

North & East

CITY OF LUBBOCK | MASTER DEVELOPMENT PLAN

**NORTH & EAST LUBBOCK
MASTER DEVELOPMENT PLAN**

City of Lubbock, Texas

Adopted by the
Lubbock, Texas
City Council

the 28th day of October, 2004

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master development plan

SECTION ONE
INTRODUCTION

Introduction

In the fall of 2003, the City of Lubbock and the North & East Lubbock Development Advisory Committee (NELDAC) initiated the *North & East Lubbock Master Development Plan* project. This plan was created by citizens, city staff, shareholders, and local elected officials to provide guidance on future community development issues. The plan provides a future vision for the study area, a set of common goals in which to strive, and a pathway of steps to attain these goals. In addition, the plan also provides more detailed analysis and development strategies on chosen specific sites to attract short-term investment and development interest.

The *North & East Lubbock Master Development Plan* is intended to provide a framework for future development decisions in North & East Lubbock and be used as a “tool” to accomplish the following:

- Foster general decision-making as an implementation guide for the development of the defined study area
- Build a long-range development strategy with targeted short-range initiatives that enhance the overall environment
- Establish a study area wide framework in which future investments may be integrated in a cohesive manner.
- Seek to achieve a quality of life reflecting the vision and goals set forth by the community



“BREAKING GROUND” ON THE FUTURE OF NORTH & EAST LUBBOCK



CITIZEN DRIVEN PLAN

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 Interstate 27.

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 an enrollment of 30,000 students.

The North & East Lubbock Study Area is located in the northeastern portion of Lubbock. The study boundary is (clockwise) the city limits, East 34th Street, Interstate 27, 4th Street, and University. The area is approximately 31 square miles in size.



FIGURE 1-A: REGIONAL CONTEXT
SOURCE: GOULD EVANS AFFILIATES

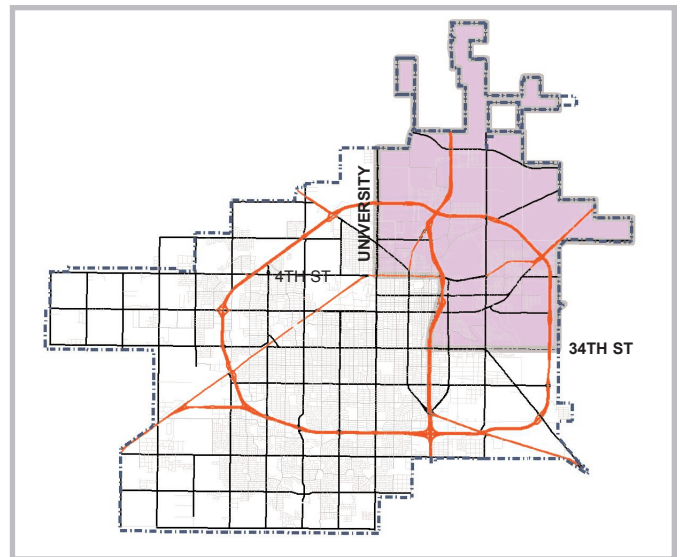


FIGURE 1-B: LOCATION OF STUDY AREA WITHIN LUBBOCK
SOURCE: GOULD EVANS AFFILIATES

Demographic Comparisons (City of Lubbock vs. Study Area)

For over 50 years, Lubbock has experienced steady growth in its total population. Since 1950, Lubbock’s population has increased by just under 180%. In more recent years (between 1990 and 2000), Lubbock’s population grew by 7%.

During the same 50-year period, North & East Lubbock has experienced an out-migration of people. From 1960 to 2000, the study area’s population decreased from 34,416 to 18,365 people (or 47%). The largest decennial decrease in population occurred between 1980 and 1990. During this 10 year period, the population dropped by almost 24%. Future projections forecast a continued loss in population. Between 2000 and 2010, the study area population is expected to decrease by roughly 4%.

Population Trends (1960-2000)

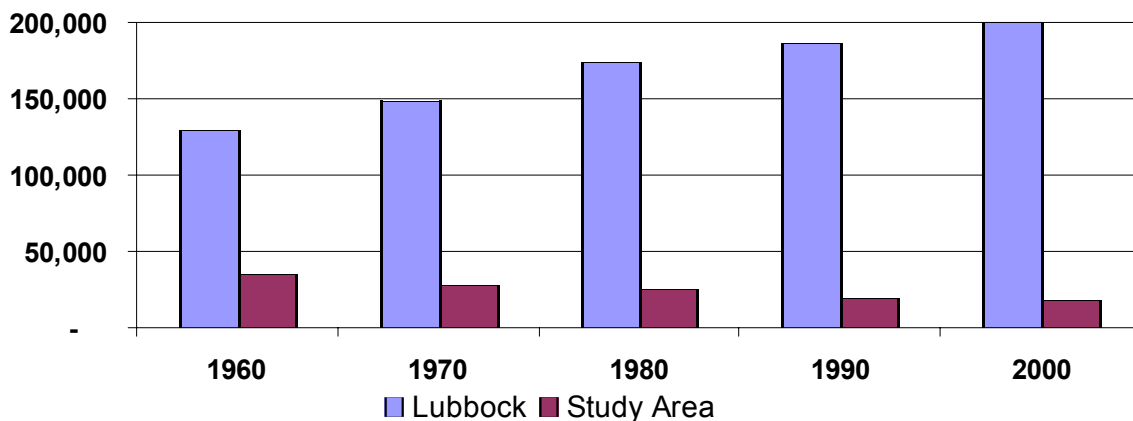


FIGURE 1-C: POPULATION TREND COMPARISON BETWEEN LUBBOCK AND STUDY AREA (1960-2000)
SOURCE: U.S. CENSUS

The North & East Lubbock Study Area is more diverse than Lubbock as a whole. In 2000, over 48% of the study area classified their ethnicity as Hispanic. Also in 2000, over 40% of the study area’s residents were Black and 10% White. At the same time, Lubbock was comprised of 28% Hispanic, 9% Black, and 61% White.

Historic trends show that a greater percentage of North & East Lubbock’s total population is minority, compared to 30 years ago. However, the study area’s overall minority population has decreased too. Since 1990, the White population has decreased by over 500 residents (2%), the Black population has decreased by 750 residents (2%), and the Hispanic population has increased by 300 residents (4%).

	1990		2000	
	Study Area	Lubbock	Study Area	Lubbock
Population	19,239	186,206	18,365	199,564
Hispanic	8,561	41,916	8,865	54,786
Non-Hispanic White	2,370	125,475	1,834	122,330
Non-Hispanic Black	8,225	15,483	7,445	16,907
Non-Hispanic Other	83	3,332	221	5,541
	Study Area	Lubbock	Study Area	Lubbock
Population	100.0%	100.0%	100.0%	100.0%
Hispanic	44.5%	22.5%	48.3%	27.5%
Non-Hispanic White	12.3%	67.4%	10.0%	61.3%
Non-Hispanic Black	42.8%	8.3%	40.5%	8.5%
Non-Hispanic Other	0.4%	1.8%	1.2%	2.8%

“The study area’s per capita income for 2000 was \$10,399.”

TABLE 1-A: POPULATION BY RACE AND ETHNICITY
SOURCE: U.S. CENSUS

In 2000, The North & East Lubbock Study Area had both the lowest average household income and per capita income when compared to Lubbock and Lubbock County. The U.S. Census showed the study area with an average household income of \$32,087. This was 40% lower than the city’s household average of \$45,075. The study area’s per capita income for 2000 was \$10,399. Lubbock’s per capita income was almost 70% higher at \$17,510. In both household and per capita income, Lubbock County was slightly lower than the city’s average at \$44,712 (household) and \$17,323 (per capita).

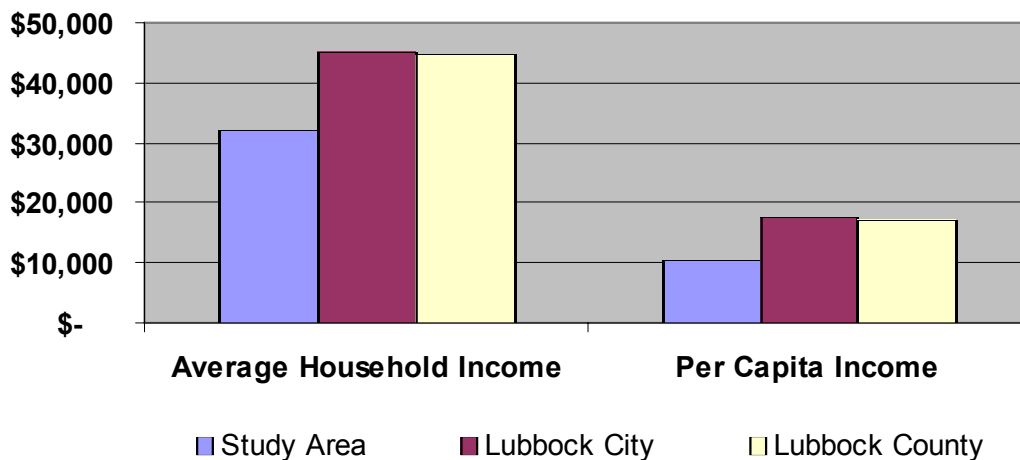


FIGURE 1-D: INCOME COMPARISON, 2000
SOURCE: U.S. CENSUS

Planning Process

Recognizing that portions of northern and eastern Lubbock were in serious disrepair, the City of Lubbock and the North & East Lubbock Development Advisory Committee (NELDAC) decided to take action. The solution was to create a comprehensive master development plan, a plan that would represent the future goals of the area residents, a plan that would depict a clear direction for the future and a way to achieve this desired future.

The North & East Master Development Plan was prepared through an extensive community participation process. A broad based steering committee com-

prised of local community and business leaders was formed to give ongoing advice and input to the project planning team. Acting as the “eyes and ears” of the study area’s residents, the steering committee was the link between the project team and the general public. Additionally, a town hall style meeting was held so area residents and business leaders could express their concerns, priorities, and future goals.

The intent of this process was to seek a wide range of public input so that the community has a broader understanding and sense of ownership of the plan.

Planning Process Diagram

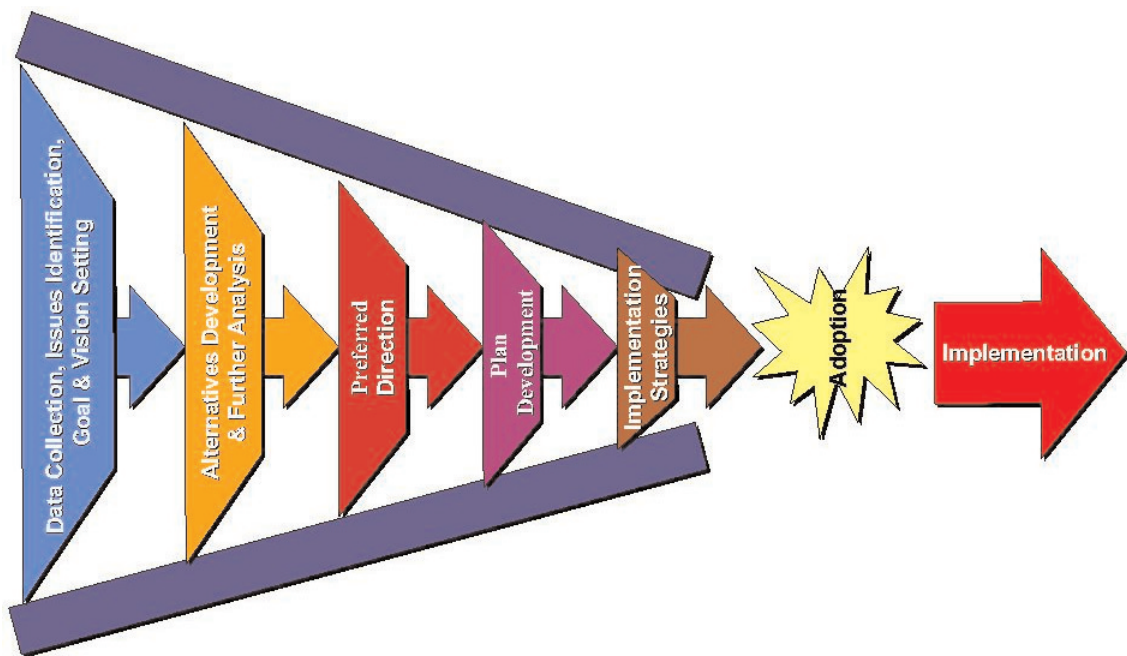


FIGURE 1-E: PLANNING PROCESS
SOURCE: GOULD EVANS AFFILIATES

The North & East Lubbock Master Development Plan planning process was broken down into eight basic tasks. The eight tasks were the following:

1. Development Framework
2. Development Workshop
3. Interim Report
4. Specialized Market Analysis
5. Definition of Specific Projects
6. Implementation
7. Plan Preparation
8. Plan Presentation

The first three tasks focused on the entire study area. Physical characteristics, redevelopment opportunities, and market conditions were all analyzed. The analysis was incorporated with the citizen input to get a desired future, or preferred direction. Written reports were produced and submitted to city officials after completion of each of the initial three tasks. The purpose of the reports were to document the process and analysis that produced the preferred direction of North & East Lubbock.

Tasks four through six were more detailed and specific in nature. They described the steps and strategies required to achieve the preferred direction. In addition, four specific sites in the study area were chosen for further analysis. For each chosen site a market analysis, as well as site development and implementation strategies were created. The desired outcome is that the chosen development sites will become catalysts for achieving the community's desired future.

Tasks seven and eight involved the finalization and adoption of the plan itself.



GROUND BREAKING CEREMONY



PUBLIC MEETING BREAK-OUT GROUP



STEERING COMMITTEE MEMBERS

master development plan

SECTION TWO
PHYSICAL ASSESSMENT

Introduction

The Physical Assessment for the North & East Lubbock Study Area is divided into two sub-sections of the plan: Existing Property Analysis and Developability Analysis. The assessment examines property issues both in general terms and in terms of specific impacts to the study area. Impacts can be both positive and negative.

The Existing Property Analysis collects and analyzes current parcel conditions, property ownership, existing land use patterns, and any other major issues dealing with property that can affect future development patterns.

The Developability Analysis collects and analyzes information regarding the overall developability of land. The analysis takes into account information such as topography, floodplains, vegetation, utility lines, and existing transportation. The result of the Developability Analysis was a composite map that rates the developability of the study area.

The resulting Physical Assessment also outlines available redevelopment tools offered locally, statewide, and nationally.



OIL PUMP LOCATED IN STUDY AREA



NATIONAL GUARD FACILITY

Existing Property Analysis

Property Conditions

An inventory of the existing property is needed so city officials and residents will have a better understanding of the existing overall conditions to better direct future resources to areas of the community that are in greatest need.

A block-by-block inventory of the existing property conditions was undertaken for the study area. The property inventory was conducted from the adjacent street or right-of-way. After viewing the existing housing units and/or vacant property on a given block, a composite rating was given to the entire block or portion of block. A rating system of good, fair, and poor condition was used. The “good” category includes housing that is well kept, well maintained, and structurally sound. The “fair” category is housing that is generally well kept. However, neglect in certain areas is apparent and may be deteriorating. The “poor” category can be described as housing that is severely dilapidated. Severe neglect is visible on most areas of the structure and/or property.

The ratings were determined after viewing various physical characteristics in the study area. The physical characteristics include the condition of the foundation,

roof, siding, and overall appearance. In addition, neglect to the property and lack of maintenance and upkeep of the paint, gutters, garages, carports, patios, decks, yard, and any other potential amenity or additional structures was noted. The existence and quantity of debris, trash, and scrap was also taken into account.

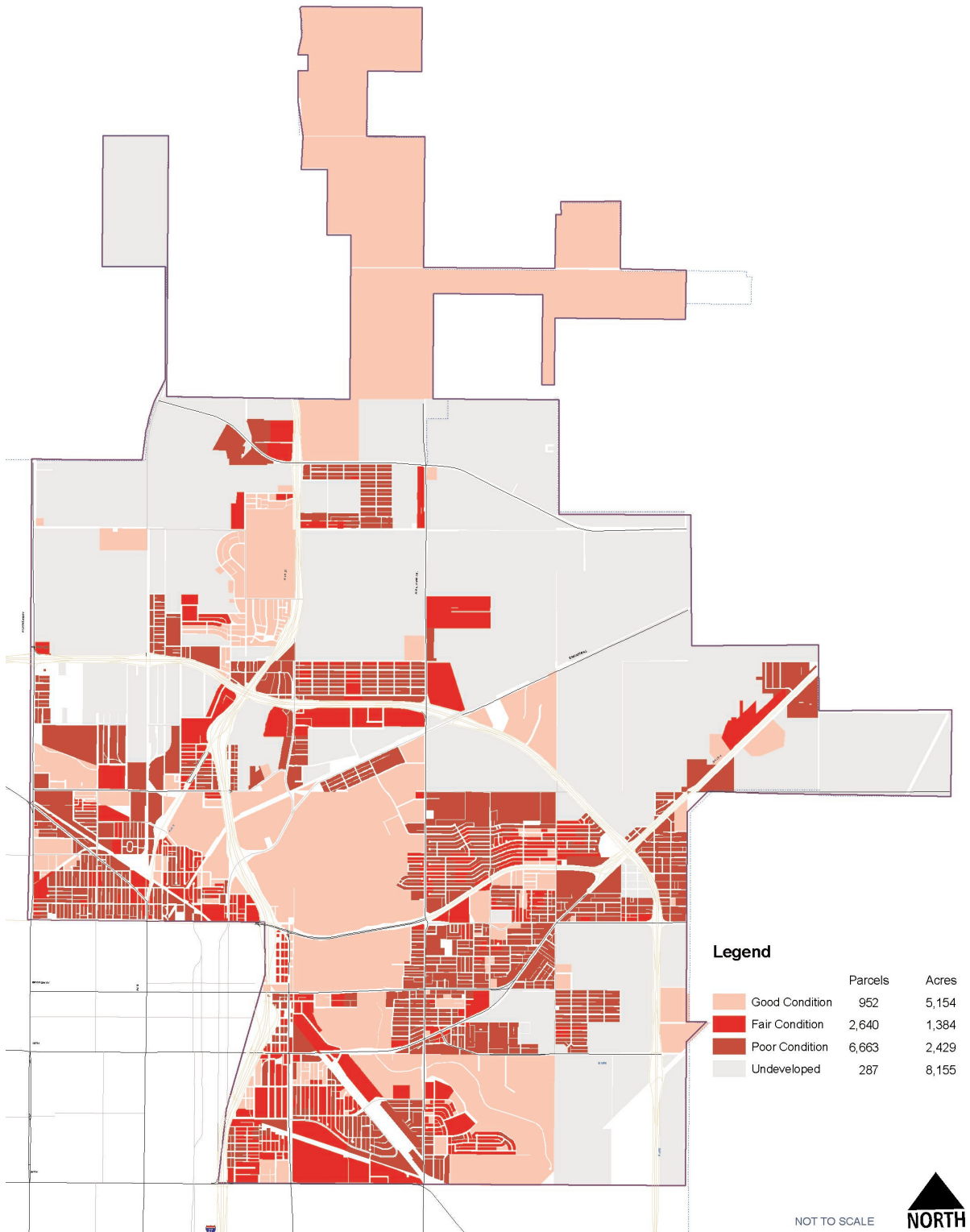
The following map (Figure 2-A) illustrates the result of the property condition inventory. The graphic shows which portions of the study area were rated in good condition (pink), fair condition (red), poor condition (brown), and undeveloped (gray).

