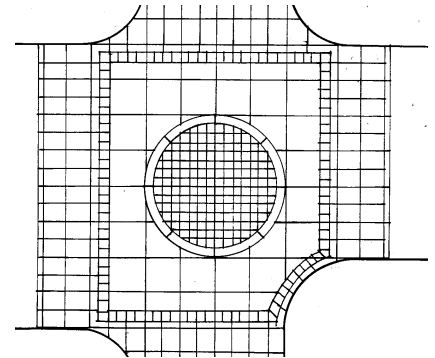
**POTENTIAL STUDENT DISTRICT
STREETSCAPE**

Corridors

Corridors can be defined as the linear routes between destinations or activity centers. Corridors can follow roadways, pedestrian trails, waterways, or even linear parks. The corridor attributes described below are Boulevard Treatment, Street Enhancement, Medium-Density Residential, Higher-Density Residential, Buffer, Corridor Zone.

Boulevard Treatment

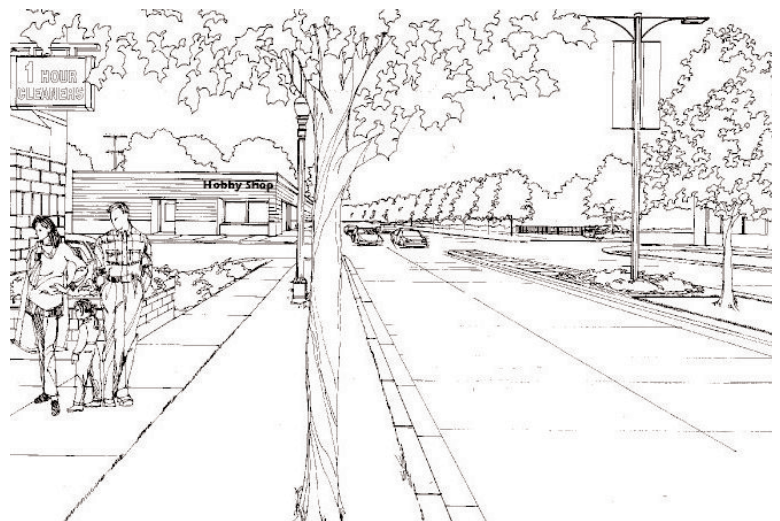
It is recommended that the designation of “Boulevard” be given to a determined number of major streets. Streets designated with boulevard status would receive maintenance and improvements funding in addition to the current allocations. Boulevards are of unique character and serve to attract motorists because of their utility and beauty. Common characteristics to (but not limited to) boulevards are medians (with appropriate right-of-way availability), landscaping, public art, enhanced streetscaping, additional maintenance, improved infrastructure, and gateway markers. Portions of some streets in Central Lubbock already have some form of limited boulevard treatment, such as University Avenue. It is important, however, that the chosen treatments and upgrades be continuous throughout the study area. The major streets in Central Lubbock recommended for the Boulevard Treatment designation are University Avenue, 19th Street, 50th Street, and Indiana Avenue from 19th to 50th Streets.



ENHANCEMENT OF STREET INTERSECTION

Street Enhancement

Street Enhancement is for major traffic corridors that should receive additional enhancements, but at a lower level than Boulevard Treatment. With some of the streets, the right-of-way is too narrow to add treatments such as a central median. However, the Street Enhancement corridors are viewed by thousands of motorists daily and could be improved. Some enhancements include streetscaping, landscaping, additional maintenance, and neighborhood markers. The recommended street enhancements streets are Quaker, Avenue Q, Broadway, and 34th Street.



RENDERING OF A BOULEVARD TREATMENT - POTENTIAL 50TH STREET CORRIDOR

SOURCE: GOULD EVANS AFFILIATES

Medium-Density Residential (MDR)

In conjunction with the “centers” concept, residential housing of a higher density than single family is recommended along portions of the existing commercial corridors currently occupied by retail. Many of the existing retail parcels are no more than a 1/2 block deep. For these corridors, medium density residential in the form of townhouses is recommended. Dependent on the condition of the adjacent development, residential redevelopment could be allowed to exceed the 1/2 block limit in select areas. Guidelines, however, would be needed to ensure the encroaching development would adhere to the existing neighborhood character and scale. These corridors are:

- Avenue Q
- 34th Street

The conversion from commercial to medium density residential land uses would have a calming effect on the corridor. In combination with the proposed Boulevard Treatment or Street Enhancement, the corridors would be transformed from unsightly pad sites and curb cuts to a delineated corridor of continuous streetscape, rowed trees, and townhouses. To eliminate “piecemeal” type development, medium density residential units should be built in no less than 1/2 block increments. This also helps to create uniform scale and character.

In addition to improving aesthetics and traffic calming, residential along the corridors strengthens the single family neighborhoods. The medium-density housing acts as a buffer, insulating the single-family housing on one side from the traffic generated noise and light pollution on the other side. Also, the new housing could cater to students, creating a preferred alternative to residing within the adjacent neighborhoods.

Higher-Density Residential (HDR)

The Higher Density Residential attribute is the same as the Medium-Density Residential attribute, except that a level of density higher than MDR is allowed. HDR is only allowed on corridors that have parcel depths suitable for increased levels of density. HDR is only permitted on the 50th Street corridor without review.



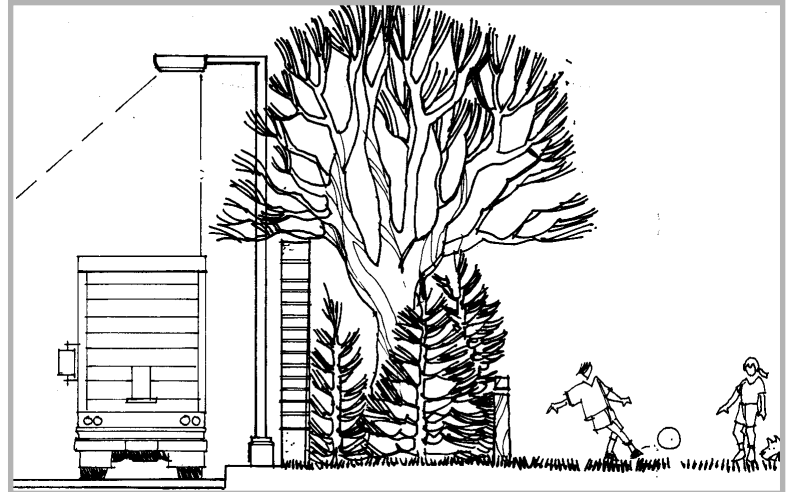
RENDERING OF MEDIUM-DENSITY RESIDENTIAL
SOURCE: GOULD EVANS AFFILIATES

Buffer

When completed, the Marsha Sharp Freeway will create the western border of Central Lubbock. The addition of a multi-lane limited access freeway will have a major impact on Central Lubbock. Because of this, it is recommended that buffering, in the form of landscaping and vegetation, be used to minimize the negative impact on surrounding neighborhoods.

Corridor Zone

A Corridor Zone is comprised of a designated roadway and the parcels adjacent to it. These two corridor zones are 34th Street and 50th Street. The existing condition of the two zones has caused concern among local residents and city officials. Because of this, more specific analysis was conducted.



EXAMPLE OF BUFFERING BY USING WALL AND VEGETATION
SOURCE: GOULD EVANS AFFILIATES

Strategies for Commercial Corridors

The imbalance between the retail space in the corridor and neighborhood resident needs noted in Section Two is common in urban and early suburban areas. The 34th Street and 50th Street corridors once served most of the city of Lubbock and its outlying trade area. However, that function has been transferred, or at least greatly diluted, by new developments in southwest Lubbock. It would be unreasonable to expect that amount of space can now be supported solely by the surrounding neighborhoods. To effectively use the available space, some combination of the following factors must occur:

- Businesses that serve neighborhood residents must be re-attracted to locations within the corridors.
- Businesses in the corridor must increase their appeal to residents from outside of Central Lubbock
- Land and buildings must be converted to non-commercial or residential use.

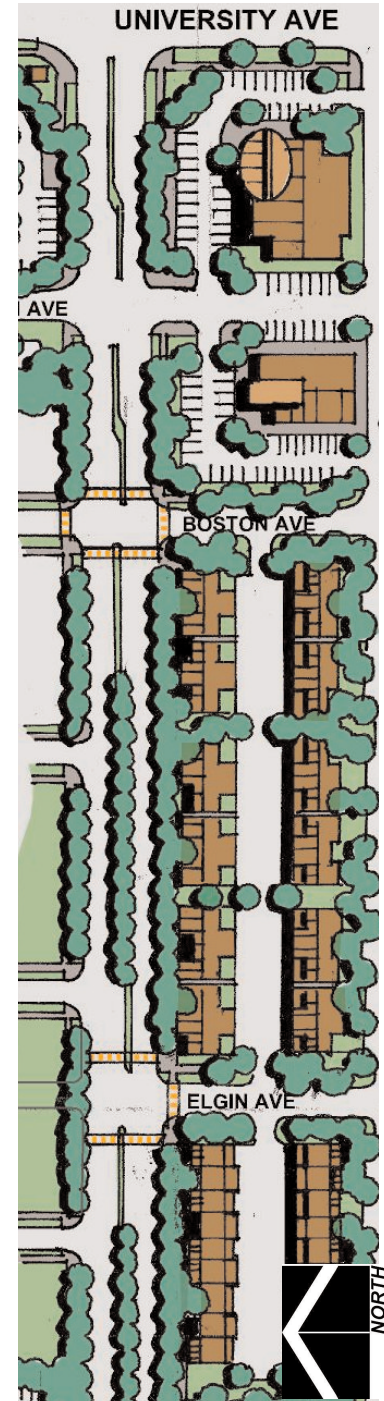
These are not mutually exclusive options and, in fact, they reinforce one another.

Attract Neighborhood Serving Businesses: The corridors are unlikely to see major new development by national chain stores because Central Lubbock does not meet an appropriate “threshold size”. In addition, many of these businesses have chosen sites along Loop 289, which have greater visibility. There may be some who have missed out on a Loop 289 location or a new entry into the market that could be enticed to either corridor. The most attractive location would be a redevelopment of the Wards site at 50th Street and University into a mixed use center with specialty stores, restaurants, and entertainment. The new development, however, would have to meet the needs of modern businesses in terms of floor space, parking and loading, pedestrian accessibility, linkages, and other characteristics that many of the current sites and vacant buildings currently do not meet.

- The key point is to cluster new development at a few key locations, most importantly at the intersections with the north/south arterials, and concentrate available resources there. It is not advisable to fill in all of the existing spaces or recapture a continuous strip of commercial activity.

Increase Appeal to Broad Market: A second group of businesses that would serve residents, as well as attract a wider audience, are the "niche" businesses along 34th Street. Book stores, craft shops, antiques, ethnic restaurants, home décor, and similar stores have an established presence. This can be capitalized upon and expanded in many ways, such as:

- Developing distinct identities for various segments of the street, through streetscape, signage and marketing promotions.
- Establishing one or more merchants associations or Business Improvement Districts to promote the image, fund cleanup and maintenance, and bring a consistency of appearance to the street or its various segments. The entity could also be a clearinghouse for properties for sale or lease and help recruit new businesses to the area.



**CENTER CONCEPT - 50TH STREET
RETAIL AT UNIVERSITY INTERSECTION
WITH RESIDENTIAL AND BOULEVARD
ENHANCEMENTS ALONG 50TH ST
SOURCE: GOULD EVANS AFFILIATES**

- Establishing a seasonal "farmers market" both to attract a wider Lubbock market to the corridor to expose the other opportunities, as well as providing a gathering place for local residents to meet.
- Working with Texas Tech and the Chamber of Commerce to proactively offer technical business assistance to the entrepreneurs now operating in or seeking locations in the corridor.
- Supporting public investment to improve the functionality and visual image of the corridor, such as improved streetscape, lighting, public art, and removal of overhead utility lines.

Convert to Non-Commercial Use: Reducing the amount of commercial space can be done through the creation of viable nodes (or centers) and concentrations of activity. Conversion of retail space into offices, social service agencies, and other institutions can be part of the solution. Many traditional churches, for example, have expanded onto formerly commercial land. The Lubbock Independent School District has purchased the shopping center to the west of Coronado High School. These activities should be encouraged. There are a few distinct concentrations of medical offices. These too could be expanded as planned, discrete zones within the corridors.

The greatest opportunity for transition to other land uses could be residential development. There is very little vacant residential land in Central Lubbock. Given the convenience of the location, the desirability of the surrounding neighborhoods, the consistent demand from Texas Tech staff and students, and the improvements anticipated to result from this planning effort, undeveloped commercial sites along 34th Street would be an attractive location for higher-density infill housing.



EXISTING 34TH STREET CORRIDOR



EXISTING 50TH STREET CORRIDOR

Centers

A center may occur at primary junctions, places of break in transportation, a crossing or convergence of paths, or may be simply concentrations of uses or activities. A center's attributes are Commercial Center, Gateway, and Institutional.

Commercial Center

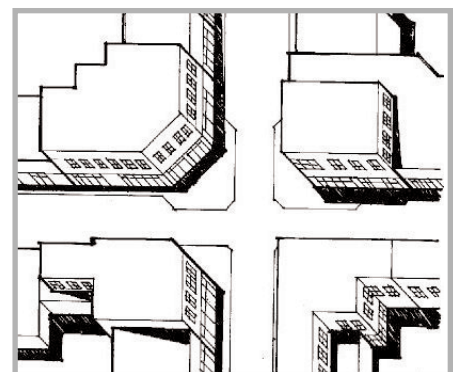
The concept behind the Commercial Center attribute is central to the *Future Development Plan*. The conclusion to the existing conditions analysis was that the current amount of retail space exceeds present demand. According to the market analysis, Central Lubbock has almost 2 million square feet of excess retail space and cannot be supported in the existing corridors. To address this issue, the Future Development Plan recommends to concentrate the viable commercial land uses into "centers" at intersections that are strategically located along the existing commercial corridors. Residential housing of a higher-density than single-family is recommended in the place of the retail that currently exists between the proposed centers.

Implementation of the "centers" concept will help reduce the supply of retail space in the area and should increase the demand for retail to be located within a center. This, in turn, will help to increase the average rental rates and attract and retain viable businesses. In addition, the "centers" concept best addresses the continued commercial expansion of Lubbock to the southwest.

The Commercial Centers are depicted two ways in the Future Land Use Plan. First, centers that are located on 34th Street are depicted in a more linear fashion. This is due to the short depth of parcels on 34th Street. Also, this development pattern allows the inclusion of some of the existing niche retail, such as antiques and ethnic stores. Second, centers that are located on 50th Street are depicted with a conceptual circles of varying size. This accounts for the deeper parcel depth and the creation of a "center hierarchy", thus depicting its size and level of intensity.



RENDERING OF A COMMERCIAL CENTER
SOURCE: GOULD EVANS AFFILIATES

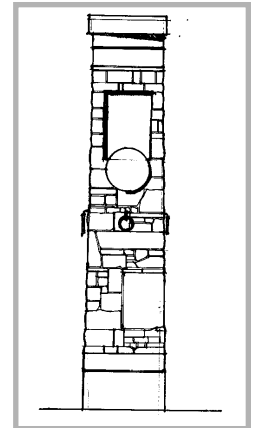


CLUSTER RETAIL AROUND
KEY INTERSECTIONS
SOURCE: GOULD EVANS AFFILIATES

Gateway

Gateways help define an area and enhance the sense of arrival into an area. They may be elaborate incorporating planting or water features. They may be as simple as a gateway marker (as illustrated). Whether elaborate or simple, gateways should exhibit a consistency of theme and materials within an area. The Future Development Plan recommends five gateways for Central Lubbock. Gateways are proposed at the intersections of:

- University Avenue/Broadway
- Avenue Q/50th Street
- Slide Road/50th Street
- Louisville Avenue/19th Street
- Buddy Holly/19th Street



**GATEWAY MARKER
EXAMPLE
SOURCE: GEA**

University Avenue/Broadway

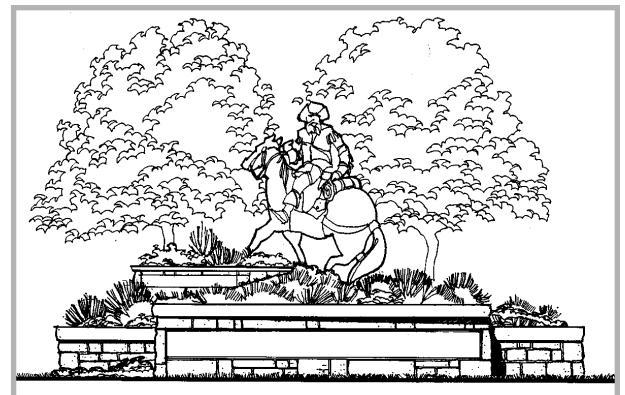
The University Avenue/Broadway intersection is very prominent. At this intersection, Broadway converges from the east, connecting the downtown and eastern Lubbock to Texas Tech. This convergence also creates an opportunity for a visual amenity. Approaching TTU westbound on Broadway, TTU's Memorial Circle, Pfluger Fountain, and the North Gatehouse become visible. In addition, the intersection serves as a primary entrance into Central Lubbock traveling southbound on University Avenue.

Louisville Avenue/19th Street

After completion of the Marsha Sharp Freeway and the 19th Street on/off ramp, this gateway will serve as a primary eastbound entrance to TTU and Central Lubbock. Once motorists exit off of the freeway onto westbound 19th Street, they should be greeted by a prominent gateway marker and, potentially, a water feature. In conjunction with the proposed pedestrian-oriented Medical District, motorists will know that they have arrived in Central Lubbock.

Avenue Q/50th Street

This gateway would represent the primary entrance into Central Lubbock from the southeast. Motorists traveling westbound on 50th Street (exiting off of I-27) or northbound on Avenue Q should be greeted by a prominent gateway marker signifying the arrival to Central Lubbock.



**RENDERING OF A GATEWAY MONUMENT
SOURCE: GOULD EVANS AFFILIATES**

Buddy Holly/19th Street

This gateway would represent the primary entrance into Central Lubbock from the northeast. In addition, the Buddy Holly/19th Street gateway would mark the entrance to the “Depo District,” an existing entertainment district located just north of the study area.

Slide Road/50th Street

This gateway would represent the primary entrance into Central Lubbock from the southwest. Motorists traveling eastbound on 50th Street or northbound on Slide Road should be greeted by a prominent gateway marker signifying the arrival to Central Lubbock.

Institutional

Universities, schools, churches, medical centers, and civic districts can all be classified as Institutional uses. The ***Future Development Plan*** map depicts numerous institutional uses. Two of the institutional uses, Texas Tech University and Texas Tech Medical, are located outside the study area. However, they are included because they greatly impact Central Lubbock. Another institutional use is the proposed Medical District. The Medical District is proposed for the southwest corner of the Indiana/19th Street intersection. This district is envisioned as a mixed-use neighborhood catering to the medical students, employees, and visitors. Medical facilities would be the primary use; however, retail and residential components should also be included. The district would be pedestrian-oriented. This would promote access and connectivity within the Medical District and to the adjacent Texas Tech campus. In addition, the Medical District would become the western gateway into Central Lubbock and Texas Tech University. The improvement of the western gateway coincides with the anticipated traffic increase that will occur after the completion of the Marsha Sharp Freeway.

The remaining institutional uses are smaller in size and impact on Central Lubbock and are depicted on the map with a conceptual circle. They were incorporated into the ***Future Development Plan*** because they are a major component to their surrounding neighborhood and important to Central Lubbock’s long-term stability. These institutional uses include local high schools, junior high schools, and elementary schools.



RENDERING OF PROPOSED “MEDICAL DISTRICT”
SOURCE: GOULD EVANS AFFILIATES

SECTION SIX
PLAN IMPLEMENTATION

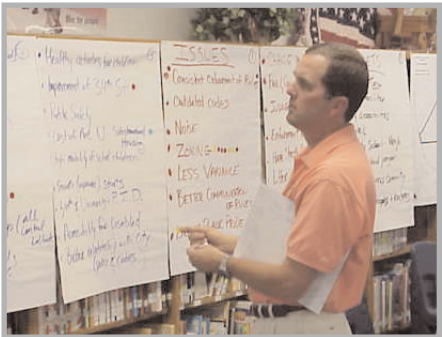
Introduction

Section Six identifies the means to implement the **Central Lubbock Revitalization and Stabilization Master Plan**. This section summarizes and recommends actions necessary to implement this plan, including the tools, strategies, and priorities that will support these actions. Plan implementation, incremental and comprehensive in nature, guides the community in achieving their vision and goals. Section Six is based on the analysis and community participation conducted throughout the project and is tailored to meet the specific goals of this plan.

The Plan Implementation has been divided into three sub-sections. These sub-sections are Implementation Tools, Implementation Strategies, and Geographic Implementation. The first sub-section, **Implementation Tools**, introduces the types of tools that are available for implementing the plan, identifying the general purposes, and typical methods in which each implementation tool is applied.

The second sub-section, **Implementation Strategies**, explains each implementation tool in more depth, identifying its specific relevance to the study area and applicability to the stakeholders in the study area. In addition, an area-wide matrix is included, listing priority strategies for the study area.

The third sub-section, **Geographic Implementation**, is based on the planning framework of Neighborhoods, Corridors, and Centers, which resulted in nine specific areas in the **Future Development Plan**. This sub-section identifies strategies that are most applicable to the specific geographic areas of the plan and, at times suggests variations on the implementation strategies that may yield greater success based on the specific needs or conditions of that area.



PUBLIC PARTICIPATION IS KEY TO A SUCCESSFUL PLAN

Tools

This sub-section summarizes the tools available to implement the Central Lubbock Revitalization and Stabilization Master Plan. It introduces how each tool is typically used to implement plan goals for a community. Subsequent sub-sections will suggest strategies on how each tool may be specifically applied in the study area. The tools are grouped under the following four categories, although there is necessarily some overlap and relationship among these categories:

- **Physical** - efforts that result in some immediate and tangible representation of the vision of this plan
- **Policy** - efforts that set a framework for a series of future actions to better bring about the vision of the plan
- **Incentives** - efforts that stimulate future actions consistent with this plan
- **Regulations** - efforts that are legally-based and applied to several discrete and independent actions, but which are tailored to cumulatively result in achieving plan goals when enforced throughout the study area

Physical

Much of the implementation of this plan will ultimately result in physical changes to the study area. However, some physical changes are ongoing and have a tendency to occur regardless of any policy, incentives, or regulatory changes that come about as a result of the plan. This section specifically calls out these activities to bring them under the umbrella of this plan. Although some of the physical strategies identified may occur, resulting in "quick successes;" many will also occur through a guiding policy framework (discussed further in the following sub-section).



CAPITAL IMPROVEMENT PROGRAMS CAN BE ALLOCATED FOR INFRASTRUCTURE IMPROVEMENT



SITE DESIGN STANDARDS GUIDE HOW INDIVIDUAL SITES ARE DEVELOPED



TEXAS TECH UNIVERSITY

Public Capital Improvements

Public capital improvements can create substantial physical changes and are a foundation to attaining the vision of this plan. Elements built through public investment not only create synergy for organizations and individuals to move in a common direction, but these investments contribute to the design of the public realm - estimated at nearly one-third of the entire land area in typical cities. So not only can thoughtful and consistent design of the public realm stimulate private investment outside of the public realm, it covers a large portion of the plan area in its own right. Elements such as streetscape improvements, gateways, public parks, civic areas, and public buildings are representative of the types of public capital improvements that typically occur.

Private Development and Improvements

Private investment and development is a crucial component to the implementation of this plan. While public resources, investment, and regulation can direct growth and development; without private investment, the vision will be difficult to achieve. Investment consistent with the goals of this plan should be encouraged and rewarded. Although private development necessarily occurs on an incremental and site-specific basis, each increment contributes to the collective vision of this plan. Therefore, it is not enough for several isolated projects to individually internalize the goals of this plan, but private development must establish a relationship to the public realm, allowing the vision for the plan to emerge throughout the study area. This outward commitment to the community is essential and sustains most of the long-term policies and strategies suggested in this plan. Physical elements, such as building locations and orientation, façade designs, parking designs and locations, and landscape elements, are representative of the types of private development and improvements that typically occur.

Policy

Policy implementation refers to efforts that set a framework for a series of future actions. Some of these future actions may be contingent on each other. Others are discrete, and they simply benefit from the coordination under a specific policy that provides synergy among the discrete actions. The policy tools typically deal with issues and actions that are addressed through more specific discussions or detailed study, beyond that provided in this planning process. Several general policy tools are listed below.