Undeveloped is the largest category in terms of acreage and defined as yet to be developed into a use more intense than agriculture. Over 8,150 acres were classified as undeveloped. The highest concentration of undeveloped land is located outside of Loop 289, on the outer edges of Lubbock.

Land classified as “good” was second largest in acreage with over 5,150 acres. The vast majority of land classified as “good” is publicly owned. City parks, the airport, schools, fire departments, national guard, and golf courses were all considered in good condition. Fewer privately owned commercial, residential, or

Physical Conditions

FIGURE 2-A
source: Gould Evans Affiliates



industrial properties were in good condition. However, high concentration areas of “good” private property can be found northwest of the I-27/Loop 289 junction, along University, and around the Parkway/Zenith intersection.

Fair condition property was the lowest in total acreage with under 1,400 acres. However, more residential property was classified as fair than good. Over 2,600 parcels were considered in fair condition; most of these were privately owned. Areas that have the highest concentration of fair conditions are located southwest of the 19th Street/Martin Luther King intersection and in the Cherry Point Neighborhood.

Property classified as being in poor physical condition was third in size based on its 2,429 acres. However, poor physical conditions were the most prevalent in terms of number of parcels with 6,663. Residential neighborhoods in the study area generally received the most poor ratings. Property of poor condition was generally found to be highest inside Loop 289.

Ownership Patterns

The path from vision to implementation is less difficult when owners of multiple parcels and large tracts of land are known and are involved in the planning process.

There are over 10,500 parcels of land within the study area totaling over 17,000 acres in size. Out of the 10,542 parcels, almost 2,800 are owned by an entity that controls at least five or more parcels in the study area. The largest individual owner of land, in terms of



EXAMPLE OF HOUSING IN STUDY AREA



EXAMPLE OF HOUSING IN STUDY AREA

number of parcels and size, is the City of Lubbock with 269 parcels totaling 4,215 acres. This represents almost 25% of the total parcel acreage in North & East Lubbock. Other public entities that are major property owners include LCAD, Urban Renewal, the State of Texas, and the Lubbock Housing Authority. Swartz & Brough Incorporated is the largest private sector property owner at 122 parcels. The chart below lists the ten largest landowners in North & East Lubbock. The eleventh category represents the remainder of the property owners who own five or more parcels and the total acreage they represent.

Top Ten Land Owners by Number of Parcels				
	Owner	# of Parcels	Acres	% of Total
1	City of Lubbock	269	4,215.35	54%
2	LCAD	144	41.60	1%
3	Urban Renewal	118	75.74	1%
4	Swartz & Brough Inc.	112	19.70	0%
5	State of Texas	111	31.86	0%
6	Panhandle South Plains	93	68.28	1%
7	Lubbock Housing Authority	87	17.43	0%
8	Guadalupe Economic Services	61	23.05	0%
9	Llamas Juilo T & Rosa L	57	9.76	0%
10	Lubbock Habitat	51	7.07	0%
11	Other	1,694	3,313.02	42%
		2797	7,822.86	100%

TABLE 2-A: TOP TEN LAND OWNERS

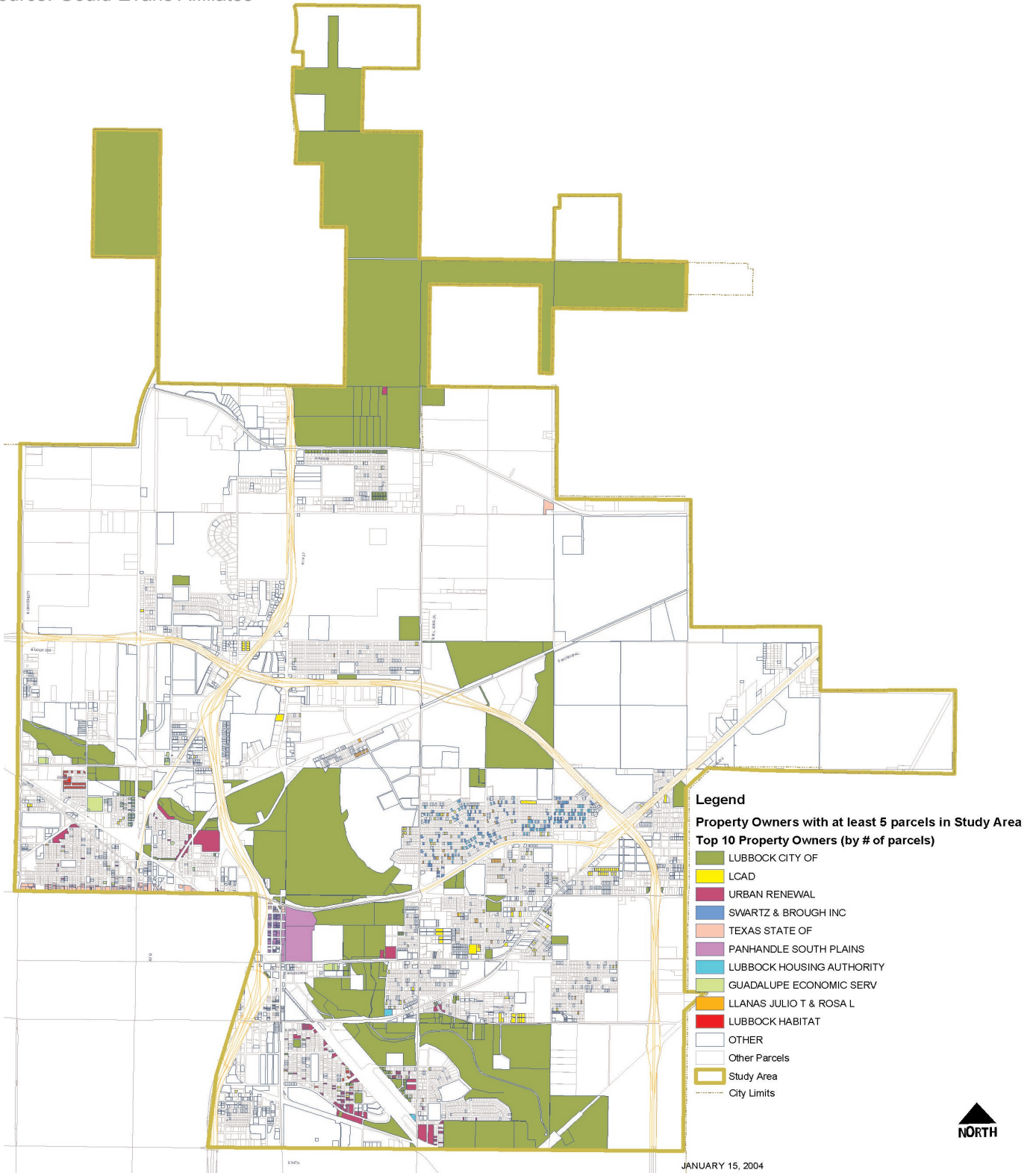
SOURCE: CITY OF LUBBOCK

Existing Land Use

Analysis of the existing land use patterns helps give a better understanding of the types of uses present in the study area, the percentage makeup of each use, and the inter-relationship between neighboring uses. Sixteen classifications of use, determined by the City of Lubbock, exist in the study area. They range from Agriculture to Industrial Manufacturing. The largest land use, Agriculture, comprises over 4,800 acres, representing 28% of the total land use area. The second largest land use, Transportation and Utilities, comprises over 3,000 acres, or 18% of the total land use area. (The Lubbock International Airport is included in the Transportation and Utilities

Property Ownership

FIGURE 2-B
source: Gould Evans Affiliates



category.) The smallest land use category is Rights-of-way, which is only 25 acres in size (less than 1%). The following chart lists the sixteen classifications, their size, and their percent of the total area.

Agriculture, Vacant-subdivided, and Vacant-unsubdivided constitute 46%, or almost 8,000 acres of the total land use for the study area. This land has little or no existing structural development. With dilapidated structures already razed or land yet to be developed, the land in these three categories is typically less expensive and time consuming for development or redevelopment process. Other development factors must be analyzed before deciding to develop a vacant property. However, for the North & East Lubbock study area, vacant land presents an opportunity for future growth and development.

The study area contains an existing land use pattern that is piecemeal in nature. Residential neighborhoods are divided from one another by five-lane arterial roads, highways, elevated freeways, topographic conditions, and railroad lines. These barriers isolate both local neighborhoods from one another and from areas outside the study area. Commercial and retail uses located in the study area are found along some of the major transportation corridors. These corridors include Avenue Q, Parkway, Idalou, University, and Martin Luther King.

The Existing Land Use Map can be found on the following page. Agriculture, Vacant-subdivided, and Vacant-unsubdivided land uses are located throughout the study area. The Agriculture and Vacant-unsubdivided categories typically contain larger size parcels, Vacant-subdivided parcels tend to be smaller in size.

Existing Land Use

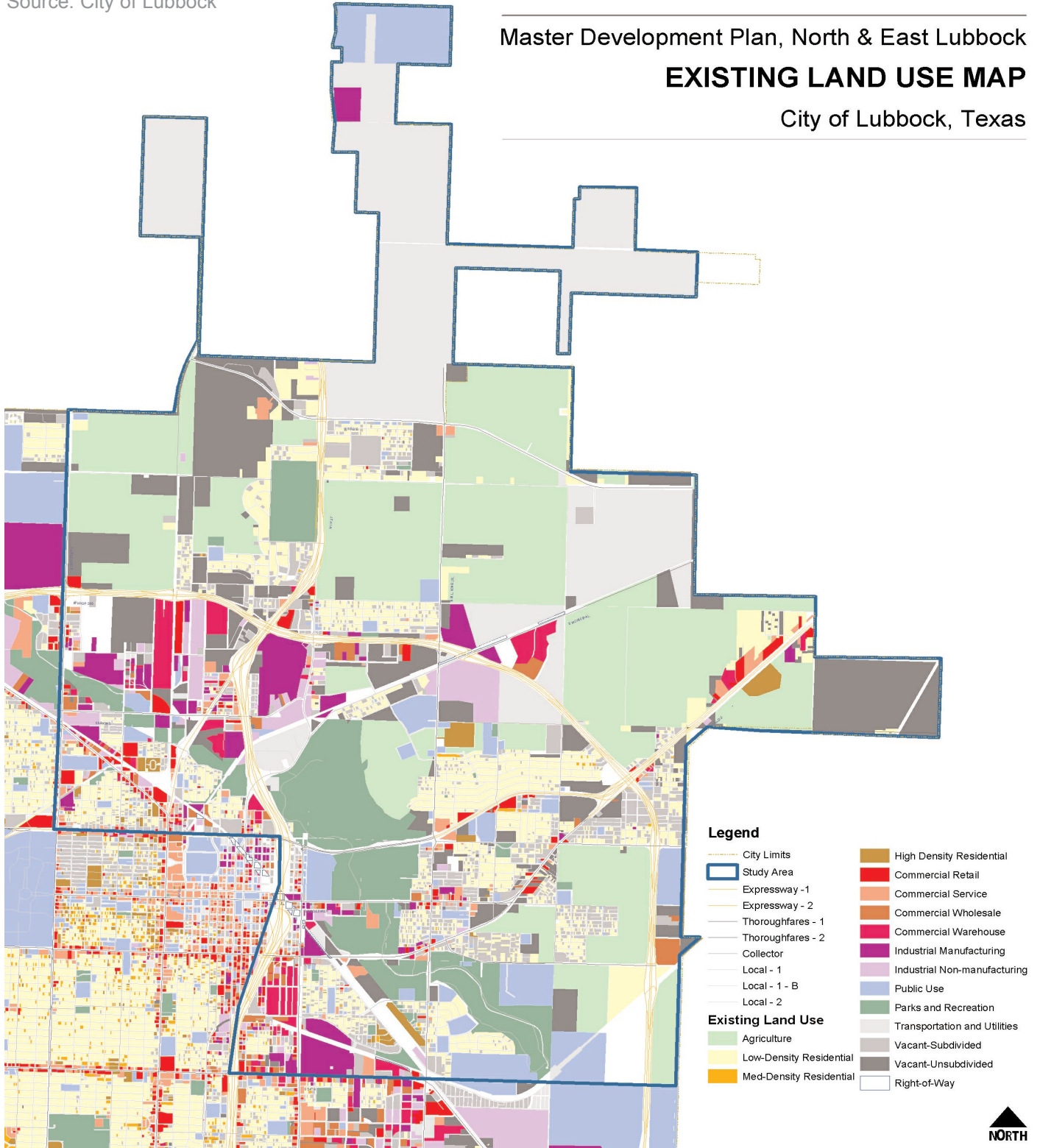
Land Use	Acres	%	Land Use	Acres	%
Agriculture	4,810	28%	Industrial Manufacturing	549	3%
Low-Density Residential	1,458	9%	Industrial Non-manufacturing	349	2%
Medium Density Residential	13	0%	Public	1,277	7%
High-Density Residential	120	1%	Parks & Recreation	1,473	9%
Commercial Retail	198	1%	Transportation & Utilities	3,089	18%
Commercial Service	178	1%	Vacant-subdivided	1,029	6%
Commercial Wholesale	254	1%	Vacant-unsubdivided	2,128	12%
Commercial Warehouse	173	1%	Right-of-way	25	0%

TABLE 2-B
SOURCE: GOULD EVANS AFFILIATES

Existing Land Use Map

FIGURE 2-C
Source: City of Lubbock

Master Development Plan, North & East Lubbock
EXISTING LAND USE MAP
City of Lubbock, Texas



Zoning

Zoning is the act of establishing districts and regulations governing the use, and development of property. Zoning, as a system of land use regulation, designates the permitted uses of land based on its location and a plan for the future. One purpose of zoning is to prevent new development from negatively impacting existing residents or businesses and, thus, protect the health, safety, and welfare of citizens. Zoning commonly includes outlining the kinds of activities that are acceptable on particular properties, the densities or intensities of those activities, the height of buildings, the amount of space structures may occupy (by limiting how close a building may be to the property line), and the amount of parking that must be provided. Most zoning ordinances have a procedure for granting variances. Variances are exceptions to the zoning rules, typically because of a hardship due to the particular inherent nature of the property.

Zoning will have a significant impact on the future development of North & East Lubbock. Proper zoning can reinforce the master plan and better ensure that the community achieves its desired future. In addition, updated zoning can more efficiently regulate the development process of going from planning to bricks and mortar. In contrast, zoning that is out dated can hinder the development process and produce a finished product that is not representative of the community's intent.

The City of Lubbock's zoning ordinance states that its intent and purpose is to, "...promote and protect the health, safety, comfort, convenience, prosperity and general welfare of the citizens of Lubbock by assuring quality development...". The city's current zoning ordinance has approximately 30 district classifications. Examples of the classifications include Single-Family District (R-1), High-Rise Apartment (A-3), Commercial District (C-4), Light Manufacturing (M-1), Garden Office (GO), and Depot District (CB-4). Some of these districts are broad and can be found throughout Lubbock, such as R-1, other districts are more specific, sometimes pertaining to a single area, such as CB-4.

The city's up-to-date zoning map can be viewed at city hall. Currently, the city is working to convert the zoning map into electronic format. Once completed, city officials will be able to update zoning changes and respond to zoning requests and questions more efficiently. However, continuous maintenance to the electronic map is necessary in order to keep the map up-to-date.

The North & East Master Development Plan recommends changes to the existing land use pattern in the study area. Updates to the existing zoning will be necessary to better reflect the new land use pattern and recommendations made in this plan.

Developability Analysis

Physical Constraints and Natural Forces

Physical constraints and natural forces influence the developability of any potential site. These constraints and forces include topography, water drainage, vegetation, and soils. Depending on the site’s geographic location, certain constraints and natural forces have greater impact on the future development potential of the size. For instance, topography is a greater constraint for a site located on a coastal bluff or in hilly terrain as compared to a site on the plains.

Topography and Floodplains - The change in topography in and around Lubbock is minimal. However, some of the city’s most significant topography contrasts are located in the North & East Lubbock Study Area, namely adjacent to Blackwater Draw and Yellowhouse riverbeds. The land along the river beds can be described as rolling. The vast majority of the land away from the river beds is relatively flat, having minimal change in elevation.

Topography has a major influence on water drainage and the areas with flood risk. The majority of areas with significant risk of flooding are located in the Blackwater and Yellowhouse River beds. Most of the land at significant risk is parkland. The major exception to this is the neighborhood located along Coronado Drive, just west of the rail lines. Much of this neighborhood is in the floodplain.