Future Planning Efforts

Future planning efforts are essential to maintaining this plan as "living" document and ensuring its long-term relevancy. Future planning efforts may be initiated by any combination of the public, community, or private sector organizations and institutions. They can include:

- Private development plans applying the concepts of this plan to specific parcels of land
- Special purpose plans, such as an urban design plan or a streetscape plan
- Specific area plans, such as a corridor plan, special district plan, or a neighborhood plan, adding location-specific analysis and detailed recommendations in support of the general guidance of this plan
- A strategic plan aimed at programming funds and administrative efforts towards some specific element of this plan
- Continued evaluation and monitoring of this plan to ensure the vision remains a reflection of the community values and that the strategies are working towards the vision

Capital Improvement Plan

The long-range Capital Improvement Plan (CIP) provides an initial, general guide to implementing capital projects (streets, streetscapes, parks, infrastructure, public or civic buildings, etc.) This planning effort alone indicates the importance of the Central Lubbock area in the city-wide context, warranting additional consideration of capital projects in this area in the city's CIP process. Capital projects shape the most important part of the study area - the public realm. The CIP, therefore, should be closely aligned with the vision of this plan, prioritizing those projects that substantially further the planning goals. Similarly, this may also mean that some capital projects in the study area be delayed or reduced in priority so that they can be reprogrammed with designs more consistent with this plan. Additionally, many of the physical improvements suggested in this plan should be incorporated into the CIP so that they may be evaluated and prioritized. Ultimately, the CIP should be used as a mechanism to create the greatest impact on the study area and act as a catalyst for private development.

Land Use Recommendations

Land use recommendations are a key policy with respect to implementation of any plan. While these recommendations may not impact any immediate legal rights with respect to property, the recommendations are used to guide the specific, day-to-day decisions the city will make regarding zoning, capital improvements, and code enforcement. Land use recommendations should also be used to guide private investment as well, possibly promoted along with development incentives to give assurances regarding the types of development this city will approve. Steadfast adherence to land use recommendations is essential to the incremental implementation of the plan, and it prevents inadvertently undermining the overall vision with short-term, disconnected decisions.

Public/Private Partnerships

A plan is often overemphasized as a local government document. While it is true and appropriate that a plan is used to guide public actions and support regulatory measures, the plan - when created through the public process - actually reflects the community's desire. Therefore, it is necessary that public/private partnerships be established to follow up the public planning

process. These partnerships extend the dialogue established under this plan, but they also forge strategic alliances among existing and emerging institutions that can become the primary agent for plan implementation. Partnership possibilities immediately evident for this plan include the City of Lubbock, Texas Tech University, neighborhood associations, the local private-sector development industry, and local banking institutions. Emerging partnership possibilities among divisions of these potential partners or with burgeoning special interests are also evident. They are identified in the Strategies and Geographic Implementations sub-sections.

Incentives

Incentives represent special implementation efforts that stimulate future actions consistent with this plan. Ultimately incentives leverage public and private investment in the most strategic way possible, considering not only priorities in the plan area, but city-wide as well.

Local Development and Financing Incentives

The City of Lubbock offers an array of programs that encourage the expansion and development of the local business community and economy. Some of these programs include tax abatement for research centers (medical, electronics, computers) and incentives for local creation of quality jobs. Similar to the CIP, these programs should be evaluated for consistency with the vision of this plan, prioritizing incentives for those development projects offering the greatest contribution to the plan's vision.

Federal or State Programs

Numerous programs are available through both State and Federal agencies that can bring valuable resources to Central Lubbock. In order to qualify for these government programs, the agencies have set up certain criteria that must be met. Criteria can be based on statistics, such as local demographics and socioeconomic conditions to state and national averages. Some of these programs and agencies include:

- Community Development Block Grant Program (CDBG) - (*The purpose of Lubbock's CDBG program is to "develop a viable urban community" by focusing on low and moderate income persons and families. Emergency repair programs, public improvements, home ownership assistance, clearance activities, and preservation activities are all offered through CDBG.*)
- Low-Income Housing Tax Credits
- National Register of Historic Places
- Economic Development Administration - U.S. Department of Commerce
- New Markets Tax Credits - U.S. Department of Treasury

Regulations

Regulatory implementation is generally those efforts that are legally-based and applied to several discrete and independent actions. When tailored to cumulatively achieve plan goals they are an effective long-term strategy to implement the plan. Regulatory implementation falls into three categories - code enforcement, development regulations, and special issue regulations.

Code Enforcement

Code enforcement is the category of regulations that are applied to new development and to existing conditions on an ongoing basis. This is to ensure citizen's health, safety, and welfare, as well as the long-term protection of property values. Health, safety and welfare issues are typically regulated through building codes or property maintenance regulations. These codes generally have little to do with the aesthetic design of elements within the plan area and do not bring about great physical change; compliance alone, however, can create the perception of significant physical change. Further, compliance with codes (cooperatively or through enforcement) will contribute to an overall feeling of stability and encourage future investment in the plan area. Additionally, to the degree that non-compliance with zoning - typically a development-related tool - is conflicting with the vision of the plan, it may also be part of a code enforcement strategy.

Land Use and Development Regulation

Land use and development regulation is the category of regulations that are applied to future development applications in order to shape a project's end physical result. They impact both private and public property. Generally, development regulations include zoning, subdivision regulations, and site design standards or design guidelines.

Zoning - Zoning is the act of establishing districts and regulations governing use, placement, spacing, and size of lots and buildings. Zoning decisions can impact surrounding areas, and they collectively shape community character. The zoning ordinance provides ways to ensure that land development is compatible with its neighbors, but it also contributes to the character and quality of life of a district. Application of zoning districts can evolve and change with market conditions, demographic trends, political priorities, or landowner investment decisions. Therefore, zoning regulations should accurately reflect the planning "vision" of the community.

Subdivision Regulations - Subdivision regulations address the layout and placement of streets, blocks, and building lots through the division of land parcels. The design of streets, blocks, lot access, building orientation, utility provisions, and drainage typically fall within subdivision regulations. In contrast to zoning, subdivision regulations establish long-standing patterns within the community, which are not easily changed or altered. Although much of the

study area is built out with these long-standing development patterns established, the regulations may be triggered if any large-scale redevelopment involving platting of parcels and placement of streets occurs. Therefore, subdivision regulations play a critical role in shaping the public realm and development patterns of a plan.

Site Design Standards or Design Guidelines - Site design standards or (design guidelines) are the most specific form of land use regulation. They guide how individual sites are developed within established zoning districts ,and they can be drafted as recommended practices or requirements. Site design standards can either be incorporated into the zoning ordinance or can be independent from the ordinance in the form of a zoning "overlay" or additional requirement. In either case, design standards will determine how individual sites function and relate within the overall context established by existing zoning and subdivision regulations. These types of standards or guidelines can be particularly effective in guiding infill development towards a desired quality or existing character, or for creating unique districts within a plan area. Many communities are very comfortable applying design standards when public incentives are used.

Special Issue Regulations

Special issue regulations involve ordinances that address issues beyond the physical impact of development. If implemented, these regulations exist independently of development regulations and are, therefore, similar to the code enforcement issues above. However, for purposes of this plan they are treated differently than code enforcement issues. This is because they are based upon issues raised in the planning process but which the city currently does not regulate. These types of regulations often involve special licensing or permitting programs not directly related to land development activities. Typically, they are employed as a counterpart to some other policy or incentive strategy, or as final measure when policy or incentives prove unsuccessful.



DESIGN GUIDELINES CAN BE USED TO CREATE DESIRED SCALE



REZONING MAY BE NEEDED ALONG 34TH STREET



LAND USE REGULATIONS MAY BE NEEDED IN THE PROPOSED MEDICAL DISTRICT

Implementation Strategy

This sub-section provides strategies for how each implementation tool can be specifically used to meet the goals of the **Central Lubbock Revitalization and Stabilization Master Plan**. The suggested strategies are organized under the same four categories by which the implementation tools were previously introduced - Physical, Policy, Incentives, and Regulations.

Physical

Streetscape and Transportation

- Study existing infrastructure for any deficiencies in basic services, such as sidewalks, curbs and gutters, basic street repairs, and green-space maintenance. Prioritize any deficiencies in the capital improvements program through a "fix it first" strategy.
- Create a thematic gateways plan, utilizing a hierarchy of gateways. Enlist support of the local arts community in establishing themes, as well as differentiated scales for gateways into the plan area, specific districts of neighborhoods, and individual streets. Create neighborhood entry monuments at key entrances - establish design prototypes for small, pedestrian-scale neighborhood entry monuments that can be adapted to each neighborhood, creating unique identities under a common design theme.
- Explore traffic-calming techniques that maintain urban street grid connections at a frequency of approximately 400-800 feet (standard block size), yet minimize opportunities and occurrences of cut-through traffic. Additional analysis of the techniques could result in strategies to be incorporated into new private development projects, city capital projects, as well as a process to evaluate the need for retrofitting any existing problems.
- Target pedestrian crossings of corridors at centers and gateways. Safe and prominent crossings, however, should generally not be separated by more than 600 feet along the corridors. Mid-block crossings, combined with traffic-calming design details, can be used to balance traffic flow and pedestrian connections.
- Consider streetscape design guidelines for key corridors that more evenly balance the traffic, parking, and pedestrian or design amenity areas that should be allocated within the public right-of-way. In addition, develop consistent building lines and other relationships among private site elements along the corridor. Priority areas include Broadway, 34th Street, 50th Street.
- Promote bicycle-supportive infrastructure in the plan area, particularly at centers called for

along the corridor and in the Campus Town area. Incentives for bicycle parking facilities at local businesses should be offered through development regulations. Bicycle commute programs for the university and local employers should be promoted, and public rights-of-way should be evaluated for potential shared, on-street, or off-street bicycle facilities

Site and Building Design Standards

- Create a library of design guidance sources for infill development. Adopt design guidelines or "form-based" development standards as part of future development plans, particularly in the Campus Town area and along centers and corridors.
- Develop a book of standard home improvement designs (pattern book) and typical cost estimates, replicable across several of the common housing types in the neighborhood, demonstrating how improvements can be made that contribute to the character of the neighborhood. Pattern books may address new construction on typical infill lots, rehabilitation, or expansion of typical existing structures in the neighborhoods. These books should be developed in conjunction with the proposed neighborhood coalition and assistance from the local design community to demonstrate context appropriate solutions to new infill housing and housing rehabilitation. The book can also serve as a resource document for local designers, development professionals, and contractors, who can be contacted for assistance on specific implementation of the concepts presented in the pattern book.
- Consider design standards applicable to all types of development, possibly incorporated into development regulations, that more accurately specify building design and orientation, arrangements for different site elements, and relationships among properties, open spaces, and public rights of way. These standards should also be aimed at increasing the "natural surveillance" of all public areas by considering relationships and transitions of streets, lot frontages, and private areas of lots.

Parking

Explore the following issue-specific parking strategies in the plan area. Any necessary credits, incentives, or other revisions to development regulations should be explored along with these issues:

- On-street parking along corridors and at the centers should be incorporated as a method for reducing dedicated off-street surface parking lots, while activating pedestrian-oriented streetscapes and calming traffic at particular locations. Existing rights-of-way are more than sufficient to handle parallel or angled parking in most locations and still accommodate the necessary through travel lanes and streetscape amenities. Engineering analysis should be undertaken to evaluate the relationship between on-street parking and traffic management.

- Create long-term or "warehouse" parking program for student populations so that cars that aren't used frequently aren't occupying parking spaces where frequent turnover is important. This strategy must be coupled with other transportation demand management programs targeted at the university population, such as increased bicycle facilities, shuttle systems, and more concentrated pedestrian systems. Locations for warehouse parking can be at remote, such as stadium parking, or can be internalized in mid-block "group" parking areas on more intensely developed blocks.
- Consider public parking structures or a privately managed parking district in association with any intensely developed center. Managed districts are often more efficient at meeting actual parking needs for participants by providing opportunities to reduce overall parking demand, share parking over different peak time periods, and provide more developable land area by concentrating parking resources. Development regulations should encourage and accommodate this managed approach as a viable alternative parking strategy for situations when the critical mass necessary to take advantage of these benefits is anticipated.
- Incorporate a "by-right" shared parking or parking credit provision in the development regulations where adjacent uses may receive reductions in overall parking through location sharing, temporal sharing, provision of alternative transportation facilities, or participation in other transportation demand management programs.
- Develop standards for parking location and screening that minimize the impact of separate private parking lots on public streetscapes, particularly at centers and along key portions of the corridor. Locations behind buildings are the preferred parking location, with some isolated side or possibly front parking allowed, if it is limited in quantity and screened with an acceptable contextually designed "street wall."

Policy

Future Planning Efforts

- Develop a process to create Neighborhood Action Plans (NAPs), either with the endorsement of the City, support of the City, or at the initiation of the City. Neighborhood Action Plans should be created under the umbrella of the comprehensive plan to stimulate greater citizen/city partnership. Neighborhood action plans allow citizens to become more involved in specific issues and solutions unique and specific to their neighborhood. NAPs can typically address detailed issues and solutions, such as home security strategies and programs, traffic speeds on streets, exterior lighting of public areas and private property, public and private property maintenance, community activities and special events, education and recreation programs. NAPs can also be used in association with other implementation strategies in this plan, such as prioritizing enforcement issues and strategies, prioritizing city

Capital Improvement Program projects, or evaluating potential regulation amendments applicable to a specific neighborhood.

- Create concept streetscape plans, either specific to particular streets in the plan area or as general applicability guides for the entire plan area. The guidance of these plans should be incorporated to any public or private project impacting the streetscape and be a prerequisite for CIP funding.
- Pursue public planning processes for specific development districts in this plan (incorporating a "charrette" process, whereby interested citizens can view and influence the physical design) for specific areas in this plan. Priority areas would be:
 - Campus Town
 - 50th Corridor and Centers
 - 34th Corridors and Centers

These plans should provide entitlements as to what developments would be approved through a regulating plan or some other form-based plan with the specificity to supersede any existing and conflicting development regulations.

- Encourage other civic, community, or neighborhood organizations to discuss the **Central Lubbock Revitalization and Stabilization Master Plan**, and consider incorporating elements from this plan into their own strategic or operating plans.
- Conduct yearly progress reports on this plan before the planning commission. The progress reports should provide updates on which strategies are most effective and which have not been successful. These reports will also aid in determining if any subsequent amendments to this plan are necessary.

Capital Improvement Plan

- Convene a staff and/or citizen work group to discuss and prioritize some of the physical recommendations in this plan for incorporation in the CIP. This could be done in association with Neighborhood Action Plans, the creation of a Central Lubbock Neighborhood Coalition, and the Central Lubbock Merchants association.
- Develop a "traffic-calming" policy under which complaints may be accepted, logged, and evaluated to help determine the need for any specific traffic-calming efforts that may be



**FIRE STATION LOCATED IN STUDY AREA
(INDIANA AND 34TH STREET)**

required on existing streets. This policy may also be applied proactively to future development projects to avoid high-volumes of cut-through traffic on neighborhood streets, while maintaining the connectivity essential to existing urban development patterns.

Land Use Recommendations

- Incorporate, adopt, or otherwise officially recognize the future development framework in this plan as the guiding land use policy in the city's overall comprehensive plan.
- Create a transition strategy whereby intensive commercial corridors can incrementally transition to medium and higher density residential uses. Components of this strategy may include public acquisition or acquisition assistance, relocation assistance for businesses moving from an area along the corridor to the centers, density bonuses or transfer of vested or non-conforming areas within the neighborhoods to areas along the corridor. Priority areas should be coordinated with the CIP and streetscape improvements along the corridor that make residential development viable.
- Consider developing new or refining existing mixed-use zoning categories for applicability to the areas recommended as "centers" along the corridor. Issues should address design requirements for street-front buildings; parking location, design, and sharing; ability for residential uses by right on upper stories; increasing buildable portions of lots in exchange for more formal and defined civic spaces on-site or in adjacent areas.
- Consider small scale duplex or row home designs that could be incorporated into stabilization neighborhoods. Introduction of this new housing type can add vitality to currently underutilized property that has a negative impact on the neighborhood. It should, however, be contingent on several critical factors that protect and reinforce the neighborhood character. These factors may include accumulation of a critical mass of property; specific location requirements such as corners, ends of blocks, or as a transition with medium or higher-density residential development along corridors; based on design standards or prototype buildings that clearly fit in with the scale and character of existing single-family homes. This concept may be further refined through a Neighborhood Action Plan process.
- Revisit policy regarding alternative use of existing single-family structures. Current ordinances, if enforced, would be the most restrictive with potential re-investment in existing single-family structures as duplexes, apartments, or rental property for more than two individuals. A tiered policy should be considered whereby specific neighborhoods in need of investment, rehabilitation, and new residents may consider alternative uses for these structures provided they maintain the single-family design and effectively address or mitigate all other associated impacts on the neighborhood (potential strategies are further

discussed in the "Regulatory" section). Similarly, existing regulations on owner-occupied properties incorporating accessory dwelling units should be promoted as a way of increasing investment opportunities in neighborhoods, along with revisiting these current regulations to ensure that eligibility for this use is contingent on appropriate site and building designs. These steps can help stimulate neighborhood redevelopment and relieve some of the housing demand pressures leading to premature or inappropriate conversion of some property to rental housing.

Public/Private Partnership Programs

- Create a Central Lubbock Neighborhood Coalition. The Central Lubbock Neighborhood Coalition would not replace existing neighborhood associations. Central Lubbock is comprised of thirteen well-defined existing neighborhoods, each with its own neighborhood association. Each association is a voluntary organization with varying short-term and long-term goals. However, all neighborhood associations share long-term goals for Central Lubbock. The Central Lubbock Neighborhood Coalition, comprised of the existing neighborhood associations in Central Lubbock, could more effectively address similar issues, work toward shared long-term vision, and become a more influential conduit for communication with the City, the University, and local business community. The Coalition can also assist in public information and administrative or technical responsibilities associated with many of the other implementation strategies suggested in this plan, such as volunteer maintenance, educational, and clean-up programs, and prioritizing funding for improvements and assistance. Currently, five of the thirteen Central Lubbock neighborhoods are divided by the study area boundary created by the City of Lubbock. These neighborhoods are Wester, Coronado Area, Caprock, Slaton-Bean, and Maxey Park. Currently, portions of these five neighborhoods are outside the Central Lubbock Study Area. It is recommended that upon formation of the coalition, the study area boundaries be changed to allow the entirety of each neighborhood association into the coalition. This would limit divisions within existing associations, create a stronger coalition, and be more representative of the central portion of Lubbock.
- Create a Central Lubbock Merchants Association. comprised of existing businesses and merchants located in Central Lubbock, to promote recruitment and retention of local and niche businesses necessary for implementation of this plan, and to become a conduit for communication with the City, the University, and local neighborhoods on issues associated with this plan.
- Promote special improvement districts for discrete areas within the planning boundaries. Potential districts should be formed around the geographic areas identified in this plan. These districts will typically involve a special assessment or of membership dues - acceptable to its constituency - to design and fund physical improvements such as façade

upgrades, streetscape improvements, and shared parking facilities. Additionally, these districts often undertake business support and marketing services for smaller, locally-owned or niche businesses to ensure viability in competitive business environments

- Work with Texas Tech University to develop a program for student involvement and leadership in off-campus neighborhood and community associations. The program should be targeted towards participation in key issues and needs of the community, as reflected in the plan. It may be offered for academic credit - potentially through an honors program - in areas relevant to the program of study, such as business, community development, architecture, landscape architecture, law, education, political science, health care, or social service, offering students a laboratory for real world experience.
- Create a business and research incubator program. This program should provide leasable space to start-up businesses or research organizations to stimulate entrepreneurial spirit, help retain recent graduates, and create employment. Potential partners in this program would be the City, economic development associations, local financing institutions, and Texas Tech University. An incubator and research program could be a key component of the proposed Medical District. The program could work, in part, as an extension of TTU, creating an opportunity for recent graduates and professors. Other services in the incubator program should include start-up and technical assistance, such as business plans for businesses locating in any of the centers, relocation assistance for businesses moving from the corridors into the centers, administrative support, equipment access, and business training services.
- Create a property rehabilitation partnership to prioritize, acquire, and rehabilitate property and return it to marketable use. This program should prioritize the types of property and locations within the plan area that are most important, and target a specific number of rehabilitations per year. A percentage of the proceeds from each rehabilitated property should be earmarked for the subsequent year's acquisition fund. Potential partners in this program include the City, Texas Tech University, local financial institutions, and design or development firms. This partnership could hire the required technical assistance, or solicit participation from local firms through an RFP process on an annual or semi-annual basis.
- Develop programs to educate landlords and tenants on their rights and responsibilities with respect to each other, to neighbors and the neighborhood, and to the city. These programs should educate landlords and tenants on current regulations, indicating a city's intent for increased enforcement, possibly getting statements incorporated into lease agreements so landlords also have enforcement mechanisms against difficult tenants. Additional topics could be incentives for encouraging longer-term leases, which helps foster community responsibility among tenants and stabilization of property for the landlords. Additionally,

university programs providing outreach to these students and neighborhood associations can promote effective means for off-campus students to become good neighbors. Potential partners should include the City, Texas Tech University, and neighborhood organizations.

- Consider implementing Transportation Demand Management (TDM) or Parking Management Programs in association with university-impacted land uses and neighborhoods. TDM programs target transportation options to a specific area in order to "manage" or reduce the demand for automobiles. Examples include remote or off-site long-term storage for vehicles, parking permits on residential streets, shuttle systems, or bicycle transportation enhancements. These, and other similar programs, can reduce the automobile focus of neighborhoods, particularly for those residents and tenants who locate there due to direct links to the University. In addition, they can also mitigate some of the negative impacts often associated with rental housing and multiple tenants in a single dwelling. Potential partners include the City and Texas Tech University.
- Develop a cooperative housing partnership to create a proactive marketing and development strategy for a range of housing choices in the area. Proactive housing strategies are often used near university campuses to address market demands currently not being met by the physical framework of neighborhoods. Partnerships between a university and a city often make these housing strategies effective in a manner that best blends in with the existing neighborhood fabric. These strategies increase living opportunities for university faculty, staff, and students in target areas and help alleviate pressure on single-family neighborhoods. For the purposes of this plan, these areas are the Campus Town and the higher-density and medium-density residential areas.

Incentives

Local Development and Financing Incentives

- Review all current local housing programs for consistency with this plan, and identify opportunities where partnerships, policies, and programs can be enhanced to further leverage the effectiveness of these incentive programs. Examples include allocation of CDBG funding, first-time home loan programs, and other tenant or housing assistance programs, or incentives offered by local lending institutions for the purchase or rehabilitation of homes.
- Develop an economic development policy reflecting how local incentives such as tax abatement, tax increment financing, or other infrastructure and develop



FINANCIAL INCENTIVES CAN BE USED FOR REDEVELOPMENT OF VACANT STRUCTURES INTO QUALITY HOUSING

ment assistance, will be utilized in implementing this plan.

- Work with local financial institutions to develop low-interest loans or for improvements that meet the design and program goals of the City and other organizations or institutions identified under this plan.
- Develop low cost or no cost technical assistance programs for housing rehabilitation. Create programs that enlist the participation of local design/development professionals or advanced student programs to assist neighborhood associations or individuals with appropriate solutions to property rehabilitation. In addition to technical assistance, these programs could also assist property owners with identifying potential funding sources through local financial institutions for more involved projects.
- Work with Texas Tech University to create incentives for faculty, staff and administration to locate in neighborhoods adjacent to the campus, specifically neighborhoods in the plan area. Incentives could include low-rate mortgages, guaranteed buy-back, loan guarantees, down payment assistance or similar competitive mechanisms that increase the attractiveness of these neighborhoods to those working in the community. The effect would be similar to federal "location efficient" mortgages, which assist in building stable mixed-income communities, increase pedestrian activity, and reduce traffic and congestion.
- Consider establishing a public/private partnership to create a redevelopment authority for constructing the first phases of medium or higher density housing along key corridors. This approach serves as a model project to establish the market demand, demonstrate design qualities, and streamline development processes that will be required to make this land use transition occur over the long term. Future private sector projects could then follow the lead of these efforts, fulfilling the vision of this plan. As a public private partnership, these projects would best be able to leverage appropriate incentives, coordinate with public infrastructure improvements, utilize relocation assistance for any corridor business to locate in the centers, capitalize on favorable financing, and model the skills and talents of local design and development teams to promote quality, compact development along corridors. Potential partners include the City, Texas Tech University, local financial institutions, and design and development professionals.
- Refine local incentives for historic property designation. In the absence of resources (technical assistance or financial) for preservation of locally designated property, local designation could assist with eligibility for state or federal credits or rebates for designated properties.