Climate and Vegetation - The climate of Lubbock is known as “Continental Steppe”, which is prevalent in the Texas High Plains. It is common in the interiors of continents and is characterized by large variations in daily temperature extremes, low relative

Floodplain Map

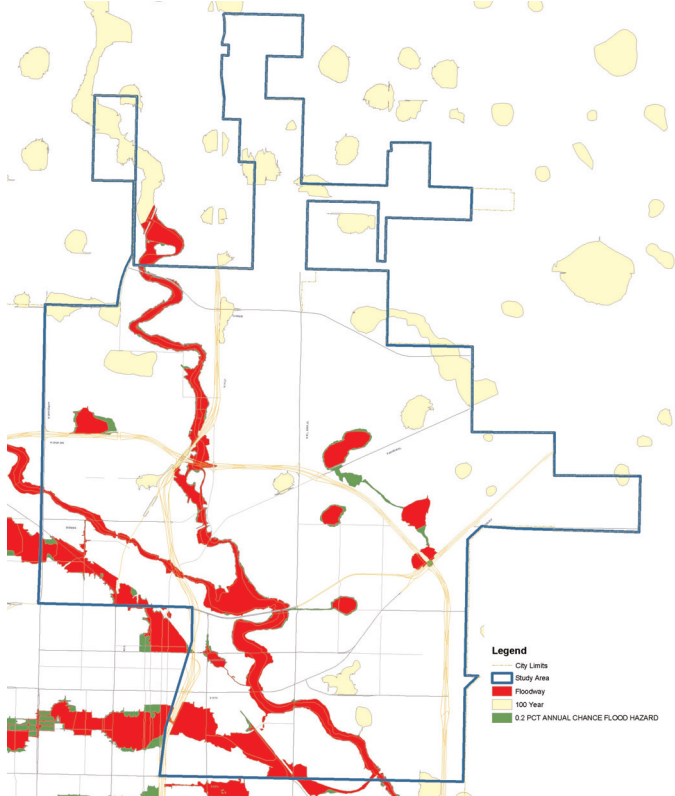


FIGURE 2-D: FLOODPLAIN MAP
SOURCE: CITY OF LUBBOCK

humidity, and irregularly spaced rainfall of moderate amounts. In Texas, this climate is semi-arid with mild winters. The area's landscape is flat to rolling, with natural vegetation of mixed-grass plains, shortgrass high plains, shinnery oak grasslands, and mesquite grasslands. Grasses and forbs are the dominant vegetation.

The North & East Study Area contains little vegetation that would hinder or obstruct future development. Many areas that do contain high concentrations of vegetation, tree coverage, or landscaping belong to the City of Lubbock, and are located in public parks and/or recreational areas. These areas are protected from future private development and are to be enjoyed by the public.

Soils - According to the U.S. Department of Agriculture, there are four general soil types within the North & East Lubbock Study Area. The four general soils are the following:

- Amarillo-Acuff
- Olton-Acuff
- Potter-Berda-Bippus
- Posey-Mansker-Bippus

Amarillo-Acuff is a deep, nearly level to gently sloping, moderately permeable

loamy soil on uplands. Amarillo-Acuff covers the vast majority of the study area.

Olton-Acuff is a deep, nearly level to gently sloping, moderately slowly permeable and moderately permeable loamy soil on uplands. Olton-Acuff is only found in the northern portions of the study area.

Potter-Berda-Bippus is a very shallow, shallow and deep, nearly level to steep, moderately permeable loamy soil on uplands and bottomlands. Potter-Berda-Bippus is found only along the Blackwater and Yellow House riverbeds.

Posey-Mansker Bippus is a deep, nearly level to sloping, moderately permeable loamy soil on bottomlands and uplands. Within the study area, Posey-Mansker-Bippus is only found along the northern portions of the Blackwater riverbed.

Overall, the soils found in the study area do not deter future development from occurring. Basic construction methods can overcome any potential minor problem caused by existing soils. However, the Potter-Berda-Bippus and Posey-Mansker Bippus general soil categories typically occur in areas that have greater

slopes and are more susceptible to flooding. In addition, the Olton-Acuff soils have a moderate risk of soil-swelling. Soil-swelling is the expanding and contracting of the soil caused by the amount of water in the soil. The “swelling” of the soil can cause damage to certain built structures and foundations.

Transportation

Citibus is the public transportation provider for the City of Lubbock. According to www.citibus.com, Lubbock has had public transportation since 1932, when the Lubbock Bus Company began operations. In 1971 the City began to subsidize the public transportation system.

Five bus routes currently service the North & East Lubbock Study Area. These routes include the Dunbar (1), East Broadway (2), Guadalupe (7), Arnett Benson/ 4th Street (12), and the Cherry Point (14). Figure 2-F illustrates the five routes and the portions of the study area they serve. Currently, all routes converge at the Downtown Transfer Plaza, located at the intersection of Buddy Holly Avenue and Broadway Street. This “hub” concept can be more cost efficient by reducing the number of routes and simplifying the routing logistics. However, it can also create inefficiency by reducing direct routes and increasing commuting times. Inefficiency, real or perceived, can reduce ridership numbers and increase the negative stigma many public transit systems face.

Many North & East Lubbock residents rely on public transportation to get them to their place of employment or to essential services. As stated previously, there is a low number of service and retail establishments within the study area. In addition, the lower

General Soils Map

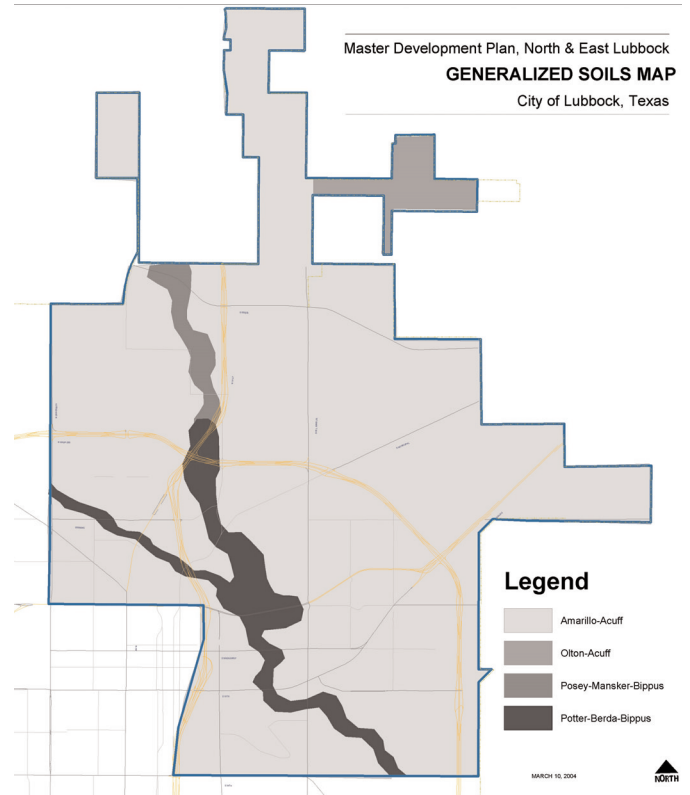


FIGURE 2-E: GENERAL SOILS MAP

SOURCE: GOULD EVANS AFFILIATES

than city average median household income levels means a greater percentage of residents in the area do not own an automobile. Because of these existing conditions, a comprehensive public transportation system that both connects the neighborhoods within the study area to each other and to the major retail, entertainment, and employment centers outside of North & East Lubbock is a critical component in the study area's future.

The major form of transportation in Lubbock is the automobile. Lubbock is served by many roadways. Major roadways in North & East Lubbock include I-27, I-289, Martin Luther King, Idalou Road, Municipal Drive, Parkway, 4th Street, and 19th Street.

Future development is reliant on sufficient road access. Road expansion and improvements are costly and time consuming; land that is adjacent to, or in close proximity to, adequate road access is more likely to be developed. However, roadways that have wide rights-of-way and/or carry high volumes of traffic can create barriers. These barriers can separate neighborhoods and even divide communities both physically and perceptually.

Transit Routes Map

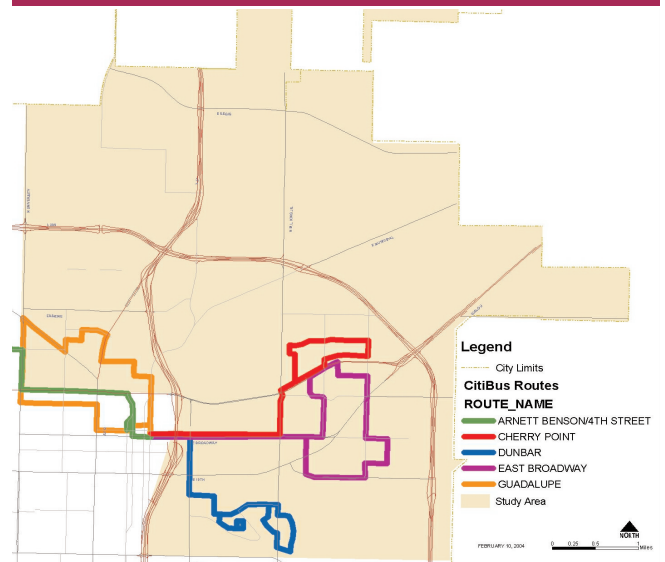


FIGURE 2-F: TRANSIT ROUTES MAP
SOURCE: GOULD EVANS AFFILIATES

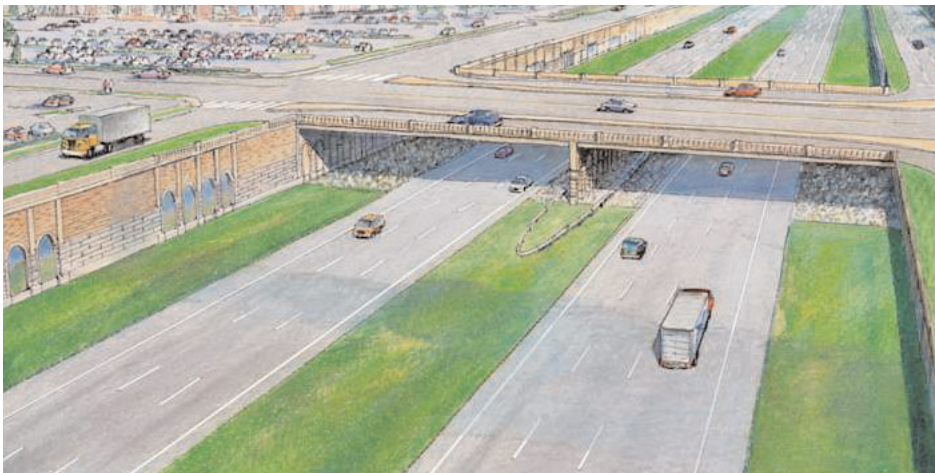
Marsh Sharp Freeway- Property has already been cleared for the proposed Marsha Sharp Freeway. The plan is to transform 4th Street into a limited access freeway, eventually connecting I-27 to the southwest corner of Loop 289. The widening of the right-of-way and the increased traffic volume will impact the study area, specifically the neighborhoods located immediately north of the current 4th Street alignment.

The idea for an east-west limited access freeway was first introduced in 1964. The freeway was originally planned for somewhere between 32nd and 38th Street. However, it was later deemed not appropriate for freeway traffic and by 1989 the current planned location was selected.

Community leaders expressed concerns at public hearings as to how the proposed freeway would impact Lubbock and the adjacent neighborhoods. However, by 1995 the environmental impact document was approved and the purchase of right-of-way had begun. The freeway is to be completed in five phases. The final phase is to be completed sometime after 2010.

The Texas Department of Transportation lists a number of benefits the Marsha Sharp Freeway will provide. These include:

- Efficient movement of traffic and reduction of congestion
- Faster access to all points in Lubbock, specifically Texas Tech University, the central business district, education centers and medical facilities
- The freeway complements city plans to encourage development and preservation in the central business district



“The final phase is to be completed sometime after 2010.”

**MARSHA SHARP
FREEWAY RENDERING
SOURCE: TEXAS D.O.T.**

However, history has shown that freeway systems located within urban areas create unintended consequences on both adjacent neighborhoods and the community as a whole. Some of these negative impacts include:

- Perceptual and physical division of adjacent neighborhoods
- Hindrance of traffic flow that runs perpendicular to the freeway
- Promotion of residential and employment migration from developed areas to newly accessible undeveloped areas
- Increase in noise, air, and light pollution

Utilities

Utility line location and planned availability, such as sanitary sewer and water, influence where development takes place. If a development site or parcel is not located adjacent to utility lines, then the lines must be extended from the closest source. This can be very costly and hinder the feasibility of a potential development project.

The previous map illustrates the location of major sewer lines in the North & East Study Area. Most of the sewer lines are located in the southwestern portion of the area. A majority of the residents and businesses requiring sewer connections are located in this vicinity. Land to the north and northeast is generally less developed and populated and, thus, the utility network is not as extensive in that area. The adjacent figures illustrate the location of major water and sewer lines in the North & East Lubbock Study Area. Most of the water lines follow the existing street network, because they are generally buried in the city owned public rights-of-way that are shared by both streets and utilities.

Sanitary Sewer Map

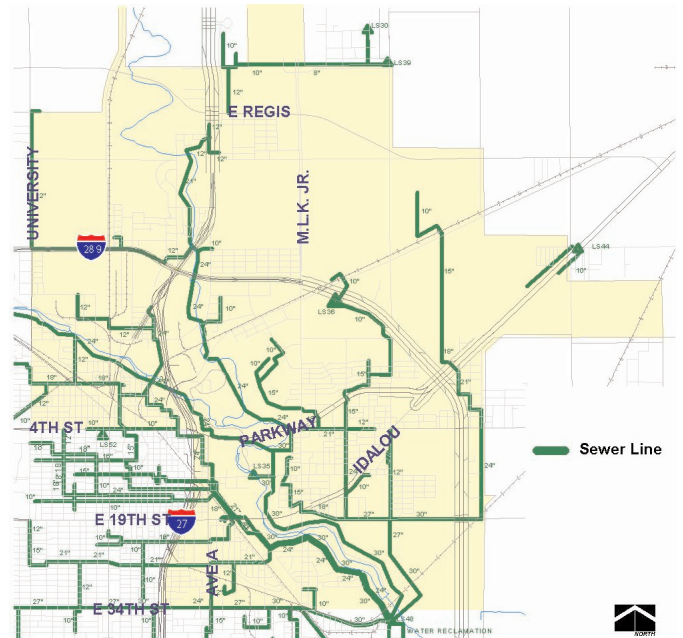


FIGURE 2-G: SANITARY SEWER MAP
SOURCE: CITY OF LUBBOCK

Water Line Map

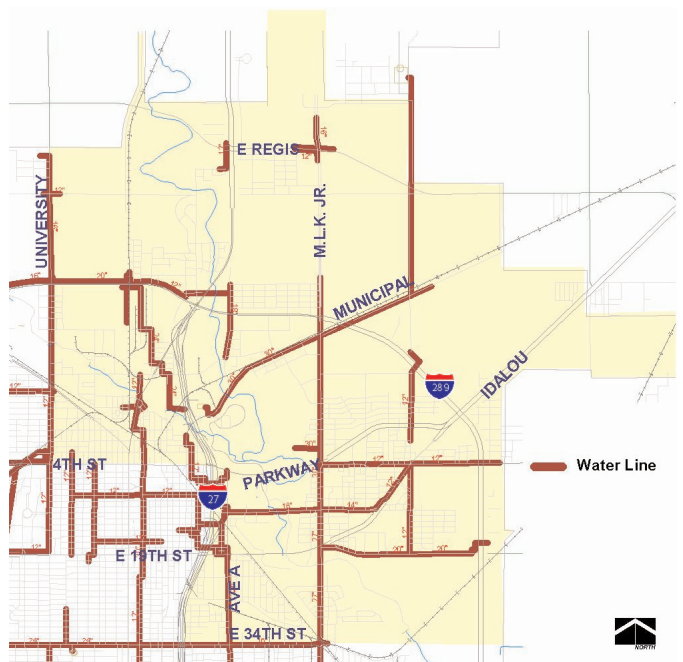


FIGURE 2-H: WATER LINE MAP
SOURCE: CITY OF LUBBOCK

Neighborhood Organizations

There are eleven neighborhood associations that are located in North & East Lubbock: Jackson-Mahon, Guadalupe, Parkway and Cherry Point, Chapel Hill, Chatman Hill, Bluesky, Dunbar-Manhattan Heights, Clayton Carter, Skyview, Slaton Bean, and Windmill. Some of the neighborhood associations are more active than others. The Cherry Point Neighborhood Association has the most residents residing within its boundaries. The neighborhood association Arnett-Benson is located just west of the study area. However, the association was included because of its importance to northern Lubbock and it is home to the proposed Site 1 development.

Neighborhood Association Map

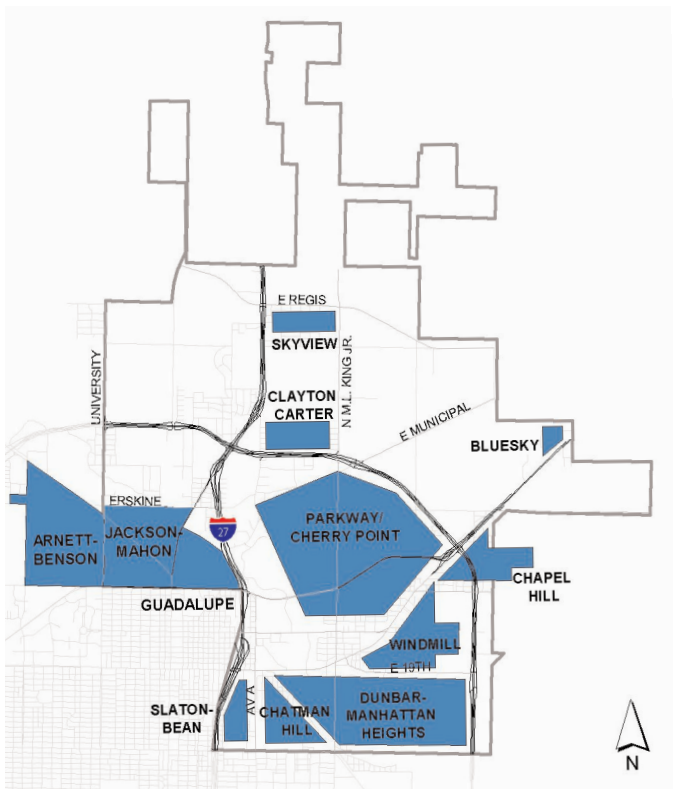


FIGURE 2-1: NEIGHBORHOOD ASSOCIATION MAP
SOURCE: GOULD EVANS AFFILIATES

Site Developability Rating

A basic computer model was developed based on the potential opportunities and constraints analysis. The result is a composite map that rates the developability of the North & East Study Area. Areas range from most developable to least developable, with eight categories in between. The lighter colors on the accompanying map represent sites that are more desirable for development, and the darker colors are less desirable. The map is not the definitive answer to the question about where future development should take place. Instead, it is another tool that will assist participants in determining the preferred future development direction for North & East Lubbock. Areas that the model has classified as most and least developable should be analyzed further to determine why they are most or least suitable for future development, given the resources available.