Federal or State Programs

- Dedicate a certain portion of the city's current housing funds and programs (first-time home buyers, CDBG, etc.) to areas within the Central Lubbock study area, possibly prioritizing locations in the stabilization neighborhoods.
- Low-Income Housing Tax Credits
- National Register of Historic Places
- Economic Development Administration - U.S. Department of Commerce
- New Markets Tax Credits - U.S. Department of Treasury

Regulatory

Code Enforcement

- Develop a "case management" process for code enforcement, whereby enforcement officers are trained to assist property owners in achieving compliance through many alternative mechanisms, using fines and court proceedings as last resort or for specific problem offenses or offenders.
- Consider a shift from complaint-based enforcement to geographic-based enforcement. This can allow a more tailored and proactive approach to a specific areas needs. Convene task forces (preferably in conjunction with neighborhood coalitions, if formed, and a case management process, if developed) based on specific geographic areas to prioritize code enforcement issues.
- Review current enforcement strategies and typical problems with code enforcement staff to determine if any problematic code language exists that should be amended.
- Prior to increased efforts to enforce existing codes, consider programs for incentives to "clean-up" violations, such as or temporary (1 to 6 month) amnesty program for self-reporting. Self-reporting would enter properties into the case management system, entitling property owners to case management assistance, a stay of enforcement actions, and any incentives (financial or technical assistance) that can become available. These programs should be targeted towards the highest priority offenses in light of likely limitations on potential incentives.
- Prior to increased efforts to enforce existing codes, develop a public information program, explaining the importance of code compliance, how to self-diagnose and correct potential violations, and details on the city's enforcement strategy and process.
- Enlist the support of neighborhood coalitions to encourage voluntary compliance. Consider developing a neighborhood "watch" system for priority violations.

Land Use and Development Regulation

- Evaluate subdivision regulations for an accurate reflection of the goals of this plan. If streetscape design standards and traffic calming strategies or policies are developed, these should be incorporated into the subdivision standards, so that public projects and private projects operate to create a uniform public realm. Likely areas of the subdivision regulations that create conflicts, or allow for too much deviation from the design and development patterns, are allocation of rights-of-way to balance through travel lanes, potential on-street parking, pedestrian areas, and landscape or urban design amenities. Likewise, road networks and hierarchies specifying connectivity, as well as block and lot requirements that ensure efficient urban development and redevelopment patterns, can also be included. The review should focus on the ability to promote well-designed pedestrian-oriented streets, interconnected multi-modal transportation routes, and small scale lots and blocks consistent with existing development patterns.
- Review current zoning districts that allow medium and higher-density residential development. Evaluate their specific applicability to the corridors in this study area. Consider revisions to these districts, as well as the development of new districts that are specifically applicable to these corridors. These revisions or new districts should adopt a "form-based" approach to zoning, where building forms and lots in configured and relationship to public and open spaces. This type of code provides more assurances to both the neighborhoods and to the development community on the types of projects that will be approved. This approach will also make it easier to be more flexible with allowed uses in specific situations, such as at transitions at centers along the corridor or at neighborhoods, or possibly allowing ground-floor retail, office, or studio space in higher intensity corridors.
- Review current zoning districts that would be utilized for the centers along corridors and for the Campus Town areas of the plan. Ensure that the appropriate mix of uses is allowed by right, and that the allowable development intensity is sufficient to create viable centers. Design standards must also be provided in these areas that allow for more innovative development. In addition, the standards should prohibit development patterns that frustrate the intent of the concentrated pedestrian centers or degrade the investment of adjacent developers who invest in more innovative development patterns. Also, preview any current "planned" districts and evaluate whether they provide sufficient assurances and incentives for developers. Consider revising the process to more readily accept "form-based" development plans from developers who have engaged the surrounding community in a public design process. Develop a regulating plan based on design concepts accepted in this outreach process for consideration and approval through the city process. The regulating plan could then supersede conflicting city processes.

- Consider requiring "rental home" (rental of single-family structures) as a conditional use or a specific use in single-family neighborhoods through a permit or special review process. This could provide a record-keeping and enforcement mechanism for those rental properties now utilizing the current regulations (legally or illegally). In association with this policy, consider adding flexibility in housing options available in single-family structures to stimulate more investment and rehabilitation. The permit process may provide an opportunity to more objectively evaluate specific applications on well-defined criteria aimed at mitigating adverse impacts on neighborhoods. With this process, a more lenient approach to residency requirements may be appropriate - particularly in neighborhoods where the investment and rehabilitation of abandoned or deteriorating property should be encouraged. (See Appendix A for a consolidated and more in-depth evaluation of implementation strategies on this specific issue.)
- Consider requiring "student homes" to be a conditional use or specific use in single-family neighborhoods, requiring a permit or special review process. This policy is similar to "rental homes," only targeted towards student housing issues. (See Appendix A for a consolidated and more in-depth evaluation of implementation strategies on this specific issue.)

Special Issue Regulations

- Explore a rental property certification system. This system could be developed at will, where annual or semi-annual certification of compliance with all codes is conducted for participating rental property owners. In exchange, landlords could be given an emblem promoting their certification for posting on the property. It may be used to help market to potential tenants. This program could also be conducted through the university off-campus housing service, where certified properties or landlords are listed with the service for referral of potential student or faculty/staff tenants. (See Appendix A for a consolidated and more in-depth evaluation of implementation strategies on this specific issue.)
- Consider a landlord licensing program, similar to a business license, whereby landlords are required to register to conduct business in the city. The program could be developed as broadly or as narrowly as appropriate. Some examples of similar programs involve a city-wide licensing program, however in the context of this plan, a license system only for those landlords leasing or renting single-family homes in single-family neighborhoods may be appropriate. (See Appendix A for a consolidated and more in-depth evaluation of implementation strategies on this specific issue.)

Priority Strategies

Figure 29

	SHORT 0-2 YRS	MED 2-5 YRS	LONG 5+ YRS	ON- GOING	PARTICIPANTS	FUNDING
PHYSICAL						
Develop a detailed plan, acquisition strategy, streetscape, and parking concept for the 34th Street Corridor as a first priority	●				PT, BD, CD, PC, TE, NC, PS	Lub, Fed, PS
Complete the thematic gateway plan and construct a prototype marker	●				PT, TTU, CD, NC, PS	Lub, TTU, PS
Target medium-density developer and/or issue RFP for the residential development along designated corridors	●				PT, CD, TTU, NC, PS	Lub, PS, TTU
POLICY						
Create a comprehensive neighborhood coalition organization	●				PT, NA	Lub
Prioritize the 34th Street Corridor and capital improvements plan	●				PT, BD, CD, PC, TE, NC, PS	Lub, Fed, PS
Refine zoning ordinance, focusing on mixed-use, single-family, and rental categories	●				PT, PC	Lub
Develop plan and strategy for South Overton neighborhood	●				PT, BD, CD, PC, TE, NC, PS, TTU	Lub, TTU
INCENTIVES						
Package public incentives (local, state, fed) and target stabilization and revitalization neighborhoods	●				PT, CD, NC	Lub, St, Fed
Work with local financial institutions to develop low-interest loans for housing renovation and revitalization	●				PT, CD, NC	Lub, St, Fed
Create a partnership with TTU to develop incentives for faculty and staff to live in adjacent neighborhoods	●				CD, TTU, NC	Lub, St, Fed, TTU
REGULATIONS						
Establish a geographic based case-management code-enforcement system	●				PT, PC, NC	Lub
Establish public education programs for both renters and landlords	●				PT, CD, PC, NC	Lub
Consider adopting a landlord licensing program and a rental property certification system	●				PT, CD, PC, NC	Lub

Matrix Abbreviations:

City of Lubbock (general) = Lub

Planning & Transportation = PT

Fire Department = FD

Neighborhood Coalition = NC

Federal Program/Department/Grant = Fed

Business Development = BD

Parks & Recreation = PR

Traffic Engineering = TE

Neighborhood Association = NA

State Program/Department/Grant = St

Community Development = CD

Police & Codes = PC

Market Lubbock = ML

Texas Tech University = TTU

Private Sector = PS

Geographic Implementation

This sub-section recommends priorities, time-frames, and specific geographic applications of the recommended implementation strategies. It is organized under the planning framework of Neighborhoods, Corridors, and Centers, which resulted in nine specific components in the ***Future Development Plan***. Strategies most applicable to specific geographic areas are identified with potential variations that may make it more successful, based on specific needs or conditions of that area. It includes a brief summary of the planning concepts and physical attributes of each geographic area followed by an implementation matrix for the geographic area. Strategies are organized under the four basic categories of Physical, Policy, Incentives, and Regulations.

Plan-wide Framework

A number of implementation strategies have universal application throughout the plan-wide framework of Neighborhoods, Corridors, and Centers, either because they represent a large-scale issue or because they are dependent upon consistent application throughout the study area. Implementation strategies applicable on this scale are the following:

Physical

- Create design prototypes for hierarchy of gateways or entrance monuments - district, neighborhood, and street or block
- Maintain connections of the street grid at existing or increased frequency
- Focus pedestrian crossings of large corridors at crossings
- Promote bicycle-supportive infrastructure
- Create a library of design guidance sources for infill development



TECH TERRACE NEIGHBORHOOD



CLAPP PARK NEIGHBORHOOD



SOUTH OVERTON NEIGHBORHOOD

- Develop a book of standard home improvement designs (pattern book)
- Review design standards applicable to all types of development and zoning districts in the plan area
- Minimize parking impact throughout the study area with improved design, location, and quantity standards

Policy

- Develop a process to create Neighborhood Action Plans
- Create concept streetscape plans for all public projects in the plan area - consider incorporating design guidance into subdivision regulations
- Develop basic neighborhood design guidelines for a prototypical neighborhood, identifying the relationship of lots and structures to the public realm (i.e. street and street-front areas) and private areas of lots - consider incorporating design guidance into zoning ordinance
- Develop a "traffic-calming" policy for existing streets, and consider application of similar policies in subdivision regulations
- Incorporate, adopt, or otherwise officially recognize the future development framework in this plan as the guiding land use policy in the city's overall comprehensive plan
- Create a Central Lubbock Neighborhood Coalition
- Create a Central Lubbock Merchants' Association
- Promote Central Lubbock Revitalization and Stabilization Master Plan to civic, community, and neighborhood organizations
- Schedule yearly progress reports on this plan with the planning commission.
- Work with Texas Tech University to develop a program for student involvement and leadership in off-campus neighborhood and community associations.
- Create a property rehabilitation partnership to prioritize, acquire, and rehabilitate property, and return it to marketable use
- Develop landlord and tenant education programs
- Consider implementing Transportation Demand Management (TDM) or Parking Management Programs in association with university-impacted land uses and neighborhoods.
- Develop a cooperative housing partnership to create a proactive marketing and development strategy for a range of housing choices in the area

Incentives

- Review all current local housing programs for consistency with this plan
- Develop an economic development policy reflecting how local development incentives can be used consistent with this plan
- Work with local financing institutions to develop purchase, construction, and rehabilitation incentives
- Form a network of local building and design professionals to consider low cost or no cost technical assistance programs for housing rehabilitation

- Work with Texas Tech University to create incentives for faculty, staff, and administration housing in neighborhoods
- Create local historic preservation incentives and/or promote State and Federal programs for locally significant properties

Regulations

- Explore a case-management approach to facilitate compliance (as opposed to complaint-based and citation approach)
- Consider a geographic approach to enforcement, rather than complaint-based, to better allocate resources and case managers to key areas
- Meet with individual neighborhoods or a neighborhood coalition to prioritize enforcement issues - consider self-reporting and self-compliance incentive programs (funding, material and equipment discounts, technical assistance, penalty waivers)
- Convene task group to review problematic code language with respect to priority enforcement issues, if any
- Develop public information and outreach on code enforcement, identifying any new directions that come out of the enforcement efforts
- Review zoning districts to ensure that mixed-use, medium-density, and higher density residential districts provide the appropriate standards to integrate with neighborhood scale and character
- Review subdivision regulations to ensure that streetscape and connectivity standards require appropriate design of the public realm
- Promote development of design guidelines or pattern books for rehabilitation, expansion, or infill single-family structures characteristic of the area
- Consider adopting rental property certification or landlord licensing program

Neighborhoods

The preservation of and improvement to the neighborhoods in Central Lubbock are arguably the most important goals for area residents. The physical scale and character, quality of life, and existing school system are all cherished qualities. Central Lubbock is comprised of thirteen well-defined, existing neighborhoods, each with its own neighborhood association. Each association is a voluntary organization of neighborhood residents who work together to improve and maintain the quality of life in their neighborhood. Each of the thirteen neighborhoods are classified under one of four categories, dependent on the neighborhood's existing characteristics and future direction. The five categories are Preservation, Stabilization, Revitalization, Medical District, and South Overton.