The following are general assumptions and limitations based on the Site Developability Map.

General Assumptions:

- More development opportunities exist inside Loop 289
- Infill and development opportunities are available in existing neighborhoods
- Significant concentrations of land possessing ratings of higher developability are located along the Idalou corridor east of Martin Luther King and north of 4th Street, west of I-27

Limitations:

- Compatibility of neighboring land uses is not part of the model
- Impact of variables outside the study area was not introduced into the model
- Economic and political conditions are not factored into the model

Analysis

Based on the Developability Model, the highest concentration of developable land is located inside Loop 289. Within the Loop, there are pockets of land that best meet the established qualifications. These areas are located along Idalou, west of Martin Luther King between Parkway and Emory; north of 4th Street; and the 19th Street and Avenue A intersection. Most of these development opportunities are located within existing neighborhoods. This is primarily because the needed roads, utilities, and services are already present.

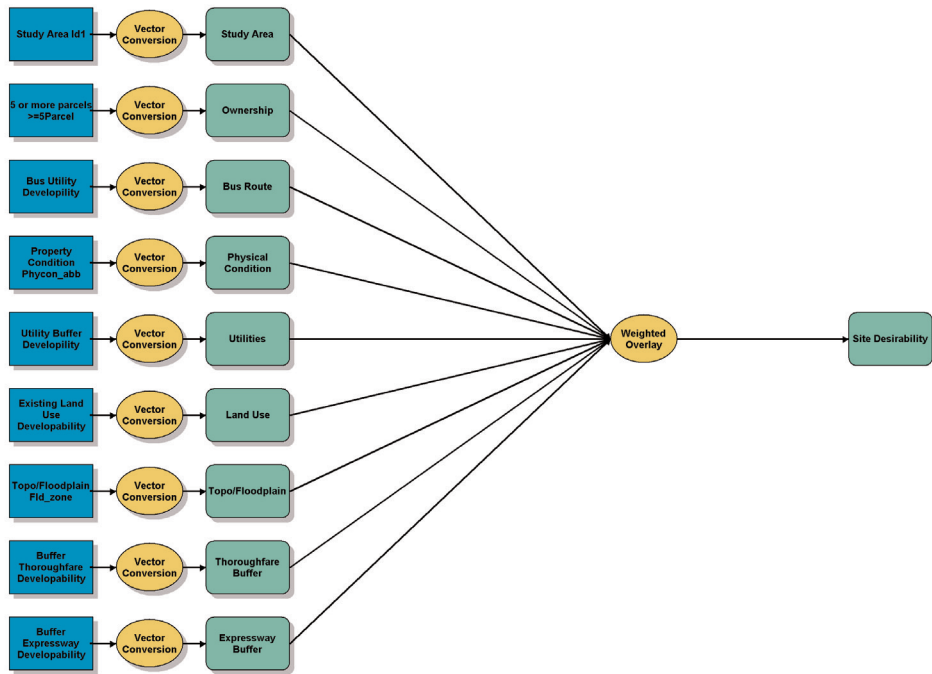
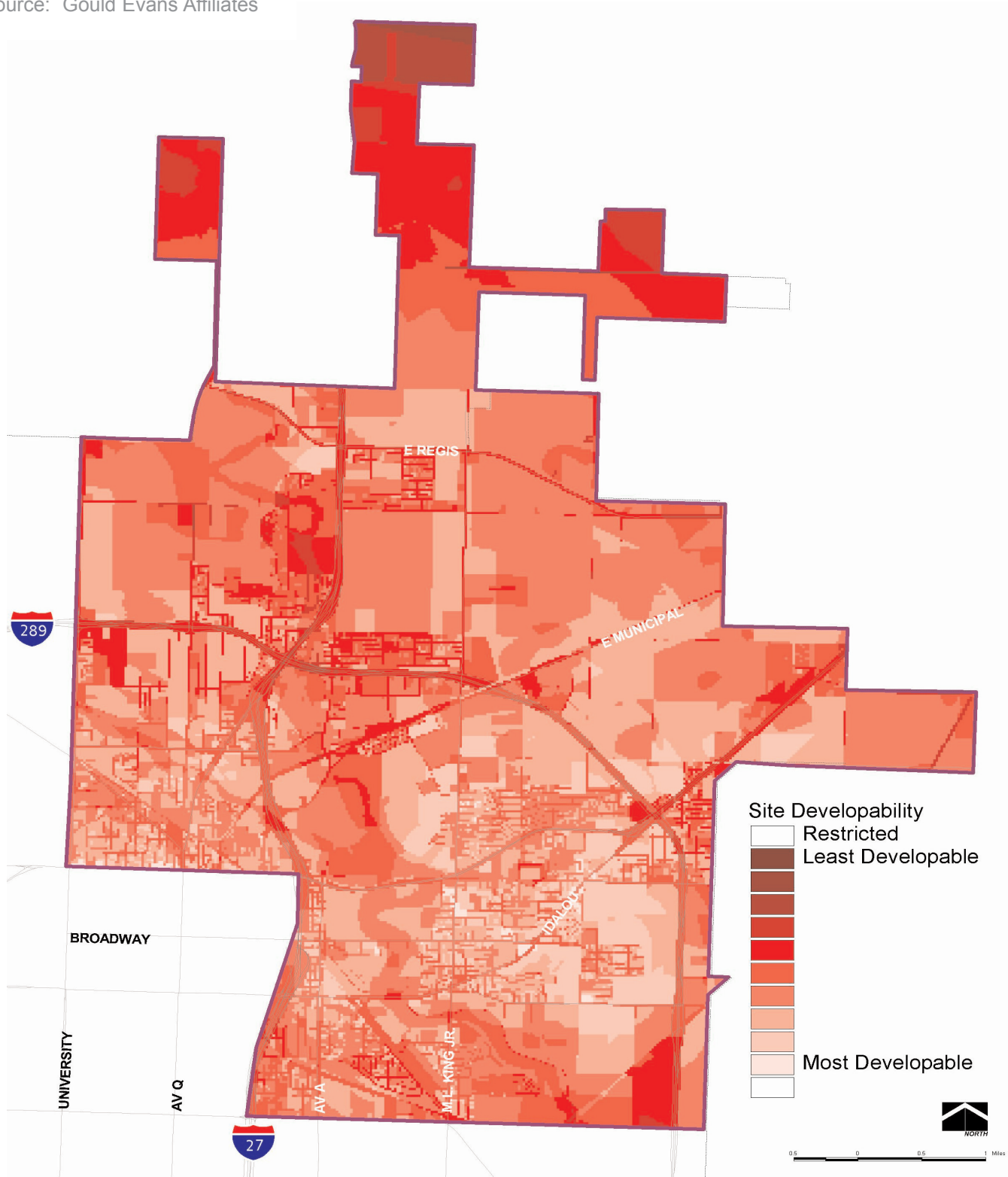


FIGURE 2-J: SITE DEVELOPABILITY MODEL
 SOURCE: GOULD EVANS AFFILIATES

Focusing future development on sites located within existing neighborhoods has both positive and negative aspects. A significant positive factor is that current residents will be in close proximity to the development. This could mean that new housing could improve property values, provide greater housing options, or increase local population levels, which in turn could generate future commercial development. New commercial development could mean improved services, services in closer proximity to existing neighborhoods, and more choices for residents. However, a future development could negatively impact a neighborhood. Increased traffic, lowered property values, and increased noise and light pollution are a few examples of negative impact.

Site Developability Map

FIGURE 2-K
Source: Gould Evans Affiliates



Redevelopment Tools

The City of Lubbock has a number a programs and public funding sources that promote and assist with community redevelopment. These programs help to create both housing and business opportunities. In addition, there are a variety of development tools and financial aid available for communities offered through both state and national agencies. The following are development tools, programs, and agencies that exist and are available to assist areas experiencing distress. Some of these development tools are currently being used in Lubbock.

Community Service Block Grants - Community Services Block Grant (CSBG) is a state grant program, provided by the Texas Department of Housing and Community Affairs, to be used for a variety of social services and anti-poverty activities.

Community Development Block Grant Program (CDBG) - According to the Lubbock Community Development web site, the primary objective of the (CDBG) Program is *"the development of viable urban communities."* *While virtually all citizens of the City benefit from CDBG, either directly or indirectly, the focus of the program is "principally for low and moderate income persons."*

Hope VI Grants - The HOPE VI Program, originally known as Urban Revitalization Demonstration (URD), was developed as a result of recommendations by the National Commission on Severely Distressed Public Housing. It was charged with proposing a National Action Plan to eliminate severely distressed public housing. The Commission recommended revitalization



EXISTING PUBLIC HOUSING



DEMOLITION OF INADEQUATE HOUSING



ANNOUNCEMENT OF NEW HOUSING

in three general areas: physical improvements, management improvements, and social and community services to address resident needs.

Low-Income Housing Tax Credits - The tax credit program was created by the Tax Reform Act of 1986 and was first utilized by the real estate development community during 1987. The tax credit program is a way of directing private capital towards the creation of affordable rental housing. Tax credits provide developers of low income rental housing with a benefit that may be used to offset their federal tax liability in exchange for the production of affordable rental housing.

Enterprise Zones - The purpose of the Texas Enterprise Zone Program is to encourage job creation and capital investment in areas of economic distress. The program provides communities with an economic development tool to offer state and local incentives to new or expanding business in designated areas. Businesses must make a \$250,000 investment or create at least 12 new jobs in order to receive state abatements. Currently, the entire North & East Lubbock Study Area is classified as an enterprise zone.

Job Creation Incentives - Market Lubbock, Inc. offers monetary compensation for new jobs created with an annual salary of \$25,000 or above.

Community Development Financial Institution Fund (CDFI) - The CDFI was authorized in 1994 with the goal of expanding the availability of credit, investment capital, and financial services in distressed urban and rural communities. The CDFI's activities leverage private-sector investments from foundations and other funding sources.

National Congress for Community Economic Development (NCCED) - The NCCED represents Community Development Corporations (CDCs) across the United States. CDCs create affordable housing and employment through business and commercial development activities. A CDC is established to develop economic programs and provide financial support for a community.

Local Initiatives Support Corporation (LISC) - The LISC assists local community development corporations in their efforts to improve distressed and neglected neighborhoods. LISC offers private-sector support and extends technical and financial support to CDCs in the form of loans, grants, and equity investments.

Social Investment Forum's Community Investment Information - This organization offers investment strategies that support development initiatives in low-income communities. Community Investment provides financial support to create affordable housing, create jobs, and capacity for businesses.

Community Development Venture Capital Alliance (CDVCA) - The CDVCA promotes venture capital tools to create jobs and entrepreneurial wealth to advance the livelihoods of low-income people and the economies of distressed communities.

Lubbock Housing Finance Corporation (LHFC)

The Lubbock Housing Finance Corporation carries out programs to finance affordable housing. (FHA loans only)

Economic Development Administration

The Economic Development Administration provides matching grants for economic development that could be utilized for physical programs; e.g., office buildings, business incubation centers, etc. The EDC is within the U.S. Department of Commerce.

Office of Community Services

The Office of Community Services provides grants up to \$700,000 to non-profits to carry out commercial real estate projects that benefit low- to moderate-income persons. The OCS is under the U.S. Department of Health and Human Services.

New Markets Tax Credits

The New Markets Tax Credit Program, a U.S. Department of Treasury program and carried out by the Community Development Financial Institutions (CDFI) Fund, has thirteen recipients in the 2004-2005 funding round that indicated they were interested in funding projects in Texas. Total tax allocation available to these awardees on a national basis is \$1,170,000,000.

Federal Home Loan Bank Board

The Federal Home Loan Bank Board has four programs that could be utilized including affordable housing grants, the CIP program for infrastructure, economic development programs for economic development projects, and an economic development program plus grants of up to \$25,000 for small businesses.

HUD 108 Program

The HUD 108 Program allows municipalities to leverage their community development block grant funds five-to-one for eligible projects including affordable housing and mixed-use development.

Local Foundations

Lubbock foundations, such as the Helen Jones Foundation and CH Foundation, provide funds to finance community development projects.

Texas Foundations

Statewide foundations, such as the Meadows Foundation and the Houston Endowment, fund community development throughout Texas.

National Foundations

The Fannie Mae Foundation as well as the JP Morgan Chase Foundation and the Bank of America Foundation fund projects for affordable housing, neighborhood retail, and economic development.

Enterprise Foundation

The Enterprise Foundation has a social investment corporation similar to the LISC program that provides financing and technical assistance for community development corporations.

Texas Economic Development Council

The Texas Economic Development Council (TEDC) is a membership organization composed of economic developers throughout the state of Texas. They provide special training sessions on the use of sales tax funds for economic development and other economic development techniques.

Texas Community Development Association

The Texas Community Development Association is a membership organization that focuses on housing and neighborhood economic development. It is a resource for technical assistance and training.

Texas Department of Housing and Community Affairs

The Texas Department of Housing and Community Affairs runs a variety of programs; e.g., the housing trust fund, in addition to administering the low-income housing tax credit program in Texas.

Texas Mezzanine Fund, Inc.

The Texas Mezzanine Fund is a statewide community development financial institution that provides financing for businesses located in distressed areas, women- or minority-owned businesses, and small businesses that create jobs for low-and-moderate income people. TMF also provides financing to for-profit and nonprofit developers of single-and multifamily affordable housing units for families, senior citizens and households with special needs. The fund was capitalized by a consortium of financial institutions in Texas.

Tax Increment Financing

Tax Increment Financing is a technique used by local governments, through Chapter 311 of the Texas Tax Code, to capture the future tax benefits of publicly financed improvements to pay the present cost of implementing the improvements. The developer will front related costs to finance public improvements. To repay the developer, the taxing jurisdiction agrees to set aside all tax revenues above the predefined base level (tax increment) generated in that area during the financing period.

master development plan

SECTION THREE
MARKET ANALYSIS

Introduction

Development in the North & East Lubbock Study Area will occur in the context of the overall economy of Lubbock and the surrounding area. The primary area of influence is Lubbock County as a whole, which was, until recently, the Lubbock metropolitan area. The official census metropolitan designation was recently expanded to include Crosby County, but for consistency with past census reports and Lubbock city planning analysis, we have used the single county (Lubbock County) in most of the data analyzed here.

The initial analysis focuses on the housing and retail markets, in that these two sectors are closely related and represent the primary concerns of the city and the residents of the study area. Other topics will be investigated, and these two sectors will be refined in Section Six of this report.

Housing Market

Demographic Forecasts

Table 3-A below shows the principal demographic characteristics used in both the housing and retail analysis for past census years, a current estimate, and forecasts for 2010 and 2020. The information for 1990 and 2000 is from the US Census. The current estimate is from Claritas, a proprietary data source, and the forecasts are by Hammer, Siler, George Associates, based on an extrapolation of recent trends. The population forecasts are consistent with projections currently used by the Lubbock planning department and the State of Texas. No comparable projections exist for the other parameters in the table.

	1990	2000	2003	2010	2020
Population	222,636	242,628	249,789	260,792	277,357
Group Quarters	9,726	9,606	9,500	9,500	9,500
Pop in Households	212,910	233,022	240,289	251,292	267,857
Average Hsld Size	2.61	2.52	2.49	2.45	2.40
Households	81,534	92,516	96,414	102,568	111,607
Housing Units	91,770	100,595	104,798	111,487	121,312
Occupancy Rate	88.8%	92.0%	92.0%	92.0%	92.0%

TABLE 3-A: POPULATION AND HOUSING, LUBBOCK COUNTY
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Total Housing Market

The projected growth in housing units is the key variable in projecting future housing demand; however, projections must also account for the ongoing need to replace housing that is lost through redevelopment, conversion to other use, or, as in the past in Lubbock, disasters and clearance for highway construction. We have estimated this component by comparing the net change in housing units with the amount of new construction as reported by the census and local permit data. As shown in Table 3-B, we have estimated future replacement need at 300 units per year over the forecast period. When combined with the forecast growth, this results in a total housing demand of 21,614 new units between now and 2020, or an annual average of 1,270. This projection is generally consistent with recent permit activity and the city's own analysis, but it is somewhat higher than the short-term outlook in a market analysis conducted by the Department of Housing and Urban Development (HUD) in 2002.

Housing Production, Lubbock County

	1990-2000	2000-2003	2003-2010	2010-2020
Units Built	13,989	4,465	8,789	12,825
Net Change	8,825	4,203	6,689	9,825
Units Lost-Total	5,164	262	2,100	3,000
Units Lost-Annual	516	87	300	300

“a total housing demand of 21,614 new units between now and 2020 (in Lubbock County)”

TABLE 3-B: HOUSING PRODUCTION, LUBBOCK COUNTY
 SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Study Area Residential Activity

Despite the relatively strong housing market at the area-wide level, the study area has not seen much residential activity. The area had declined in population steadily in recent decades—from 34,416 in 1960 to 18,640 in 2000—due. Some of the decline in population can be attributed out-migration trends of the White population, demolition of housing units for urban renewal and the construction of Interstate 27, and reduction in median household size. And while the rate of decline has been sharply reduced, the Lubbock planning department still projects a continuing loss in study area population through 2020.

However, the study area planning effort is not about projecting what *might* occur under current conditions, but rather what can occur given a concentrated effort to effect change.

In this regard, there are two points to consider:

- Even if there is no net growth in population and housing, there can still be considerable new construction to improve the housing stock and to offset the loss of existing units, and
- There may be opportunities to alter market conditions, or the real estate economics, to create developments that otherwise would not have occurred.

	Land Acres	Building Square Feet	Population (2000)	Households (2000)
City Total	15,781	128,736,622	199,564	77,527
Study Area Total	1,591	6,177,300	18,640	5,962
North Lubbock	396	943,390	4,399	1,407
East Lubbock	1,195	5,233,910	14,241	4,555
Study Area Share	10.1%	4.8%	9.3%	7.7%

TABLE 3-C: RESIDENTIAL DISTRIBUTION
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

To set the framework for these opportunities, Table 3-C shows the distribution of residential parameters within the city. The first two columns show the total land area and building area, respectively, of residential land use in Lubbock, as derived from the city's GIS data files. Population and households are from the census. The study area's share of the city in each category is shown and ranges from 10.1 percent of the land area to 4.8 percent of the building floor space. These shares suggest that on average the housing in the study area is less dense, smaller units, yet with larger households than the city average.