Preservation

The neighborhoods of Tech Terrace, Wheelock & Monterey, Caprock, and Maedgen Area have all been classified as Preservation. These neighborhoods are predominantly single-family residential. In Preservation, proactive strategies need to be implemented in order to preserve the quality of life that is currently threatened.

Physical

- Promote home improvement consistent with the scale and character of the neighborhood
- Identify streets where cut-through or high-speed traffic is a problem
- Create unique neighborhood entry monuments based on a design prototype
- Develop pattern book for rehabilitation and expansion of common home types

Policy

- Create land use transitions at sensitive neighborhood edges
- Target public funding for the maintenance of existing infrastructure
- Participate in the Central Lubbock Neighborhood Coalition
- Develop Neighborhood Action plans for specific neighborhoods

Incentives

- Emphasize the ability to have accessory dwellings for owner-occupied property
- Consider public/private partnerships for medium-density residential at sensitive neighborhood edges

Regulations

- Convene focus groups with city and neighborhood associations to prioritize code enforcement issues
- Investigate impact of current regulations on the potential for housing expansion and upgrades
- Enforce existing codes and regulations with respect to property maintenance and land uses under the zoning ordinance



EXISTING NEIGHBORHOOD - TECH TERRACE

Preservation

Figure 30

	SHORT 0-2 YRS	MED 2-5 YRS	LONG 5+ YRS	ON- GOING	PARTICIPANTS	FUNDING
PHYSICAL						
Promote home improvement consistent with the neighborhood scale and character				●	PC, CD, NC	Lub
Identify high-speed "problem" streets	●				PC, NC, PT	Lub
Create neighborhood entry monuments		●			PT, NC, CD	Lub, NC
Develop pattern book	●				PT, NC, CD	Lub, NC
POLICY						
Create land use transitions	●				PT, NC, CD	Lub
Target public funding for infrastructure				●	PT, TE	Lub, Fed
Participate in Neighborhood Coalition				●	NA, CD, PC, PT	NC
Develop Neighborhood Action plans	●				PT, NC	Lub
INCENTIVES						
Emphasize ability to have accessory dwellings				●	PT, NC, PC	Lub
Consider public/private partnerships				●	TTU, PS, NC, PT, PC	Lub, TTU
REGULATIONS						
Convene focus group to prioritize code enforcement issues	●				PC, NC, PS	Lub
Investigate current regulations housing impact	●			●	PC, NC	Lub

Matrix Abbreviations:

- | | | |
|--|-------------------------------------|-----------------------------|
| City of Lubbock (general) = Lub | Business Development = BD | Community Development = CD |
| Planning & Transportation = PT | Parks & Recreation = PR | Police & Codes = PC |
| Fire Department = FD | Traffic Engineering = TE | Market Lubbock = ML |
| Neighborhood Coalition = NC | Neighborhood Association = NA | Texas Tech University = TTU |
| Federal Program/Department/Grant = Fed | State Program/Department/Grant = St | Private Sector = PS |

Stabilization

The neighborhoods of Wester, Coronado Area, Stubbs-Stewart, Heart of Lubbock, Clapp Park, Ballenger, and the southern half of Maxey Park are classified as Stabilization. These neighborhoods are predominantly single-family residential; however, they generally consist of a greater residential mix than Preservation. In Stabilization, proactive strategies need to be implemented in order to improve the quality and overall present conditions.

Physical

- Promote home improvement and infill or redevelopment of property consistent with the scale and character of the neighborhood
- Create unique neighborhood entry monuments based on a design prototype
- Identify streets where cut-through or high-speed traffic is a problem
- Pursue basic infrastructure improvements such as sidewalks, streets, curb, gutters, and green space maintenance
- Establish design standards to increase "natural surveillance" of all public areas
- Initiate a litter and debris pick-up program

Policy

- Establish a target level for use of housing incentives that encourage home ownership
- Create land use transitions at sensitive neighborhood edges
- Consider introducing duplex and row home options, with consistent neighborhood designs, at strategic points in the neighborhood
- Expand opportunities for re-use and rehabilitation of single-family structures
- Target public funding for upgrades and replacement of basic infrastructure
- Create infill housing guidelines for abandoned or demolition sites
- Participate in Central Lubbock Neighborhood Coalition
- Develop Neighborhood Action plans for specific neighborhoods

Incentives

- Seek Hope VI Grants (neighborhoods with public housing)
- Consider public/private partnership for medium-density at sensitive neighborhood edges
- Work with local Community Development Block Grant (CDBG) program (if neighborhood is CDBG eligible)

Regulations

- Convene focus groups with city and neighborhood associations to prioritize code enforcement issues
- Consider conditional use or specific use permit for rental of single-family structures
- Develop design prototype for lot-types and structure types for non-residential structures that could fit into the existing neighborhood character, and consider incorporating into the zoning ordinance.

Stabilization

Figure 31

	SHORT 0-2 YRS	MED 2-5 YRS	LONG 5+ YRS	ON- GOING	PARTICIPANTS	FUNDING
PHYSICAL						
Promote home improvement consistent with the neighborhood scale and character				●	PT, PC, NC, PS	Lub, PS
Create neighborhood entry monuments		●			PT, NC, CD	Lub, NC
Identify streets where high-speed traffic is a problem		●			PC, NC, PT	Lub
Pursue basic infrastructure improvements such as sidewalks, streets, curbs, gutters, and parks	●				PT, CD, NC	Lub, NC, Fed, St
Establish design standards	●				PT, PC, NC	Lub
Litter and debris pick-up program	●				PC, NC	Lub, NC
POLICY						
Establish housing target level for use of incentives that encourage home ownership	●				CD, PT, NC	Lub, Fed
Create land use transitions	●				PT, NC, CD	Lub
Consider introducing duplex and row home options at strategic points				●	PT, PS, TTU	Lub, TTU, PS
Expand opportunities for re-use and rehabilitation of single-family structures		●			PT, PC, TTU, PS	Lub, TTU, PS
Target public funding for upgrades and replacement of basic infrastructure	●				PT, CD, NC	Lub
Create infill housing guidelines				●	PT, PC, CD, NC	Lub
Participate in Neighborhood Coalition				●	NA, CD, PC, PT	NC
Develop Neighborhood Action plans				●	PT, NC	Lub
INCENTIVES						
Seek Hope VI Grants (if applicable)	●				CD, NC	Fed
Consider public/private partnership for medium-density residential	●				PT, NC, TTU, PS	Lub, TTU, PS
Work with local CBDG program (if applicable)				●	CD, NC	Lub
REGULATIONS						
Convene focus group with city and associations				●	PT, NC	Lub
Consider conditional use or specific use permits for rental of single-family structures	●				PT, PC, NC, PS	PS
Develop design prototype for lot-types and structure types for non-residential structures	●				PT, CD, PC, NC, PS	Lub

Revitalization

The Slaton-Bean neighborhood has been classified as Revitalization. In Revitalization, aggressive strategies maybe needed to improve the present conditions and overall quality-of-life. Approaches similar to the North Overton Neighborhood may need to be furthered studied.

Physical

- Promote infill and redevelopment of quality housing on abandoned lots and buildings
- Pursue basic infrastructure improvements

Policy

- Develop neighborhood master plan
- Target public funding for upgrades and replacement of basic infrastructure
- Create infill housing guidelines for abandoned or demolition sites
- Participate in Central Lubbock Neighborhood Coalition

Incentives

- Target current incentives for home improvements and home ownership
- Seek public/private partnership (i.e. partnership between city and TTU for student housing option)
- Work with Lubbock Housing Finance Corporation (LHFC)
- Explore HUD 108 Program

Regulations

- Consider conditional use or specific use permit for rental of single-family structures

Revitalization

Figure 32

	SHORT 0-2 YRS	MED 2-5 YRS	LONG 5+ YRS	ON- GOING	PARTICIPANTS	FUNDING
PHYSICAL						
Promote infill and redevelopment				●	CD, PC, TTU, NC	Lub
Pursue basic infrastructure improvements		●			PT, TTU, NC	Lub, TTU
POLICY						
Develop neighborhood master plan	●				PT, TTU, NC	Lub, TTU
Target public funding for basic infrastructure				●	PT, CD, TTU, NC	Lubbock TTU
Create infill housing guidelines	●				PT, PC, NC	Lub
INCENTIVES						
Target current incentives and programs such as LHFC and HUD 108 Program				●	CD, Fed	Fed
REGULATIONS						
Consider specific use permits	●				PC, CD	PS

Medical District

The northern half of the Maxey Park neighborhood has been classified as Medical District. Currently, this area is a mixture of commercial, institutional, and single-family residential. In the proposed Medical District, a mixed-use, pedestrian-oriented neighborhood is envisioned. The district would be focused on medical research, medical services, and other extensions of Texas Tech University. The district would be a center for entrepreneurship, offering office/lab space and other resources common in business "incubators". Commercial and higher-density residential land uses would provide services, retail, and housing to local employees and students.

Physical

- Develop a walkable future concept plan for the district
- Design and build western entrance gateway, incorporating it into district plans
- Target improved street-level pedestrian connections to TTU and other key locations

Policy

- Define boundary for "Medical District"
- Develop design guidelines or form-based development plan for entire district
- Use TTU/Neighborhood Coalition partnership to help direct growth
- Create business incubator for TTU students and alumni

Incentives

- Work with TTU Housing to incorporate student housing into the district
- Consider development financing incentives through Lubbock's Economic Development program

Regulations

- Create an overlay district or develop a process to create a form-based development code for the district



EXISTING CONDITIONS AT PROPOSED MEDICAL DISTRICT



19TH STREET CORRIDOR



PROPOSED MEDICAL DISTRICT

Medical District

Figure 33

	SHORT 0-2 YRS	MED 2-5 YRS	LONG 5+ YRS	ON- GOING	PARTICIPANTS	FUNDING
PHYSICAL						
Develop a walkable future concept plan		●			PT, TTU, NC	Lub, TTU
Design and build western gateway entrance		●			PT, TTU, NC	Lub, TTU
Target pedestrian connections to TTU		●			PT, TTU, NC	Lub, TTU
POLICY						
Define boundary for "Medical District"	●				PT, TTU, NC	Lub, TTU
Develop design guidelines for district	●				PT, TTU, NC	Lub, TTU
Use TTU/Neigh Coalition to help direct growth				●	PT, TTU	Lub, TTU
Create business incubator		●			BD, TTU, PS	Lub, TTU, PS
INCENTIVES						
Incorporate student housing into district				●	PT, CD, TTU, PS	Lub, TTU, PS
Consider development financing incentives				●	CD, BD, TTU	Lub
REGULATIONS						
Create an overlay district	●				PT, TTU, NC	Lub

Matrix Abbreviations:

City of Lubbock (general) = Lub
 Planning & Transportation = PT
 Fire Department = FD
 Neighborhood Coalition = NC
 Federal Program/Department/Grant = Fed

Business Development = BD
 Parks & Recreation = PR
 Traffic Engineering = TE
 Neighborhood Association = NA
 State Program/Department/Grant = St

Community Development = CD
 Police & Codes = PC
 Market Lubbock = ML
 Texas Tech University = TTU
 Private Sector = PS

South Overton

It is recommended that a mixed-use neighborhood be encouraged in portions of South Overton, primarily along Broadway. Redevelopment should occur through the refurbishment of existing structures. Infill development of vacant lots should also be encouraged as long as the new structures adhere to the scale and character of the neighborhood.