Based on these factors, we suggest that as a goal or target, the study area planning effort should strive to achieve housing development equal to its current share of the county's households of 6.2% of the area's forecast housing production. (This is roughly equivalent to the 7.7% of the city's households shown in Table 3-C). That would be a rate of 80 units per year on average through 2020. While 80 units per year is used in this calculation, there are many variables that will influence the market, such as interest rates, available subsidies and the ultimate price points of the product offered. Therefore, this should be considered the mid-point of a range that might be between 60 and 100 units under optimum conditions. Since the total production forecast includes replacement, this will not necessarily mean a net increase; however, it would represent a substantial upgrading of the housing stock over time. Table 3-E summarizes the housing forecasts and further breaks down the future demand into single-family and multi-family components.

Housing Market Price Profile

A tabulation of data from the Lubbock Association of Realtors' Multiple Listing Service indicates the profile of resale homes (not new construction) in Lubbock. While the data covers only homes sold by member Realtors, the data available included over 11,000 sales from 1999 to the present, which is clearly representative of the city total. That shows an average price of \$100,654 over the period. In contrast the North & East Lubbock Study Area average was only \$66,109, and the houses were only slightly smaller on average. Table 3-D shows the sales price profile and the study area share of the city activity in each price range. The disparity is greater if the area around the Lubbock Country Club is excluded. That area alone accounted for all of the reported sales over \$75,000.

The data may not be representative in reporting the study area activity. Since the study area contains 8.7 percent of the city's owner-occupied housing, more than 1.3 percent of the resales might be expected. Study area residents could be more long-term residents and less likely to move than those in the rest of the city, or perhaps more sales in the Study Area take place without the assistance of Realtors. Whatever the reason, it is clear that 1) housing in the study area is not getting the exposure to the market that other areas of the city are, and 2) there is virtually no "move-up" housing available.

While the data above does not include newly constructed housing, builders and lenders indicated that homes could be and have been built in the Study Area for \$60-65,000 and have been accepted by the market in limited numbers. The low price of land is the primary reason that homes can be sold in North & East Lubbock for less than a comparable unit in the south and west neighborhoods.

Price Range	City of Lubbock	N&E Study Area	N&E Share of City	N&E Distribution
Less than \$25,000	263	47	17.9%	30.9%
\$25,000-49,999	1310	42	3.2%	27.6%
\$50,000-74,999	2838	21	0.7%	13.8%
\$75,000-99,999	3041	14	0.5%	9.2%
\$100,000-124,999	1304	7	0.5%	4.6%
\$125,000-149,000	901	4	0.4%	2.6%
\$150,000-199,000	857	7	0.8%	4.6%
\$200,000-249,999	358	3	0.8%	2.0%
\$250,000-299,000	206	5	2.4%	3.3%
\$300,000 and over	218	2	0.9%	1.3%
Total Sales	11296	152	1.3%	100.0%
Average Price	\$100,654	\$66,109	65.7%	
Average Size (sf)	1856	1657	89.3%	

TABLE 3-D: SALES PRICE OF HOUSING
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Opportunities and Constraints

The suggested target is not a "market" forecast in that the private development industry is likely to respond to normal market forces. Achieving this goal will require proactive efforts to create opportunities and to assist in the development and rehabilitation of housing. To summarize some of the opportunities and constraints in a qualitative manner:

	2003-2010	2010-2020
Annual Rate	1,256	1,282
Single Family (70%)	879	896
Multi-Family (30%)	377	385
Study Acres "Share"	80	80

TABLE 3-E: HOUSING DEMAND, PROFILE
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

- Housing production in the study area is limited by resources and public program capacity
- There will be continued opportunity for odd-lot infill, both new construction and relocating existing structures
- There is an opportunity to provide upgraded housing to long-term area residents who would otherwise need to move out of the area
- There is an opportunity for smaller new subdivisions
- There is limited opportunity to attract whole new markets to the Study Area
- What opportunities exist could be enhanced by:
 - A high amenity location
 - A stronger job base around the airport

Retail Market

The retail market in the study area suffers from the long-term decline in the population base and the subsequent loss of business, closing and even demolition of enterprises that once served the community. This is particularly true in the east sector of the study area, as businesses in the north continue to serve a market area to the west that lies outside the study area boundaries. The bright spot in both areas is that they are served by relatively new, high quality supermarkets, often the lead effort in revitalizing the retail structure of distressed areas. On the other hand, there is a shortage of services and hard goods within the area.

As economic development specialists, we agree with the theory that "roof tops" must precede retail and commercial development. But that is less true in an already built up area. While additional rooftops (as described in the residential section above) can do a lot to improve the image of the area and boost the confidence of commercial investors and operators that the area is worthy of consideration, the reality is that the 1,360 units of new housing targeted are insufficient, in themselves, to create a market for new retail and service activities.

Therefore, the approach to the retail analysis is, like the housing analysis, to describe the broader market framework and then establish a reasonable and achievable target for development in the study area, which must be accomplished through proactive efforts by the city, the newly created North & East Lubbock Community Development Corporation, and the private sector.



EXISTING RETAIL



EXISTING RETAIL

Retail Expenditures

The amount of retail sales in a community is determined largely by the size of the area, the income level of the population and the amount of that income 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, there are 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, and pharmacies. Although liquor stores are not permitted in Lubbock, because the city is "dry", the expenditures made are in other portions of Lubbock County. 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 a lot of outdoor sales area, such as automobile dealers and nurseries, are not included in the analysis.

The first step in the retail analysis is to estimate and project the expenditures of local residents in these categories. Table 3-F shows the population, per capita income and total personal income (TPI) of Lubbock County residents, and the expenditures for 2003, 2010, and 2020 based on the typical percentage of TPI spent in each category. This later figure is calculated from 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 subcategories.

Based on the projected population and income levels, local expenditures are projected to increase by \$407 million between 2003 and 2020.

	Percent of TPI	2003	2010	2020
Shoppers Goods				
General Merchandise	7.39%	\$352,634	\$390,264	\$451,092
Apparel and Accessories	2.66%	\$126,945	\$140,492	\$162,390
Furniture and Appliances	2.89%	\$138,097	\$152,834	\$176,655
Hardware and Home Centers	1.36%	\$64,793	\$71,707	\$82,884
Specialty Stores	1.17%	\$55,884	\$61,848	\$71,488
Subtotal	15.48%	\$738,353	\$817,144	\$944,508
Eating and Drinking	5.19%	\$247,596	\$274,017	\$316,727
Convenience Goods				
Grocery Stores	7.58%	\$361,451	\$400,022	\$462,371
Specialty Food	0.12%	\$5,565	\$6,159	\$7,119
Health and Personal Care	1.79%	\$85,344	\$94,451	\$109,173
Liquor	0.41%	\$19,493	\$21,573	\$24,936
Subtotal	9.89%	\$471,853	\$522,205	\$603,598
Total	30.56%	\$1,457,802	\$1,613,367	\$1,864,833
Population		249,789	260,792	277,357
Per Capita Income		\$19,099	\$20,245	\$22,003
Total Personal Income (TPI)		\$4.77 Billion	\$5.28 Billion	\$6.10 Billion

Note: Dollars in constant 2003 values, expenditures in millions

TABLE 3-F: RETAIL EXPENDITURES BY LUBBOCK COUNTY RESIDENTS, 2003-2020

SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Retail Sales by Source

The local expenditures are but one component of the total sales. Lubbock's stores (like its medical and financial institutions) serve a broad area of west Texas. The generally accepted region consists of 25 counties in addition to Lubbock. These counties had a combined population of 311,925 in 2000. Table 3-G shows the estimated total retail sales in Lubbock County in 2003, and the sales contributed by local residents. The residual is that which is considered net inflow from outside the county. While there are

other offsetting factors (such as spending by tourists and local expenditures made outside of the county), the net inflow is usually an accurate assessment of the relative contribution of the broader region. In this case, it is estimated that the outlying 25 counties contributed \$511.7 million, 26 percent of the total county sales of \$1,969.5 million.

	Total	Resident	Inflow
Shoppers Goods			
General Merchandise	\$520,953	\$352,634	\$168,320
Apparel and Accessories	\$164,980	\$126,945	\$38,035
Furniture and Appliances	\$170,999	\$138,097	\$32,902
Hardware and Home Centers	\$78,051	\$64,793	\$13,258
Specialty Stores	\$88,920	\$55,884	\$33,036
Subtotal	\$1,023,904	\$738,353	\$285,550
Eating and Drinking	\$364,564	\$247,596	\$116,968
Convenience Goods			
Grocery Stores	\$353,529	\$361,451	-\$7,922
Specialty Food	\$4,292	\$5,565	-\$1,273
Health and Personal Care	\$153,529	\$85,344	\$68,185
Liquor	\$69,638	\$19,493	\$50,145
Subtotal	\$580,987	\$471,853	\$109,134
Total	\$1,969,455	\$1,457,802	\$511,653

Note: Dollars in millions and constant 2003 values

TABLE 3-G: RETAIL SALES BY SOURCE, LUBBOCK COUNTY, 2003

SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

(The negative contribution in the food categories is a statistical anomaly that may indicate some difference in the statewide expenditures and local characteristics, but supports the logical presumption that residents of the outlying counties do indeed make most of their grocery purchases near home but come to Lubbock for major shoppers goods purchases and entertainment.)

Projected Retail Sales

The forecast of total retail sales in Lubbock County is made by projecting the resident component and the inflow separately. The resident expenditures were shown in Table 3-F. The inflow was projected by extrapolating the rate of growth in inflow from 1997 (the date of the latest available Census of Retail Trade and the 2003 estimate. Over time the inflow will still be a significant source of sales, but will not grow as fast as the local market, in part because the 25 outlying counties in the trade area are projected to collectively lose population in the future. Even so, as shown in Table 3-H, total retail sales in Lubbock County are projected to reach \$2.398 million in 2020, an increase of 21.7 percent over sales in 2003.

	2003	2010	2020	Sales Growth	
				2003-2010	2010-2220
Shoppers Goods					
General Merchandise	\$520,953	\$560,193	\$623,346	\$39,239	\$63,153
Apparel and Accessories	\$164,980	\$178,890	\$201,313	\$13,910	\$22,423
Furniture and Appliances	\$170,999	\$186,050	\$210,326	\$15,051	\$24,276
Hardware and Home Centers	\$78,051	\$85,092	\$96,452	\$7,041	\$11,360
Specialty Stores	\$88,920	\$95,200	\$105,296	\$6,279	\$10,096
Subtotal	\$1,023,904	\$1,105,425	\$1,236,733	\$81,521	\$131,308
Eating and Drinking	\$364,564	\$392,103	\$436,429	\$27,540	\$44,325
Convenience Goods					
Grocery Stores	\$353,529	\$400,022	\$462,371	\$46,494	\$62,349
Specialty Food	\$4,292	\$6,159	\$7,119	\$1,867	\$960
Health and Personal Care	\$153,529	\$163,288	\$178,951	\$9,759	\$15,664
Liquor	\$69,638	\$72,197	\$76,252	\$2,560	\$4,055
Subtotal	\$580,987	\$641,666	\$724,694	\$60,679	\$83,028
Total	\$1,969,455	\$2,139,194	\$2,397,856	\$169,740	\$258,661

Note: Dollars in millions and constant 2003 values

TABLE 3-H: RETAIL SALES, LUBBOCK COUNTY, 2003-2020
 SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Retail Space Supported

This increase in retail sales will support the development of new retail space. The amount of new space supported will be a function of the productivity of the space. Expressed as "sales per square foot" of floor space, the expected productivity is shown in Table 3-I and is based on industry standards and averages. Of course, there will be wide variations among individual establishments, but in general these are the minimum levels that will support the development of new space. Based on the averages, the market will support a net growth of about 591,000 square feet of additional space by 2010 and an additional 912,000 square feet between 2010 and 2020. This is sufficient to support five or six new neighborhood centers, but not enough for a new regional center, unless South Plains Mall becomes obsolete over the next 17 years.

	Sales/SF	2003-2010	2010-2020	Total
Shoppers Goods				
General Merchandise	\$250	156,958	252,614	409,571
Apparel and Accessories	\$250	55,641	89,692	145,333
Furniture and Appliances	\$250	60,205	97,103	157,308
Hardware and Home Centers	\$250	28,164	45,439	73,603
Specialty Stores	\$250	25,117	40,385	65,502
Subtotal		326,084	525,233	851,318
Eating and Drinking	\$300	91,799	147,751	239,550
Convenience Goods				
Grocery Stores	\$400	116,234	155,873	272,106
Specialty Food	\$250	7,467	3,840	11,307
Health and Personal Care	\$250	39,036	62,654	101,690
Liquor	\$250	10,238	16,221	26,459
Subtotal		172,975	238,587	411,562
Total		590,858	911,572	1,502,430

Note: Dollars in constant 2003 values

TABLE 3-I: RETAIL SPACE GROWTH DEMAND

SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Retail Space Distribution

According to the city's GIS land use database and as shown in Table 3-J, the city has a total of about 9.0 million square feet of retail floor space on 1,484 acres of land. The study area accounts for 9.0 percent of the space, a greater share than its share of the population or households.

In projecting the total demand for retail space two additional factors must be taken into account:

Although the expenditure and sales analysis addressed only retail activity, in most shopping centers and retail districts, "retail" space is leased to related service businesses providing personal services, financial services, entertainment and community services. Therefore, the amount of supportable "retail" space is greater than that projected above. In a neighborhood-serving complex, these supporting uses typically amount to 20 percent of the total space.

Second, the process of retail development is much more volatile than the residential market. New merchants enter the market and compete. Some stores will shut down due to market demand. Older store may convert to other uses or much less productive retail activity. Whatever the cause, the rate of construction of retail space, in any setting, is greater than the growth in the market would theoretically support. In this analysis we have assumed a rate of obsolescence and replacement of existing space of 2.0 percent per year, or the equivalent of an average useful life of a building of 50 years. With a total of 9.0 million square feet of retail

space in Lubbock, that would be 180,000 square feet per year. We further assumed that it would be distributed among the retail categories in the same proportion as the new growth demand, since that also generally reflects the current make up of activity.

These additions are made in Table 3-K, bringing the total retail space demand to nearly 5.0 million square feet of new space in Lubbock County, virtually all of it within the city. As a goal and target for the study area, just over 300,000 or 6.0 percent of the total should be achievable, if the housing production goal is met as well. This reflects the fact that the incomes and expenditures in the study area will continue to be less on a per capita basis than in the rest of the city.

As with the residential market, this will not occur through normal development processes, at least not to the extent projected. Proactive project packaging by the North & East Lubbock Community

	Land Acres	Building Square Feet
City Total	1,484	9,043,155
Study Area Total	199	816,616
North Lubbock	98	287,188
East Lubbock	101	529,428
Study Area Share	13.4%	9.0%

TABLE 3-J: RETAIL SPACE DISTRIBUTION
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Development Corporation, other CDCs and/or the city will be required to assemble sites and lessen the perceived risk.

Qualitative observations concerning the most promising opportunities include:

- Build on the existing supermarket anchors and provide opportunities for additional support businesses in these established locations.
- There will be opportunities for spot in-fill of free-standing businesses, particularly minority-owned franchises.
- If a suitable high-access location can be found, there should be an opportunity for a value-oriented mass merchandiser to locate in the area, yet serving a larger trade area.

	Due to Growth	Replace Obsolete Space	Total Space Demand	Study Area Share
Shoppers Goods	851,318	1,387,104	2,238,422	138,800
Eating and Drinking	239,550	390,313	629,863	37,800
Convenience Goods	411,562	670,583	1,082,145	64,900
Other Commercial Space (20%)	375,608	612,000	987,608	59,300
Total	1,878,038	3,060,000	4,938,038	300,800

Note: Obsolete space at 180,000 sf per year. Study area share at 6.0%
 Figures in square feet

TABLE 3-K: GROWTH AND REPLACEMENT RETAIL SPACE DEMAND, LUBBOCK COUNTY, 2003-2020
 SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

master development plan

SECTION FOUR
DEVELOPMENT
WORKSHOP

Introduction

A three-day development workshop was planned around three scheduled meetings taking place on consecutive days. The first and third meetings were with the steering committee; the second meeting was open to the general public. Between meetings, key person interviews and site tours were conducted. In addition, a series of future alternatives were developed and revised over the three day period. The future alternatives were based on input received from steering committee members, city officials, the general public, and the information collected and analyzed by the consultant team.

Steering Committee Meeting One

The first steering committee meeting was held February 25, 2004. The purpose of the meeting was to update the committee on the state of the project, present the Task One Memorandum, finalize preparations for the public meeting, and discuss any additional questions or concerns.

Consultants summarized the area's physical assessment, potential redevelopment tools, and general market analysis. The consultant team also distributed a document to members containing the analysis and initial recommendations.



STEERING COMMITTEE MEMBERS



**BREAK-OUT GROUP AT
PUBLIC MEETING**



STEERING COMMITTEE MEMBERS

Public Meeting

Process and Results

A public “town hall” style meeting was held during the evening of February 26, 2004 at the Lubbock Memorial Civic Center. The purpose of the meeting was to ascertain the issues and priorities of the broader community. The meeting had a large turnout with over 300 people in attendance. Local residents, business owners, and city officials were present.

Consultants conducted various exercises in order to ascertain the attitudes of local citizens concerning North & East Lubbock. The exercises included Visioning, Issues and Assets Identification, Goal Formation, Suggested Solutions, and Resource Availability.

During the *Visioning* exercise, audience members were asked to picture how they would envision North & East Lubbock looking twenty years into the future. Audience members were then asked to cite the characteristics of their ideal future community. Members of the consultant team recorded comments onto large sheets of paper.

After completion of the *Visioning* exercise, audience members were divided into four groups. These smaller groups were designed to create a more conducive atmosphere for public participation. The four groups were designated by the colors: Red, Blue, Green, and Yellow.

Group members were lead through five exercises,



PUBLIC MEETING ATTENDEES



OPENING SESSION



**OPENING SESSION
JOHN HALL
EXECUTIVE DIRECTOR
N&E LUBBOCK CDC**

conducted in a similar manner as the *Visioning* exercise. Consultants asked first for issues concerning North Lubbock and then East Lubbock. Participants were then asked to state what they view as assets in the study area, then their goals for the study area, and, finally, to suggest any solutions for the study area.

After the public's input was recorded, 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 what they believed to be the most important priority, blue second priority, and yellow third priority. Group members were instructed to place their dots on the comment(s) they felt were most important to the future development of the study area.