Physical

- Extend "main street" character throughout the Broadway corridor
- Capture University vistas into streetscape designs
- Design and build gateway, incorporating it into the district plans
- Develop infill building prototypes consistent with the neighborhood's character
- Incorporate a variety of living environments

Policy

- Increase intensity of land uses approaching Broadway
- Create mechanism for the local protection of historic structures
- Develop design guidelines or a form-based development plan for entire district
- Create Broadway corridor streetscape or urban design plan

Incentives

- Use historic preservation incentives for rehabilitation and maintenance
- Partner with TTU
- Consider development financing incentives through city's Economic Development program

Regulations

- Create an overlay district or develop a process to create a form-based development code for the district



EXISTING BROADWAY CORRIDOR



South Overton

Figure 34

	SHORT 0-2 YRS	MED 2-5 YRS	LONG 5+ YRS	ON- GOING	PARTICIPANTS	FUNDING
PHYSICAL						
Extend "main street" character throughout Broadway corridor		●			PT, TE, TTU, NC	Lub, TTU
Capture University vistas into design				●	PT, TE, TTU	Lub
Design and build gateways	●				PT, PR, TTU, NC, PS	Lub, TTU, PS
Develop infill building prototypes		●			PT, PC, PS	Lub
Incorporate a variety of living environments				●	PT, PS	Lub, PS
POLICY						
Increase intensity approaching Broadway				●	PT, PS	Lub
Create local protection of historic structures				●	PT, NC	Lub, Fed
Develop design guidelines	●				PT, TTU, NC, PS	Lub
Create Broadway corridor streetscape		●			PT, TE, TTU, PS, NC	Lub, TTU, PS
INCENTIVES						
Use historic preservation incentives				●	CD	Fed
Partner with TTU				●	BD, TTU, NC	Lub, TTU
Consider development financing incentives				●	BD, CD	Lub, St, Fed
REGULATIONS						
Create an overlay district	●				PT, NC	Lub

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Community Development = CD
 Police & Codes = PC
 Market Lubbock = ML
 Texas Tech University = TTU
 Private Sector = PS

Corridors and Centers

The Central Lubbock Plan has defined nine major corridors in Central Lubbock. Each corridor in the study area is a transportation arterial, carrying relatively high-volumes of automobile traffic daily. The corridors that carry the highest volume of traffic, such as University Avenue, have up to seven traffic lanes. Other corridors that have much lower daily volumes of traffic, such as Broadway, have only four traffic lanes. The land uses along the corridors varies. Some corridors are predominately commercial, others are residential.

The preferred ***Future Development Plan*** strategy for the corridors is to focus mixed-use and commercial development into more compact patterns at key intersections that create centers. The remainder of the corridors would be redeveloped over time with medium or higher-density residential or other non-retail uses. This would have the dual effect of providing a critical mass for development of more compact commercial centers, as well as buffer and relieve rental pressures on single-family neighborhoods. The plan has designated nine commercial centers in Central Lubbock. Five commercial centers are located along 34th Street, and four commercial centers are located along 50th Street. In addition, four gateways have been designated. These gateways are located at the intersection of University Avenue and Broadway, Avenue Q and 50th Street, Louisville Avenue and 19th Street, and Buddy Holly and 19th Street.

The corridors have been classified into two attributes, Boulevard Treatment and Street Enhancement. The Boulevard Treatment corridors are 50th Street, University Avenue, 19th Street and Quaker Avenue. The Street Enhancement corridors are 34th Street, Avenue Q, Broadway, Indiana, and Slide Road. As discussed in detail in Section Five, both Boulevard Treatment and Street Enhancement require greater maintenance, improvement, and funding than currently exists. Boulevard Treatment, however, would receive a greater amount of aesthetic improvements. For instance, a landscaped central median, public art, cultural art, and streetscaping would all be included in the Boulevard Treatment.

Because of the differences in the existing physical characteristics, market conditions, and level of decline, separate strategies unique to 34th Street and unique to 50th Street were necessary. Strategies for the proposed centers along 34th Street factor in the limitations presented by the obsolete parcel size and existing niche businesses. Strategies for the proposed centers along 50th Street are influenced by economic trends occurring outside the study area.

The strategies have been grouped into four categories; 34th Street, 50th Street, Other Corridors, and Gateways.

34th Street

Thirty-fourth Street and the adjacent parcels comprise the 34th Street Corridor. This corridor spans the length of the study area. Declining retail and service commercial are the major land uses currently on the corridor. The 34th Street Corridor of the future is envisioned as aesthetically pleasing and landscaped. Medium-density residential would line the corridor, while niche commercial uses are concentrated at designated intersections. The intersections are at Slide Road, Quaker Avenue, Indiana Avenue, University Avenue, and Avenue Q. Through market forces and a change in policy, existing and future viable commercial uses cluster around the key intersections. Due to the half-block parcel depths, the future 34th Street Centers development is hindered. Because of this, it is recommended that the centers be comprised of neighborhood retail and service commercial and the corridors medium-density residential. (Examples can include row houses, drug stores, ethnic shops, antique shops, coffee house, professional offices or restaurants.) However, redevelopment one block deep could be permitted or encouraged in select areas. Select areas could be based on the conditions of the property along the corridor and in adjacent neighborhoods. If redevelopment greater than a half-block occurs, the new development should conform to guidelines in order to preserve the neighborhood scale and character.

Physical

- Apply Street Enhancement characteristics
- Establish consistent building setback lines along the corridor
- Implement traffic-calming measures at designated centers
- Locate parking for centers on-street, behind buildings, or occasionally to the sides of the buildings with appropriate screening

Policy

- Develop an urban design plan for the corridor
- Target commercial land uses at centers and medium-density residential or non-retail uses along the corridor
- Promote shared parking cooperatives among business and property owners at centers
- Include Street Enhancement designs in the CIP
- Consider rezoning corridor to reflect med-density housing and mixed-use centers concept

Incentives

- Use Market Lubbock to promote the corridor as a cultural and/or niche retail destination
- Consider public/private partnerships, such as TTU Housing, for medium-density residential redevelopment

Regulations

- Review potential medium-density residential, mixed-use zoning districts to ensure that standards are reflective of appropriate design and development types

34th Street

Figure 35

	SHORT 0-2 YRS	MED 2-5 YRS	LONG 5+ YRS	ON- GOING	PARTICIPANTS	FUNDING
PHYSICAL						
Apply streetscape enhancement characteristics				●	PT	Lub
Establish consistent building lines	●				PT, PC	Lub
Implement traffic-calming measures	●				PT, TE, PC, NC	Lub
Locate parking for centers				●	PT, BD, PS	Lub
POLICY						
Develop an urban design plan for the corridor	●				PT, NC, PS	Lub
Target commercial land uses at centers and medium-density residential along the corridor	●				BD, PT	Lub
Promote shared parking				●	PT, BD, PS	Lub, PS
Include street enhancement designs in CIP	●				PT, BD, PS	Lub
Consider rezoning corridor	●				PT, NC	Lub
INCENTIVES						
Use Market Lubbock to promote corridor	●				PT, ML, BD	Lubbock, ML
Consider public/private partnership between TTU and private sector for student-oriented residential development	●				PT, TTU, PS, NC	Lub, TTU, PS
REGULATIONS						
Review potential residential mixed-use zoning districts to ensure that standards are reflective of appropriate design and development types	●				PT, PC, NC	Lub

34th Street Corridor Streetscaping Costs

The cost of developing street enhancements within the four mile long 34th Street Corridor would include:

- New concrete walks, curbs and accessible ramps at all intersections and crossings
- Landscaping that will include preservation of existing trees, new tree planting with a mixture of tree species, and turf planting in right-of-way
- Irrigation system to provide for tree and turf planting
- Traffic-calming that will include planting islands at key points along the corridor to narrow roadway width, additional traffic signals, and additional signalized pedestrian crosswalks

- New street lighting with a selected standard pole and fixture for the 34th Street Corridor
- Pedestrian nodes located @ 800' intervals along the corridor providing seating, waste containers, shade and wayfinding
- Identification of significant neighborhood that border the 34th Street corridor
- A graphic icon would be developed for the 34th Street Corridor that could be reflected in street furnishings, neighborhood gateways, and permanent banner brackets on 25% of the new lighting poles

The cost of developing the above listed items would be as follows:

1. Demolition	\$235,000
2. Walks	\$889,000
<i>254,000 sq ft @ \$3.50 sq ft</i>	
3. Curb and Gutter	\$465,000
<i>46,500 lin ft @ \$10.00 lin ft</i>	
4. Trees	\$447,500
<i>800 - 4" cal trees @ \$450.00 ea</i>	<i>\$360,000</i>
<i>350 - 2" cal trees @ \$250.00 ea</i>	<i>\$ 87,500</i>
5. Turf	\$305,000
<i>30,500 sq yds @ \$10.00 sq yd</i>	
6. Irrigation	\$205,875
<i>274,500 sq ft @ \$0.75 sq ft</i>	
7. Traffic Signal	\$330,000
<i>6 @ \$55,000 ea</i>	
8. Signalized Crosswalks	\$ 75,000
<i>3 @ \$25,000 ea</i>	
9. Street Lighting	\$980,000
<i>280 @ \$3,500 ea</i>	
10. Pedestrian Nodes	\$525,000
<i>42 @ \$12,500</i>	
11. Neighborhood Identification	\$ 96,000
<i>8 - kiosk and signage @ \$12,000</i>	
12. Banner Brackets	\$ 52,500
<i>70 @ \$750</i>	
13. Mobilization	\$552,375
14. Design	\$506,343
TOTAL	\$ 5,664,593

50th Street

Fiftieth Street, and the adjacent parcels, comprise the 50th Street Corridor. This corridor spans the length of the study area. Retail and service commercial are currently the major land uses along the corridor. The corridor has begun to show the first signs of decline. Proactive measures need to be taken to reverse these early trends and create a sustainable corridor. The 50th Street Corridor of the future is envisioned as a prominent boulevard with higher-density residential lining the corridor, while commercial uses are concentrated at designated intersections. The 50th Street centers have been proposed for the intersection of 50th Street and Slide Road, Quaker Avenue, Indiana Avenue, and University Avenue. Through market forces and a change in policy, it is recommended that the existing and future viable commercial uses cluster around these intersections. Examples of commercial uses are neighborhood shops, national retail chains, department stores, professional offices (such as a dentist or chiropractor), or eating establishments.

Physical

- Apply Boulevard Treatment (landscaped median, public art, etc.)
- Design and build gateway, incorporating them into corridor plans
- Establish consistent building setback lines along the corridor
- Implement traffic-calming measures at designated centers
- Locate parking for centers on-street, behind buildings, or occasionally to the sides



FIGURE 36:
50TH STREET CORRIDOR CONCEPT
(WITH BOULEVARD TREATMENT,
HIGHER-DENSITY RESIDENTIAL, AND
COMMERCIAL CENTER AT INTERSECTION)
SOURCE: GOULD EVANS AFFILIATES

Policy

- Target commercial land uses at the centers and non-retail uses along the corridor
- Promote shared parking cooperatives among business and property owners at centers
- Include the Boulevard Treatment in CIP
- Consider rezoning the corridor to reflect higher-density housing and mixed-use centers

Incentives

- Consider public/private partnerships, such as TTU Housing, for higher-density residential redevelopment along the corridor

Regulations

- Review the potential higher-density residential, mixed-use zoning districts to ensure that standards are reflective of appropriate design and development types

50th Street

Figure 37

	SHORT 0-2 YRS	MED 2-5 YRS	LONG 5+ YRS	ON- GOING	PARTICIPANTS	FUNDING
PHYSICAL						
Apply Boulevard Treatment		●			PT	Lub
Design and build gateway	●				PT, NC, PS	Lub
Establish consistent building lines on corridor		●			PT, PC	Lub
Locate parking for centers on-street, behind buildings, or to the sides of the buildings				●	PT, BD, PS	Lub, PS
POLICY						
Target commercial land uses at centers and non-retail, such as HDR, along corridor				●	PT, PS, ML	Lub, PS
Promote share parking cooperatives				●	PT, BD, PS	Lub, PS
Include the Boulevard Treatment in CIP	●				PT	Lub
Consider rezoning corridor to reflect higher-density housing and mixed-use centers				●	PT, ML	Lub
INCENTIVES						
Consider public/private partnerships	●				PT, BD, NC, TTU, PS	Lub, PS
REGULATIONS						
Review potential higher-density residential mixed-use zoning districts				●	PT	Lub

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Parks & Recreation = PR

Traffic Engineering = TE

Neighborhood Association = NA

State Program/Department/Grant = St

Community Development = CD

Police & Codes = PC

Market Lubbock = ML

Texas Tech University = TTU

Private Sector = PS

Other Corridors

The corridors of University Avenue, 19th Street, Quaker Avenue, Avenue Q, Broadway Street, Slide Road, and Indiana Avenue comprise the Other Corridors. University Avenue, 19th Street, and Quaker Avenue have been recommended for Boulevard Treatment while Avenue Q, Broadway Street, Slide Road, and Indiana Avenue have been recommended for Street Enhancement.