Through the placement of the colored dots, the general themes that were most important to the group as a whole became apparent. One participant was selected to report the chosen priorities back to the entire group.

To conclude the public meeting, the four groups reassembled to present each group's findings to the larger group. The following are the four group's areas of focus:

Red Group

- More jobs
- Affordable housing
- Drug free neighborhoods
- More services - retail

Blue Group

- Drug free neighborhoods
- Beautification

Green Group

- Drug free neighborhoods
- Improve safety/security
- Better jobs/local business ownership

Yellow Group

- Affordable housing/increase ownership
- More jobs
- Address environmental issues

ADDITIONAL PHOTOS FROM THE PUBLIC MEETING

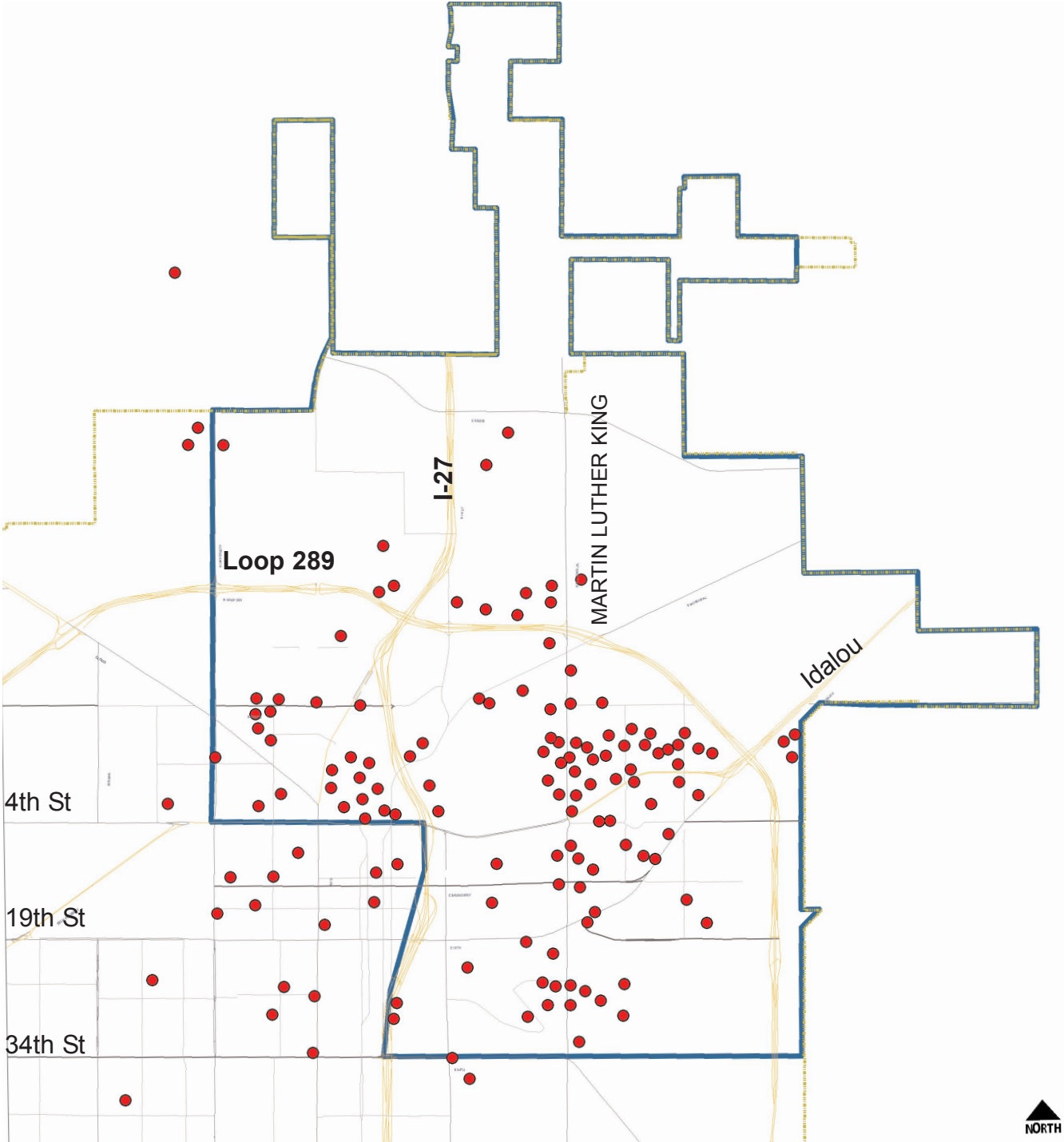


Location of Public Meeting Participants

Over 300 people attended the public meeting. Upon arrival, attendees were given a label dot and were asked to place it on a displayed map of the study area, in the general vicinity of their residence or place of employment. This was done so city officials and the consultant team could attain a better understanding of the geographic disbursement of public attendance. The graphic on the following page shows the result of the exercise. The vast majority of the attendees resided or worked in the study area inside the Loop 289. In addition, it can be seen that a minority of attendees either lived or worked outside the study area.

Location of Place of Residence or Employment of Participants

FIGURE 4-A
(some public meeting attendees did not participate in the location exercise)
Source: Gould Evans Affiliates



Steering Committee Meeting Two - Alternatives

The second steering committee meeting was held February 27, 2004. The purpose of the meeting was to discuss the outcome of the public meeting, present the alternatives, and discuss the project’s next steps.

The consultant team presented four future development alternatives to the steering committee. The four alternatives are unique by design; each incorporating distinct concepts separating them from one another. The four alternatives were titled:

1. Community Revitalization
2. Corridors
3. Build on Amenities
4. New Town

After the presentation of the alternatives, steering committee members discussed what they liked and disliked about each alternative. The steering committee feedback was used to help develop the preferred direction presented in Section Five. Figure 4-B illustrates the preferred direction process. Notice how individual components of the alternatives are used as opposed to the selection one of the four alternatives.

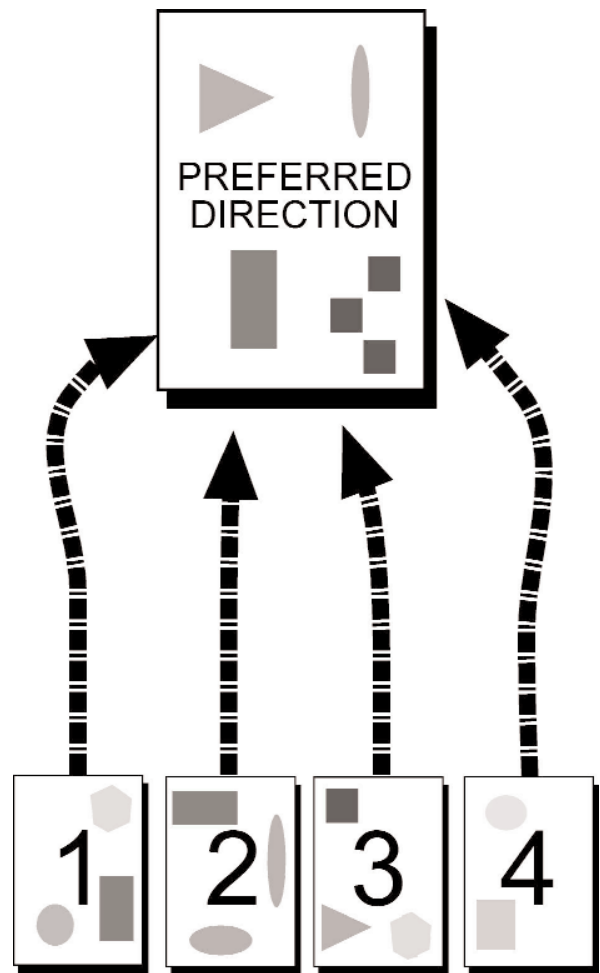


FIGURE 4-B: PREFERRED DIRECTION PROCESS DIAGRAM
 SOURCE: GOULD EVANS AFFILIATES

Community Revitalization

The *Community Revitalization Alternative* seeks to revitalize existing neighborhoods by concentrating future resources and investment for maximum return. Future residential development, in the form of both infill housing and greenfield development, would be located within and immediately adjacent to existing neighborhoods. The increase and concentration of "rooftops" would increase the likelihood of commercial and/or office development. This would create jobs, increase service options, and reduce commuting distances.

Pros:

- Addresses Community Revitalization Needs
- Focused Concentration of Resources
- Concentrated "Rooftops" Reinforces Existing Retail
- Creates "Community Scale" Projects
- Existing Infrastructure/Lower Cost/Better Price Points

Cons:

- Focused Concentration Excludes Peripheral Areas
- Absorption Obstacles
- New Neighborhoods vs. Single Family Infill

Market Observations:

- Infill housing limits the range of products/prices that can be provided
- Supports retail/service in current locations
- Most efficient use of existing infrastructure

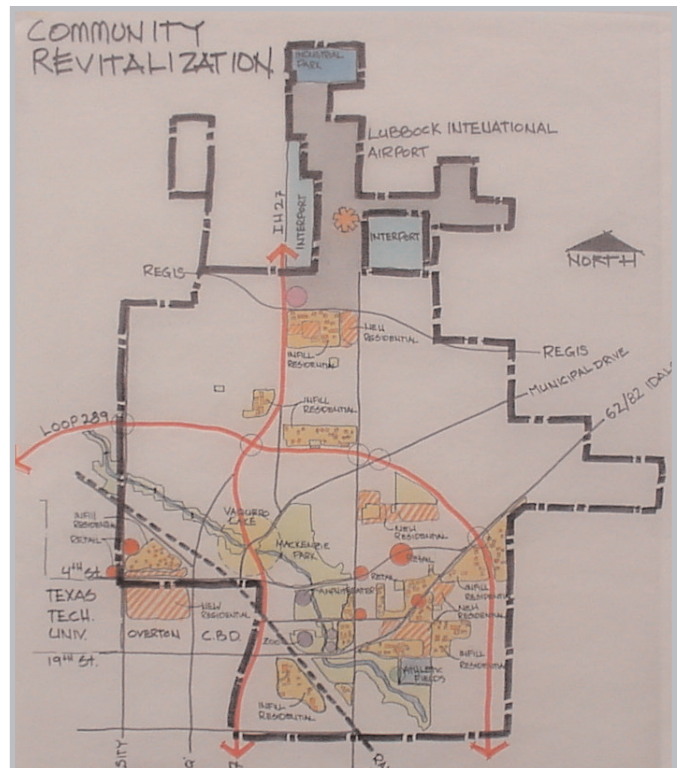


FIGURE 4-C: COMMUNITY REVITALIZATION ALTERNATIVE
SOURCE: GOULD EVANS AFFILIATES

Corridors

The *Corridors Alternative* focuses resources along existing transportation and greenway corridors, primarily within Loop 289. The major corridors incorporated into this alternative would be Martin Luther King, University, 4th Street/Parkway, 19th Street/ Idalou, and along McKenzie Park/Canyon Lakes. The result is improved connectivity between neighborhoods, better linkage among commercial centers, corridor beautification, and infill residential at specified sites.

Pros:

- Addresses Comprehensive Revitalization Strategies
- Uses Existing Patterns of Commercial, Residential, and Entertainment
- Uses Existing Infrastructure
- Builds Rooftops to Support Retail Activities
- Creates Community Scale Projects
- Addresses I-27 and Marsha Sharp barriers
- Existing Infrastructure/Lower Cost/ Better Price Points

Cons:

- Absorption Obstacles
- New Neighborhoods vs. Single Family Infill

Market Observations:

- Strengthens integration with rest of city, access to retail and service, and could help attract a wider commercial market
- Could help attract new markets for housing

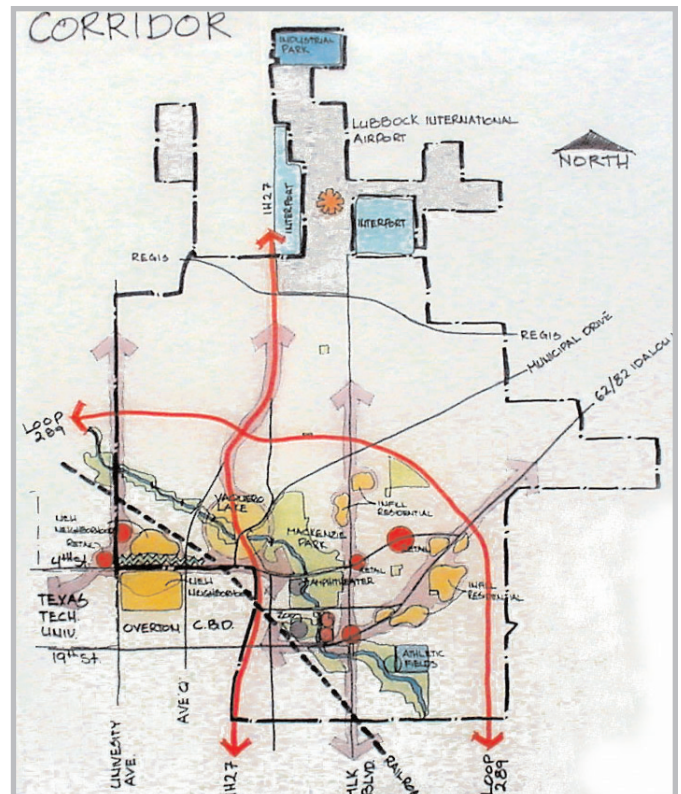


FIGURE 4-D: CORRIDORS ALTERNATIVE
SOURCE: GOULD EVANS AFFILIATES

Build on Amenities

The *Build on Amenities Alternative* directs future development to the land surrounding existing amenities within the study area. Three areas of focused development, to be planned around existing or planned amenities, were chosen. The first development area would be focused around Estacado High School. The planning and construction of new housing has already occurred in the area. The second development area would be centered on the Yellowhouse Canyon Lakes Park. Strong neighborhoods, pristine parks, and topographic conditions create opportunities for future development. The third development area would be located around the Lubbock Country Club. Continuation of the Canyon Lakes development into the undeveloped Blackwater Draw basin is suggested. Within these three development areas, the existing and future amenities would act as "catalysts" for future development, "anchoring" the chosen areas.

Pros:

- Focused Use of High Amenity, Visual, Cultural Resources
- Immediate Theme/Potential Quicker Market Response
- New Development/ Higher Market Appeal
- Adds New Park Land to the North

Cons:

- Political Questions
- Potential Neighborhood Opposition to the North
- Does not Solve Basic Community Issues
- Requires Subsidy to Meet Price Points

Market Observations:

- Strong impact on image, but limits overall housing absorption
- Provides opportunity to retain upwardly mobile area residents
- Doesn't focus retail/service in high-access locations

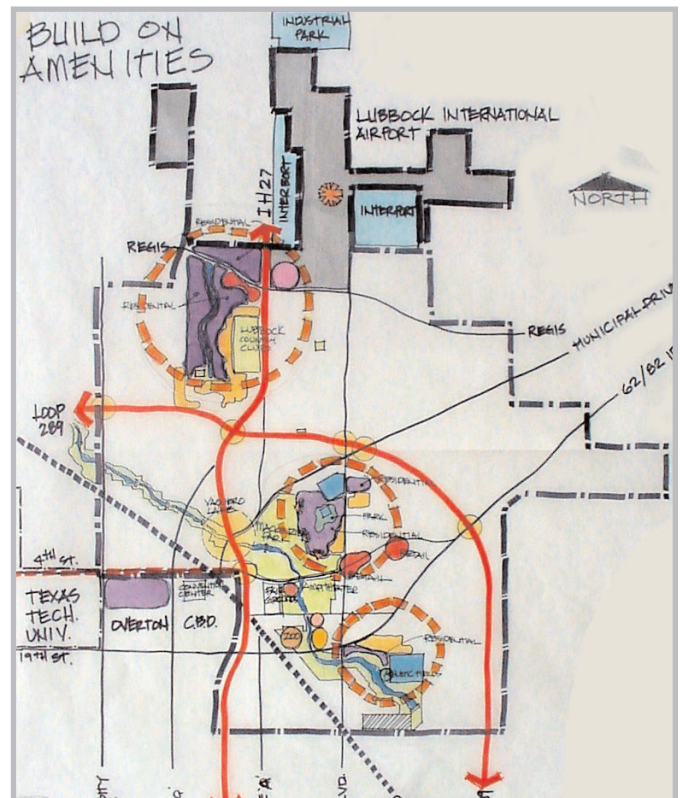


FIGURE 4-E: BUILD ON AMENITIES ALTERNATIVE
SOURCE: GOULD EVANS AFFILIATES

New Town

The *New Town Alternative* suggests developing a "new community" on land currently used for agriculture. Resources would be diverted from existing neighborhoods to develop a planned community that would be located just north of Loop 289 and east of I-27. New housing and retail would be developed, attracting residents from both the study area and from other portions of Lubbock.

Pros:

- Creates a New Environment/No Existing Blight/Crime/Etc./Outside the Loop
- Adjacent to Country Club and Environs/Airport/Stronger Market Image

Cons:

- Political Support
- Does not Support Existing Shopping/Must Build New
- Requires Subsidy for Land and Infrastructure
- Reduces available resources for existing neighborhoods

Market Observations:

- Potentially higher overall absorption
- Rationalizes new retail/service location along I-27
- New higher-end housing would have statistical impact, but little direct benefit to existing residents.

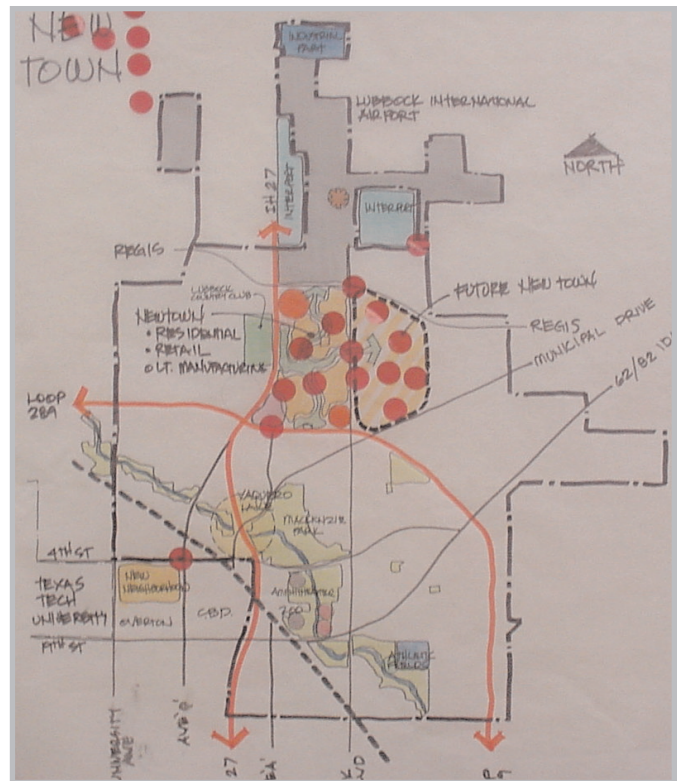


FIGURE 4-F: NEW TOWN ALTERNATIVE
SOURCE: GOULD EVANS AFFILIATES

Vision and Goals

Out of the community participation process a vision statement was conceived. From this vision of North & East Lubbock, five planning goals were formed. These five broad categories cover the areas of greatest public concern and make up the basic framework of the implementation strategies discussed later in Section Eight.

Vision Statement

Working together to enhance the image, livability, and overall quality of life for North & East Lubbock.

Planning Goals

Infrastructure/Public Works - Plan, provide, and maintain efficient and effective infrastructure that promotes sustained development, connects neighborhoods and centers, is aesthetically pleasing, environmentally sound, safe, and in harmony with the stated vision and preferred direction of North & East Lubbock.

Public Policy - Through various regulatory and safety means, develop and enforce a framework that adheres to the quality of life sought by residents.

Economic Development - Create an economic environment that promotes business, encourages entrepreneurship, seeks employment growth, and maintains cooperation between, public and private entities.

Housing - Seek a fair and diversified housing market that encourages homeownership and provides quality housing for all stages of life and for all socioeconomic groups.

Organization Strategy - Create an environment that promotes efficiency and cooperation between organizations and the general public.

master development plan

SECTION FIVE
PREFERRED DIRECTION

Introduction

The Preferred Direction Plan for North & East Lubbock reflects a compilation of the best attributes of each of the alternative concepts previously described. It represents a conceptual framework upon which to build future planning concepts, implementation strategies, and development actions.

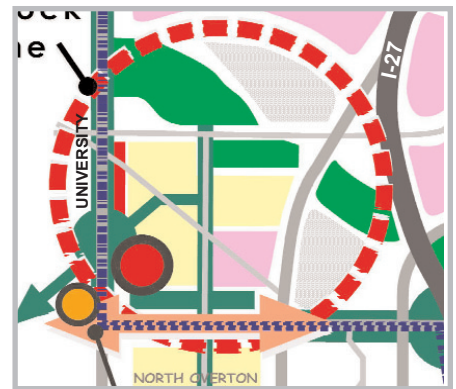
A Clustered Development Concept

Development activity in North & East Lubbock needs a "critical mass" of activity in order to be successful and effect long-range change. As a result of this philosophy, it is proposed that North & East Lubbock target development and redevelopment into two key zones of activity - one in North Lubbock and one in East Lubbock, as represented by the red dashed circles on the accompanying map.

This strategy does **not** suggest that no development activity take place in other areas. It does, however, call for a concentrated effort in these two zones. It should include the active promotion of development, as well as the targeted use of development stimulus tools.

The two zones can generally be described as:

1. The North Lubbock Zone
2. The East Lubbock Zone



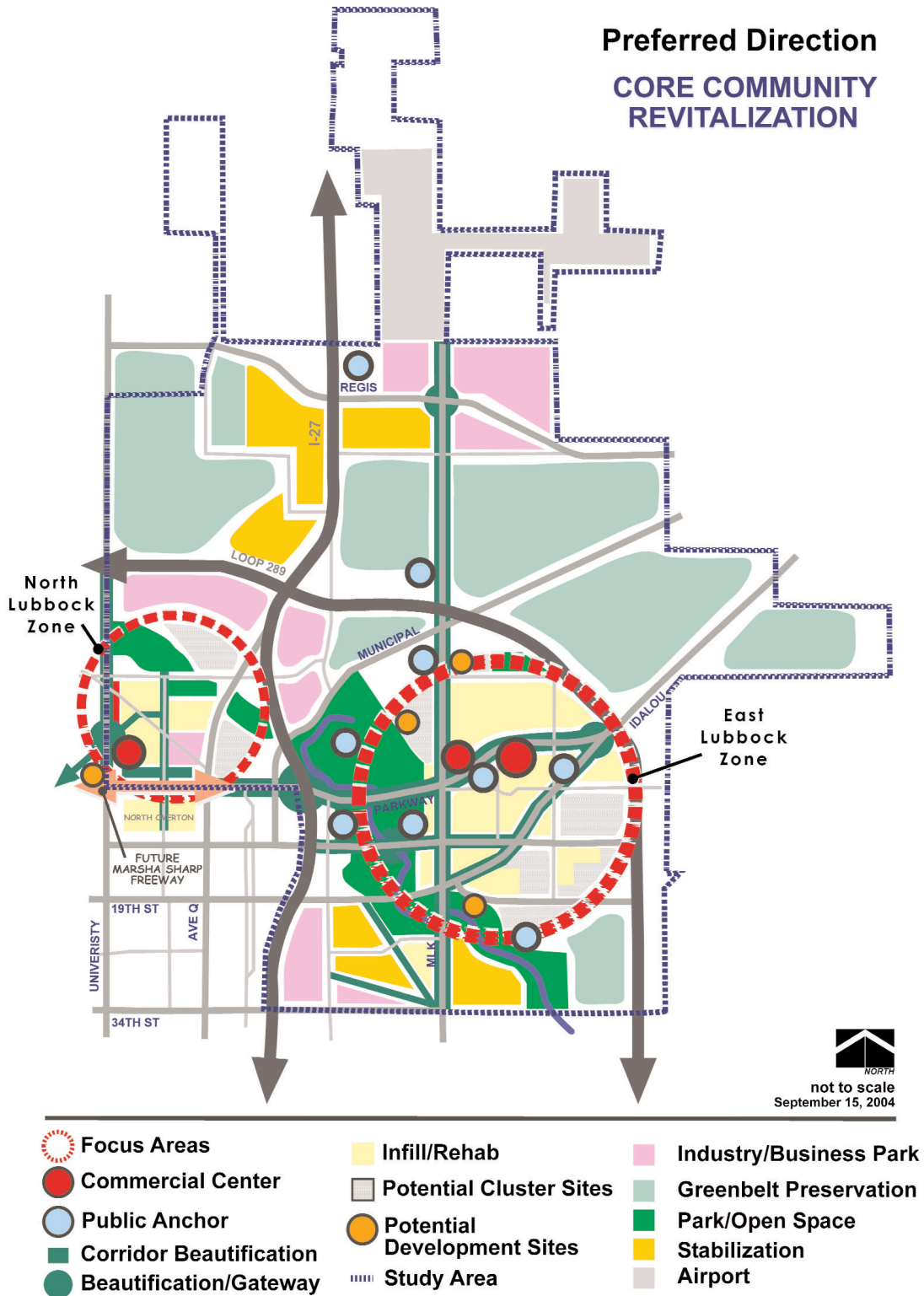
THE NORTH LUBBOCK ZONE



THE EAST LUBBOCK ZONE

Preferred Direction Map - Core Community Revitalization

FIGURE 5-A
source: Gould Evans Affiliates



The North Lubbock Zone

The North Lubbock Zone encompasses approximately 1.75 square miles in area. It is located just to the north of the North Overton Revitalization Project, the currently subject of substantial clearance and redevelopment effort. It is also just north and east from the Texas Tech campus.

A significant impact on the area is the development of the Marsha Sharp Freeway, which aligns with 4th Street, connecting with I-27 to the east. As the freeway passes through the area, some segments to the west will be constructed below grade, while segments to the east, approaching I-27, will be above grade. Extensive areas aligning 4th Street have already been cleared to accommodate the highway construction. Whether above or below grade, the existence of the new freeway will have a significant impact on the nature of potential development in the area.

The concepts for this zone should include:

1. Beautification of the right-of-way and its environs along the Marsha Sharp Freeway and portions of the University Avenue and Avenue U corridors
2. Housing infill, stabilization, rehabilitation, and new development in the area, particularly housing adjacent to the Marsha Sharp Freeway
3. New commercial development and stabilization, serving the community and the Texas Tech campus, replacing the commercial that has been undermined or removed due to the highway construction
4. Exploration of pedestrian, vehicular, and trail linkages between this zone and the North Overton Revitalization Project
5. Lessening the impact of the industrial uses on the surrounding residences
6. Engaging the green, linear corridor created by the Canyon Lakes parks and the destinations located corridor such as Fiesta Plaza
7. Better connecting this zone and Texas Tech by converting the abandoned rail line into a pedestrian trail, thereby linking Tech and the Canyon Lakes through Site 1
8. Gateway project along University Avenue

The East Lubbock Zone

The East Lubbock Zone encompasses approximately 3.75 square miles in area. It is located in an area bounded by the Canyon Lakes linear park to the south and west and Loop 289 to the north and east. Parkway and Idalou provide major east-west thoroughfares in the area, while Martin Luther King traverses the area in a north-south direction. A new shopping district, anchored by a grocery store, has been developed on Parkway. The residential neighborhoods in the area represent a mix of character and quality, and some areas in the zone remain in an agricultural use.

The concepts for this zone include:

1. Enhancing designated corridors with streetscape improvements, elevating their character to "boulevard" status. Parkway, should be developed as a boulevard connector to better link the North and East development zones. Likewise, Broadway should be developed as a boulevard connector to better link East Lubbock with downtown Lubbock.
2. Housing infill, stabilization, and rehabilitation in existing neighborhoods. Targeting "cluster" residential development on current agricultural sites that help complete the residential nature of the area.
3. Enhancing the two Parkway retail districts, including the new grocery store-oriented district and the smaller commercial district at the intersection of Parkway and Martin Luther King Jr., through aesthetic improvements, addition of quality tenants, and improved pedestrian connections between buildings.
4. Targeting key vacant sites for residential and/or mixed-use development that align with or overlook the Canyon Lakes.
5. Maintaining and enhancing institutions in the area as employment and educational centers, as well as means for area stability.
6. Using "public anchors" as catalysts for infill/rehab and cluster site development.

Other Key Concepts

Other key concepts should be followed in implementing an overall North & East Lubbock revitalization strategy. They include corridor beautification, beautification/gateway, greenbelt preservation, parks/open space, stabilization, infill/rehab, potential cluster sites, industry/business park, commercial centers, public anchors, and development sites. The *Core Community Revitalization Map* shows the general location for these key concepts.

Corridor Beautification

Corridor Beautification seeks to develop a boulevard street framework on designated existing roadways, as well as bicycle and pedestrian routes. The designated roadways and pedestrian routes are:

- Martin Luther King Jr.
- University Avenue (Loop 289 to Marsha Sharp)
- 4th Street (Marsha Sharp)/Parkway (University to Idalou)
- Idalou (Martin Luther King to Parkway)
- Existing and future trails through Canyon Lakes
- Avenue U (Erskine Street to Broadway)
- Broadway (I-27 to Idalou)
- Abandoned Santa Fe Rail Line (TTU to Ave U)

Objectives

- Beautification of designated corridors through landscaping, litter and debris pick-up, lighting, and a comprehensive streetscape plan
- Promote connections between neighborhoods and the usage of alternative forms of transportation (bicycle, pedestrian etc.) by providing designated, safe, and well maintained routes and crossings

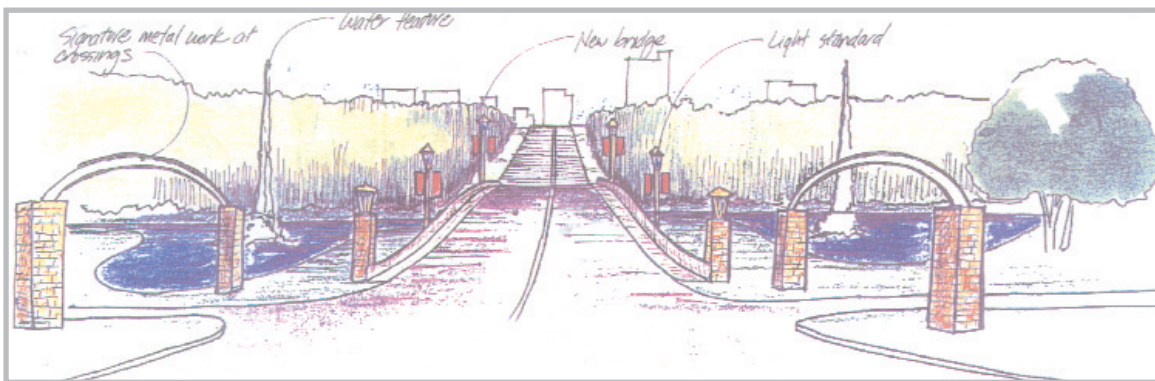


BEAUTIFICATION OF CORRIDORS



BICYCLE/PEDESTRIAN TRAILS

- Bring together North Lubbock and East Lubbock through improvements to the Parkway corridor
- Reinforce and beautify the connection between eastern Lubbock and downtown Lubbock by way of Broadway, as stated in the Canyon Lakes Master Plan Feasibility Study
- Increase pedestrian connectivity, thereby decreasing Marsha Sharp divide, between North Lubbock and Texas Tech/Overton Park through a designated trail system along Avenue U and the abandoned Santa Fe rail line.



**BROADWAY
GATEWAY**
SOURCE: CANYON
LAKES MASTER
PLAN FEASIBILITY
STUDY

Beautification/Gateway

Beautification/Gateway seeks to develop prominent gateways at key entrances into the study area. The gateways should be located on the designated boulevard system creating “entrances” into Lubbock and the study area. The designated gateways should be located at:

- Martin Luther King Jr./Regis Street
- Broadway/Yellowhouse River
- University Avenue/2nd Street
- I-27/Parkway
- Idalou/Parkway



GATEWAY EXAMPLE

Greenbelt Preservation

Greenbelt Preservation seeks to preserve the agricultural land and other undeveloped land that exists primarily outside of Loop 289.

Objectives

- Avoid the costly extension of public utilities, city services, and infrastructure
- Avoid “leapfrog” development
- Attempt to maintain and/or increase overall land value by reducing supply
- Focus resources on identified “zones”
- Protect and preserve the agriculture industry

Parks/Open Space

Parks/Open Space represents the Canyon Lakes and all of the parkland and open space incorporated into the linear park. The 2,000 acres of park is arguably the greatest asset located in the study area. Because of its size, natural beauty, and recreational and entertainment components; Canyon Lakes has the opportunity to be a great catalyst for future development. Canyon Lakes a planning development “spine” of North & East Lubbock.

Objectives

- Enhance a timeless, enduring, multi-purpose recreational resource for the City of Lubbock
- Improve connectivity between North Lubbock and East Lubbock
- Use the park as catalyst for quality development



GREENBELT PRESERVATION



MACKENZIE PARK
SOURCE: CITY OF LUBBOCK

Stabilization

Stabilization seeks to either preserve or stabilize existing neighborhoods. Stabilization neighborhoods are located outside of the focus areas. Some neighborhoods within the stabilization category are experiencing upward trends and require minimal assistance. The goal for these neighborhoods is to preserve their quality of life. Other neighborhoods experiencing a downward trend may require greater assistance. The goal for these neighborhoods is to stabilize the negative trends and then reverse them.

Objectives

- Preserve or enhance quality of life in residential neighborhoods that are not located in either zone
- Arrest deterioration of neighborhoods in decline

Infill/Rehab

Infill/Rehab seeks to achieve “critical mass” by focusing primarily residential development initiatives towards the redevelopment of vacant or dilapidated property. The Infill/Rehab category is only located within the focus areas.

Objectives

- Focus resources as catalysts to existing neighborhoods
- Infill of vacant lots and the replacement of severely dilapidated structures with quality housing
- Rehabilitation of existing housing structures
- Redevelop in neighborhoods where city services, public utilities, and infrastructure already exist



**STABILIZATION AREA
(PRESERVE NEIGHBORHOOD)**



HOUSING IN NEED OF REHAB

Cluster Sites

Cluster Sites are designated areas within the two zones or focus areas. The Cluster Sites are located on land that is currently agriculture or otherwise undeveloped. Cluster Sites are adjacent to existing residential neighborhoods or Infill/Rehab areas. The intent of a Cluster Site is to direct new subdivision development to predefined areas. Developing these areas fills in the vacant land thereby connecting existing neighborhoods that are currently separated. Developing the Cluster Sites increases both the housing stock and population within the focus areas. This concentration of neighborhood growth, in turn, will improve the market conditions necessary for retail growth.

Objective

- Concentrate new residential subdivision growth within Focus Areas or zones
- Fill in vacant land between existing neighborhoods

Industry/Business Park

Industry/Business Park seeks to promote and expand Lubbock's economic base, while at the same time minimize the impact of industry on adjacent, less intense land uses.

Objective

- Concentrate existing and future industry to designated employment centers
- Promote expansion of existing industry and encourage development of new industry
- Use the Lubbock International Airport as a catalyst for future economic growth - locate business park in the vicinity of the airport



CLUSTER SITE ON 19TH STREET



LUBBOCK TERMINAL
SOURCE: LUBBOCK INTERNATIONAL AIRPORT

Commercial Centers

Commercial Centers seek to expand on and improve the existing neighborhood centers by concentrating retail commercial services into one general area. The new centers will sufficiently serve the surrounding neighborhoods.

Objectives

- Improve upon existing commercial centers by increasing the number and quality of services provided
- Achieve a “critical mass” of businesses so further growth and development can be fostered
- Promote access to centers by alternate forms of transportation (bus, bicycle, pedestrian etc.)

Public Anchors

Public Anchors seek to identify community assets and use them as catalysts, or anchors, for future growth and development. The *Core Community Revitalization Map* locates seven public anchors. They include a fire station, parks, and schools.

Objectives

- Use existing public anchors and catalysts for future growth and development
- Locate future “public anchors” in areas where the greatest positive impact can be made, yet make certain that new “public anchors” are compatible with the existing surrounding land uses



EXISTING COMMERCIAL CENTER



STATE MENTAL HEALTH FACILITY
SOURCE: TDMHMR

Development Sites

Development Sites seek to select and position a number of high-priority and high-potential projects to attract investments and development attention. Four development sites were chosen for additional analysis. The development sites were selected because they are the most likely to have a lasting and catalytic impact on the study area. The chosen development sites are all located within the focus areas. Development is also encouraged on smaller infill sites as well. Figure 5-B shows the location of the development sites within the study area. The selected sites are the following:

1. University
- 2a. Erskine
- 2b. Hunt
3. Canyon Lakes

The analysis and implementation strategies for the selected development sites can be found in Section Six: Specialized Market Analysis and Section Seven: Specific Site Analysis and Implementation.