Physical

- Incorporate neighborhood entry monuments at key neighborhood entrances and block or street entrance monuments at other intersections
- Apply Boulevard Treatment or Street Enhancement for specific corridors
- Improve pedestrian connections along corridors and between neighborhoods

Policy

- Minimize impact on adjacent neighborhoods with land use transitions
- Promote business relocation to concentrated centers

Incentives

- Consider public/private partnerships, such as TTU Housing, for residential redevelopment

Regulations

- Review potential medium-density residential zoning districts to ensure that standards are reflective of appropriate design and development types

Gateways

Gateways have been proposed for the intersections of University Avenue and Broadway Street, Avenue Q and 50th Street, Louisville Avenue and 19th Street, Buddy Holly and 19th Street, and Slide Road and 50th Street. These characteristics include high visibility, an area of transition, and a sense of arrival. Gateways should compliment the adjacent area and incorporate common design features. Additional gateways can be added as city officials and residents see fit.

Physical

- Develop a common design theme, but vary gateways to identify with adjacent districts

Policy

- Prioritize gateways for available funding
- Investigate partnerships with Texas Tech University to create gateways

Incentives

- Enlist the services of the local arts community in gateway design

Other Corridors

Figure 38

	SHORT 0-2 YRS	MED 2-5 YRS	LONG 5+ YRS	ON- GOING	PARTICIPANTS	FUNDING
PHYSICAL						
Incorporate neighborhood entry monuments				●	PT, BD, CD, NC, PS	Lub, PS
Apply Boulevard Treatment and Street Enhancement				●	PT, TE	Lub
Improve pedestrian connections				●	PT, NC	Lub
POLICY						
Minimize impact on adjacent neighborhoods with land use transitions				●	PT, CD, NC, PS	Lub, PS
Promote business relocation to centers				●	BD, ML, PS	Lub, PS
INCENTIVES						
Consider public/private partnerships for residential development				●	PT, CD, NC, TTU, PS	Lub, TTU, PS
REGULATIONS						
Review potential medium-density residential zoning districts				●	PT	Lub
Gateways						
PHYSICAL						
Develop a common design theme				●	PT, NC, PS	Lub, PS
POLICY						
Prioritize gateways for available funding	●				PT	Lub
Investigate partnerships with TTU	●				PT, TTU	Lub, TTU
INCENTIVES						
Enlist the services of the local arts community				●	PT, CD, NC	Lub

General Boulevard Streetscaping Costs

There are several major street corridors within the study area that have been designated to receive a boulevard treatment. These corridors are 50th Street between Slide Road and Interstate 27, Indiana Avenue between 19th Street and 50th street, and 19th Street between the future Marsha Sharp Freeway and Interstate 27.

The boulevard treatment would include a center landscape median that would range between 10' and 30' in width. This median would allow for turn lanes and traffic signals at designated collector streets. The center median would also contain landscape planting, new street lighting, and provide areas for the display of public art.

Typical cost for the retro-fit of boulevard elements into existing streets are approximately \$250 per linear foot. These costs break down as follows:

- Trees
 - 4" cal trees \$ 450 each
 - 2" cal trees \$ 250 each
- Turf \$ 10 sq yd
- Irrigation \$ 0.75 sq ft
- Traffic Signal \$ 55,000 each
- Street Lighting (two fixtures per pole) \$ 3,900 each
- Major Gateways \$ 75,000 each
- Curb and Gutter \$ 10 per linear ft
- Decorative Banner Brackets \$ 750 each
- Drainage \$ 40 per linear ft
- Demolition \$ 1.50 sq ft

(Cost break down only includes costs for the addition of a median)

General Enhancement Streetscaping Costs

The corridors of Avenue Q, Broadway Street, Slide Road, Quaker Avenue, and 34th Street have been recommended for street enhancements. The improvements to 34th Street have been described and a detailed cost established for each component. The remaining corridors would receive a similar design treatment as 34th Street. Improvements would be tailored to each of the streets' specific right-of-way width and traffic volume.

The commercial development along Broadway Street and Avenue Q offer the opportunity for public/private partnerships. There is a possibility for redevelopment along these two corridors so the enhancements must be flexible and able to accommodate changing conditions.

The residential development along Slide Road and Quaker Avenue offer a reduced opportunity for redevelopment. The enhancements along these corridors would focus on neighborhood identification by establishing gateway entrances at key collector streets. These entries would be developed as a common theme along these corridors with each one having a unique design and character. The walks along these corridors would function as major north/south pedestrian connections. The design of walks within these corridors should accommodate existing plans for hike and bike trails.

APPENDIX

Appendix - A

Issue-specific Implementation -

Discussion Property Maintenance and Rental of Single-family Structures

The Central Lubbock Neighborhood Stabilization and Preservation Master Plan process revealed that a key issue revolves around property maintenance and property use in single-family neighborhoods in the plan area - particularly in the areas identified as "Neighborhood Stabilization" in the preferred alternative. The issue was commonly stated or perceived as a problem with "student housing," "rental of single-family homes" or "property maintenance of any property where the owner does not have a presence (rental or abandoned)." The plan process revealed that this perception manifests a fear of physical impacts on neighborhoods and property values. However, there may be several "root issues" contributing to this perception and resulting in the negative impacts. In creating the appropriate implementation strategy, it is critical to accurately identify the root issue(s) to be resolved, and to narrowly tailor the response. The table below lists a number of root issues that can contribute to this problem, as well as some of the negative neighborhood impacts that typically result.

Potential Root Issues

- Distribution / quantity of rental houses in single family neighborhoods
- Maintenance of rental properties
- Maintenance of all (i.e. abandoned or rental) properties
- Number of occupants in single-family homes (converted rentals or owner's w/ tenants)
- Number of occupants in all dwellings (single-family, duplex, townhome, apartment unit)
- Student housing in residential neighborhoods
- Enforcement of existing codes against all property
- Enforcement of existing codes against non-local owners or abandoned owners
- Enforcement of existing codes against rental (local and non-local) property

Negative Impacts

- Increase in parking demands associated with a typical dwelling unit
- Increase in traffic and noise relative to a typical dwelling unit and the character of the neighborhood
- Lack of ownership presence makes property maintenance a low priority
- Lack of local agent/owner makes enforcement difficult
- Potential lifestyle clashes - hours of activity, parties
- Staffing to address current ordinances (zoning, property maintenance/housing code, health code)

A cooperative approach, blending regulatory strategies with policies and programs, is often the most effective implementation strategy in regard to enforcement. The stakeholders, including the University, the City, students, neighborhood associations, landlords, and property owners, are essential to better define root issues and tailor appropriate implementation strategies. The regulatory approaches suggested in the Implementation Section are compiled here and allow a consolidated analysis. Pros and cons commonly associated with regulatory strategies are listed to advance the dialogue and are merely illustrative, based on other communities' experience with enforcement. They should not be interpreted to advocate or reflect negatively on any single approach to implementing the **Central Lubbock Neighborhood Stabilization and Preservation Master Plan**. In fact, stakeholders will likely find that the best approach will involve a combination of several of these approaches, tailored to the plan area to capitalize on the "pros" and minimize the "cons," and complementary program/policy strategies are an essential counterpart to regulatory enforcement.

Immediately following the discussion of these potential solutions, this Appendix concludes with examples of the specific regulatory approaches implemented in a variety of communities.

Increased enforcement of current regulations

Zoning ordinance ("family")

Housing Code / Property Maintenance Code

Health Code / Weeds and Rubbish

Pros:

- Requires no additional legislation

Cons:

- Does not address current enforcement difficulties (whether they stem from staffing, processes, or enforceability of existing ordinances)
- Could miss opportunities to better blend campus and neighborhoods
- Could hinder student housing issues and needs, which may be at the root of issues

Single-family “student home” as an Exception

Landlords would be licensed (similar to a business) prior to renting out property. A wide range of licenses of varying degrees of restriction currently exist. Examples include only rental of single-family detached structures or a "rental-home" SUP.

Pros:

- All of the same benefits as "rental home" exception
- Can be more narrowly drawn to address a specific issue in relation to campus housing needs.
- Could potentially be targeted to application only adjacent to the university and possibly further into specific targeted neighborhoods

Cons:

- Perception of "unfairly" singling out student population
- Difficulty of enforcing or limiting based on applicants or tenants status as a student. (note if this is conceded to be difficult to enforce, narrowing the SUP to only campus-related houses may still be a benefit)
- Could have negative impact on one student purchasing a house as a resident landlord due to financing difficulties caused by the revocable "special permit" status of the use

Single-family “rental home” as an Exception

Any single-family detached home can only be used as rental after a special review and permitting procedure. This would require careful drafting of the circumstances and conditions where this activity would meet the public goals of the plan.

Pros:

- Can be used to focus on relevant issues (i.e. parking, quantity and concentration of similar uses, and property maintenance) as condition of permit.
- Can be better tailored to preserve the specific character of existing neighborhoods (i.e. possibly being more lenient in Stabilization Neighborhoods to stimulate occupancy and investment)
- Can add flexibility to the strict interpretation of the narrow definition of "family" in the current ordinance

Cons:

- Requires diligent oversight and administration by city staff and review bodies to prevent use in areas where the permit would not be appropriate.
- Will require careful drafting of SUP standards in the ordinance to guide the administration of the permit process.
- Can be perceived as erosion of current neighborhood standards by some residents
- Difficult to limit the potential application generally throughout the city.
- City staff may still have the same existing enforcement issue for those who do not submit to permit process, plus additional permit administration and enforcement responsibilities.

Landlord Licensing Ordinance

Landlords would be licensed similar to a business license prior to renting property. Numerous variations a threshold for licenses exist (i.e. only rental of single-family detached structures, only rentals in certain districts, all rental property)

Pros:

- Creates accessible inventory of rental properties
- Can require local agent for enforcement activities
- Can add additional enforcement mechanism (i.e. fines levied at license renewal or revocation of license)
- Can make landlords more responsible for tenants' behavior
- Can be used as a "screening" or clearing-house point for all other codes

Cons:

- Can be over-inclusive if only a small fraction of rental properties are problems or if it is only a "student" issue
- Can be under-inclusive if the problem is broader than rental (i.e. general property maintenance or abandoned property)
- Can duplicate requirements that are already on the books
- Can create additional administrative and enforcement burdens for staff
- Too difficult for landlords to be responsible for tenants' behavior
- Could drive up rental costs as licensing fees would be passed on to tenants.
- Inspection/enforcement can be perceived by tenants as invasion of privacy - particularly if it involves interior inspections

Rental Property Registration

Landlords would be licensed (similar to a business) prior to renting property.

Pros:

- Creates an accessible inventory of rental properties
- Targets limited enforcement resources to specific areas

Cons:

- Typically only impacts property maintenance other violations, such as tenants in excess of zoning allowances
- Inspection/enforcement can be perceived by tenants as invasion of privacy - particularly if it involves interior inspections
- Can be under-inclusive if non-rental (abandoned or owner-occupied with tenants) are part of the problem

Examples of regulatory approaches

- City of Newark, DE, University of Delaware, Student Home Zoning Code Regulations
<http://newark.de.us/docs/departments/bill9910.html>
- City of Lawrence, KS, University of Kansas, Rental Licensing,
<http://www.lawrenceneighres.org/ordinances/renlicengen.pdf>
- City of West Lafayette, IN, Purdue University, Inspection and Certification of Rental Housing,
<http://ordlink.com/codes/westlaf/index.htm>
- City of Gainesville, FL, University of Florida, Landlord License Point System, <http://www.cityofgainesville.org/common/docs/ord020580.pdf>
- Ames, IA, Iowa State University, Rental Housing Code / Letter of Compliance,
<http://www.city.ames.ia.us/attorneyweb/pdfs/chap13.pdf>