HUNT SITE



CANYON LAKE SITE

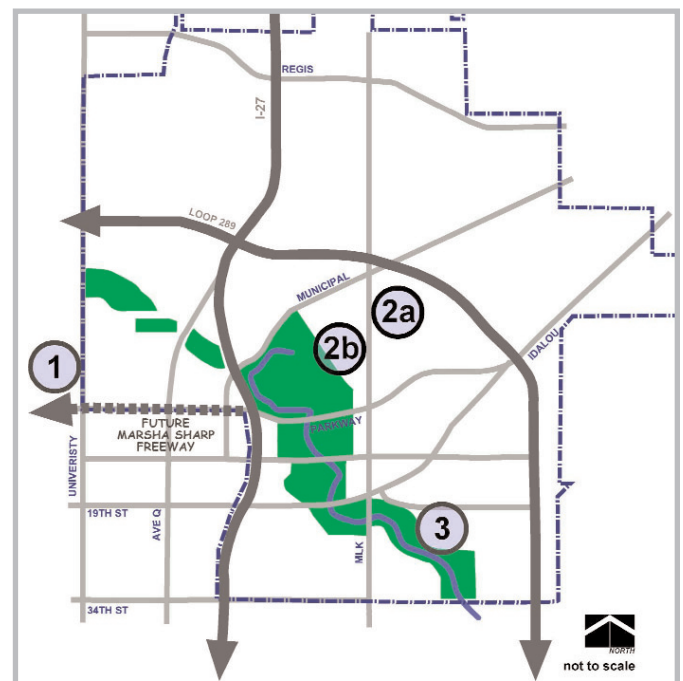


FIGURE 5-B: LOCATION OF DEVELOPMENT SITES
SOURCE: GOULD EVANS AFFILIATES

master development plan

SECTION SIX
**SPECIALIZED
MARKET ANALYSIS**

Residential

This sub-section presents a refined look at the housing market, focusing on the sales potential of single-family housing on the three sites identified as "potential development sites" in the Preferred Direction. These conclusions have been reviewed with builders, lenders and Realtors in the Lubbock market and there is general agreement on their reasonableness. The three sites are:

Site 2a (Erskine) - A site of approximately 30 acres at the northeast quadrant of the intersection of Martin Luther King Jr. Boulevard and Erskine Street. The site is currently owned by the Lubbock Independent School District. The North & East Lubbock Community Development Corporation has targeted this site for acquisition and development as a predominately single-family neighborhood, possibly complemented by a retirement facility and, along Martin Luther King Jr. Blvd, supporting commercial use.

Site 2b (Hunt) - This site lies west of Martin Luther King Jr. Blvd in the same vicinity as Site 2a. It wraps behind Estacado High School and the now closed Hunt Elementary School. The western edge of the property overlooks the golf course at Mackenzie State Park. The entire site encompasses 187 acres, of which a 24-acre parcel is under consideration for a multi-family project since an allocation of tax credits was awarded to the Lubbock Housing Authority. Also, a large portion of the site could be potentially acquired by the Lubbock Parks and Recreation Department for development of additional parkland. While the amount of land that might ultimately be available for single-family development on Site 2b is uncertain, the analysis nevertheless considers this to be the preferred use of the property.



SITE 2A - ERSKINE



SITE 2B - HUNT



SITE 3 - CANYON LAKES

Site 3 (Canyon Lakes) - The third site lies south of 19th Street along the canyon rim overlooking and currently a part of Mae Simmons Park. The master plan for the city's parks calls for the development of private homes on the site, although a public vote would be required to dispose of the property. The site could accommodate about a dozen homes.

As noted in the earlier sections of this report, North & East Lubbock has been losing population and housing for decades, although the rate of decline has slowed. There have been a few new homes built on scattered infill sites in recent years. The pricing of existing homes nevertheless is low, and there has been no new construction beyond what are generally considered "starter" homes for first time homebuyers. Census statistics show, however, that many existing homeowners (and renters as well) have incomes that would support higher priced housing, if it were available and otherwise met the needs and desires of the potential buyers. The presumption is that since there is no "move-up" housing available in the neighborhood, many people have moved out of the neighborhood to south and west Lubbock, where such housing is relatively abundant, or those who wished to remain have stayed in their homes. Therefore, the primary new housing market, in the near term, is by current residents who wish to and can afford to upgrade - or in some cases, former residents who

would like to return. Housing products that are not now available could also attract newcomers to Lubbock to locate in North & East Lubbock, although that is more likely a longer term result of the overall revitalization of the area.

A key input to the analysis is the 2000 Census data on the income profile of owners and renters in the study area, shown in Table 6-A.

Income	Percent	Households
Owner occupied:	100.00%	3735
Less than \$5,000	3.72%	139
\$5,000 to \$9,999	12.62%	471
\$10,000 to \$14,999	12.34%	461
\$15,000 to \$19,999	10.52%	393
\$20,000 to \$24,999	9.10%	340
\$25,000 to \$34,999	17.03%	636
\$35,000 to \$49,999	19.70%	736
\$50,000 to \$74,999	8.90%	332
\$75,000 to \$99,999	2.50%	93
\$100,000 to \$149,999	1.53%	57
\$150,000 or more	2.05%	76
Renter occupied:	100.00%	2373
Less than \$5,000	13.28%	315
\$5,000 to \$9,999	16.83%	399
\$10,000 to \$14,999	17.79%	422
\$15,000 to \$19,999	15.77%	374
\$20,000 to \$24,999	8.29%	197
\$25,000 to \$34,999	11.51%	273
\$35,000 to \$49,999	10.02%	238
\$50,000 to \$74,999	4.31%	102
\$75,000 to \$99,999	1.25%	30
\$100,000 to \$149,999	0.29%	7
\$150,000 or more	0.67%	16

TABLE 6-A: INCOME BY TENURE, NORTH & EAST LUBBOCK
 SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

From this data, a profile has been constructed of the price of housing that these residents could qualify for based on income alone. Of course, not all of the current residents will be in the market for new housing. Neither would all of those who are in the market be qualified nor choose to purchase the highest price home for which they would qualify. It is, nevertheless, a useful step in the analysis to convert incomes to housing price points.

In the profile shown in the table below:

- It is assumed that households could normally qualify for a home with a price equal to 2.5 times their income
- Only incomes of \$20,000 or more and home prices of \$50,000 are shown, recognizing that new homes cannot feasibly be produced for less than that amount. (Actually the minimum price for new homes is \$60-65,000, and even this requires minimal land costs. Perhaps with some assistance from support programs in Lubbock, the price could be lower.)
- The percent of current owners and renters that could afford each indicated price point, or higher, is shown.

From Census data, the turnover rate of ownership and rental units-that is the actual number of households that are "in the market" for different housing in a given year is calculated. This is the market that a new housing product would be exposed to annually, and it provides the basis from which to estimate the "capture" of any given project in consideration of its location,

Housing Price	Qualifying Income	Percent Above Qualifying Income	
		Owners	Renters
\$50,000	\$20,000	60.8%	36.4%
\$60,000	\$24,000	50.0%	29.8%
\$70,000	\$28,000	46.6%	24.6%
\$80,000	\$32,000	39.8%	20.0%
\$90,000	\$36,000	33.4%	15.9%
\$100,000	\$40,000	28.2%	13.2%
\$120,000	\$48,000	16.3%	7.3%

competitiveness and pricing. Table 6-C shows the percent of the owner and renter households who moved into their unit in the year prior to the 2000 Census. The table shows the calculated rate for North & East Lubbock and the city as a whole, as well as the rounded rate used in the subsequent analysis. Note that this confirms that the study area is more stable than the rest of the city.

TABLE 6-B: HOUSING PRICE POINTS
 SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

By multiplying the turnover rate by the total households in each of the price brackets over \$50,000, in both the ownership and rental households, the market that has both the opportunity and affordability to consider new housing in the target projects is quantified. That is, they will be in the market, actively considering alternative housing choices, and they have the income that would support housing products priced generally above that which can be found in the area today. Of course, not all home buyers will choose to do so, but this still defines the available market. Even some current renters may consider ownership, particularly if new products that are more to their liking than the existing re-sales now available. Of course, many renters, even if income qualified, may prefer to stay renters or cannot qualify for a mortgage on other grounds. To account for this, the potential market has been discounted from current renters to one-third of those who are income qualified and expect to be in the housing market by virtue of the normal turnover rate.

	N&E Lubbock	City of Lubbock	Used in Calculations
Owner occupied	5.56%	8.62%	6.00%
Renter Occupied	30.60%	44.60%	30.00%

TABLE 6-C: ANNUAL TURNOVER
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Taking these factors into consideration, it is estimated that there is a total market potential over the next few years to support up to 221 units per year priced over \$50,000. Based on the income profile, these would be distributed as indicated in the Annual Demand by Price Points Table 6-D.

Housing Price	By Owners	By Renters	Total
\$50,000-59,999	24	15	39
\$60,000-69,999	8	12	20
\$70,000-79,999	15	11	26
\$80,000-89,999	14	10	24
\$90,000-99,999	12	6	18
\$100,000-119,999	26	14	40
\$120,000 and over	37	17	54
Total	136	85	221

TABLE 6-D: ANNUAL DEMAND BY PRICE POINTS, NORTH & EAST LUBBOCK
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

It is important to note that this is a potential market that new development can draw upon, not a projection of the total new units that can be supported. In the earlier analysis, a total of up to 100 units per year were projected over the long run, through 2020, including both multifamily and single-family units. That is a reasonable target. In contrast, the overall demand described above will not all be satisfied in new projects. Some buyers will select less expensive re-sales in the area (as they

do now) despite being able to afford a bigger or better home. Some will locate in the limited supply of higher priced re-sales that exist in the area. (to the Census, 19 percent of the owner-occupied homes in 2000 were valued at over \$50,000.) Others may still move out of the area if they cannot find the specific combination of location, price and product that meets their needs. Furthermore, this methodological approach capitalizes on a pent-up demand that may not be sustainable over the long run.

The demand for any given project will be even more limited, as each would be tied to a specific location and would likely offer a limited range of products and pricing. In gauging demand for each of the three targeted sites, the following factors have been considered:

- **Site 2a (Erskine)** - is likely to be the first to develop as the NELCDC is actively pursuing it as its first project. The CDC is attempting to generate support programs, such as down payment assistance and favorable financing. These factors suggest that it would be most effective in serving first-time homebuyers at the \$60,000 to 90,000 price points.
- **Site 2b (Hunt)** - is potentially the largest (depending on how much of the site is available for development) and, therefore, has the ability to develop and market a wider range of housing sizes and prices. The differing "edge" conditions surrounding the site also suggests transitioning to higher priced units closest to Mackenzie State Park and, perhaps, amenities that the city parks department may develop. And finally, as the largest project, it can build an image and environment over time that would allow a steady upgrading of the product and pricing. Therefore, this site could accommodate a wider range of pricing than the other two.
- **Site 3 (Canyon Lakes)** - this site has the capacity for approximately a dozen homes; the price for these homes is likely to be around \$120,000. Given the spectacular setting, it is likely to support the highest average prices of the three sites.

The Target Project Capture Rates and Demand table (6-E) shows the projected share or "capture" that each of the projects could achieve in each of the probable price ranges. Note that the totals for the three projects do not sum to 100 percent in any one category for the reasons stated earlier, and summing would only be meaningful in those few years when they might be marketing simultaneously. In addition to the three projects, it is also expected and

hoped that there would be continued infill of vacant lots, refurbishing and upgrading of existing homes, and other new developments within North & East Lubbock that will also serve similar market segments.

Housing Price	Annual	Percent Capture			Annual Unit Demand		
		Site 2a	Site 2b	Site 3	Site 2a	Site 2b	Site 3
\$50,000-59,999	39	0.0%	0.0%	0.0%	0	0	0
\$60,000-69,999	20	30.0%	20.0%	0.0%	6	4	0
\$70,000-79,999	26	20.0%	40.0%	0.0%	5	10	0
\$80,000-89,999	24	20.0%	40.0%	0.0%	5	10	0
\$90,000-99,999	18	10.0%	30.0%	10.0%	2	5	2
\$100,000-119,999	40	0.0%	20.0%	10.0%	0	8	4
\$120,000 and over	54	0.0%	0.0%	0.0%	0	0	0
Total					18	37	6

TABLE 6-E: TARGET PROJECT CAPTURE RATES AND DEMAND
 SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Commercial

This sub-section presents a refined look at the commercial development potential of two areas identified as "potential development sites" in the Preferred Direction. The analysis builds upon the city-wide retail analysis and the range of development targeted for the overall North & East area, but it focuses on the specific sites, their locational characteristics, and the trade areas that might logically be served by and supporting each.

Site 1 - Development Site 1, as identified in the preferred direction, is a general area in North Lubbock in the vicinity of University Avenue north of the intersection with 4th Street (now) and Marsha Sharp Freeway (in the future). While a specific site was not identified, the physical analysis presumes development on the triangle of land formed by Marsha Sharp, University, and the Santa Fe right-of-way to the west. This includes what is left of the Town and Country Shopping Center and a number of sparsely developed properties to the north. Whether this property could be assembled for a cohesive development is unknown, but even if not, the market analysis presented here would still be generally valid for other sites in the vicinity. The triangle contains approximately 19 acres and can accommodate about 150,000 square feet of development and associated surface parking.

Site 2a - This site is the LISD property at Martin Luther King Jr. Blvd and Erskine, as described in the residential market analysis sub-section. The amount of the site that can or should be dedicated to commercial use will depend, in part, on the findings of this analysis, but it is clear in the Preferred Direction that the primary use of the site will be residential and commercial development. It will also be supportive of the needs of the nearby community.

This sub-section presents the analysis of each site separately; and while the methodology is similar for both, their settings, their trade areas, and development potential are quite different.

Site 1 - University (North Lubbock)

The North Lubbock site will serve a large and diverse trade area. Fourth and University is already a major intersection, with the Texas Tech campus at the southwest corner and the Overton Park redevelopment in the southeast. The completion of the Marsha Sharp Freeway will increase the accessibility and prominence of the area. Moreover, Overton Park not only has removed a blighting influence, it will also generate new customers and set a new standard of retail quality that will spin-off to adjacent properties, like the targeted site. It can be concluded, therefore, that the primary residential trade area for the site will be a three-mile radius, with substantial support from students who live outside the trade area and visitors to campus events. This trade area, shown on Figure 6-A, extends south to 50th Street, west to Slide Road, and north and east into the Study Area, but the bulk of the market served lies outside North & East Lubbock neighborhoods.



FIGURE 6-A: SITE 1 TRADE AREA
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Trade Area Expenditures and Sales Potential - As with the city-wide analysis, the most important factor in estimating retail potential is the spending potential of those residing in the trade area. Using a similar methodology as that analysis, the expenditures for the North Lubbock trade area in key retail categories have been projected. In this case, however, two major adjustments were made to the current demographics:

- Based on the development program and the Overton Park development program and the expected pricing of the housing, (and associated incomes) it is estimated that there will be about 6,400 new residents, with a per capita income of about \$16,000. Thus, the total trade area will have a population of 73,676 and a total personal income (TPI) of \$1.33 billion.
- The second adjustment was to account for the expenditures of Texas Tech students who live outside the trade area (those within the trade area are already accounted for in the base population and TPI), but who visit the campus almost daily. According to Census reports on school enrollment, there are about 14,000 undergraduate and graduate students who live outside a three-mile radius from the site. The estimates of student spending levels were derived from surveys at other universities. An average expenditure of \$300 per month was used for off-campus food and retail goods (rent, services and entertainment are not included).

With these two adjustments, the total retail expenditures will reach \$388.3 million. At typical productivity levels



**TEXAS TECH UNIVERSITY STUDENTS
IMPACT THE NORTH TRADE AREA
SOURCE: TTU**

(sales per square foot), this will support over 1.3 million square feet of retail space, plus supporting community-oriented services. The distribution of this potential among the various retail categories is shown in the table below.

	Resident Expenditures	Student Adjustment	Total Expenditures	Sales per SF	Supportable Square Feet
Shoppers Goods					
General Merchandise	\$83,776,000	\$8,024,000	\$91,800,000	\$250	367,200
Apparel and Accessories	\$30,159,000	\$2,888,000	\$33,047,000	\$250	132,200
Furniture and Appliances	\$32,808,000	\$3,142,000	\$35,950,000	\$250	143,800
Hardware and Home Centers	\$15,393,000	\$1,474,000	\$16,867,000	\$250	67,500
Specialty Stores	\$13,277,000	\$1,272,000	\$14,549,000	\$250	58,200
Subtotal	\$175,413,000	\$16,800,000	\$192,213,000		768,900
Eating and Drinking	\$58,822,000	\$12,600,000	\$71,422,000	\$300	238,100
Convenience Goods					
Grocery Stores	\$85,871,000	\$9,651,000	\$95,522,000	\$400	238,800
Specialty Food	\$1,322,000	\$149,000	\$1,471,000	\$250	5,900
Health and Personal Care	\$20,275,000	\$2,279,000	\$22,554,000	\$250	90,200
Liquor	\$4,631,000	\$521,000	\$5,152,000	\$250	20,600
Subtotal	\$112,099,000	\$12,600,000	\$124,699,000		355,500
TOTAL	\$346,334,000	\$42,000,000	\$388,334,000		1,362,500
Population	73,676				
Per Capita Income	\$15,383				
Total Personal Income (TPI)	\$1,133,394,075				

TABLE 6-F: RETAIL POTENTIAL, NORTH LUBBOCK TRADE AREA RESIDENTS AND STUDENTS
 SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Potential Site Capture - The final step in the analysis is to estimate how much of this potential can be captured at the subject site. Except for the new development at Overton Park, which accounts for about eight percent of the total expenditures, there is little new growth expected in the trade area. So most of the sales potential is already being satisfied somewhere in the Lubbock community. And the Overton Park development itself will provide a substantial commercial component, approximately 200,000 square feet, which will more than satisfy the demand generated by its residential components. Nevertheless there is an opportunity to develop new commercial space due to several factors:

- There is very little viable commercial space within the trade area. The area seems well served by supermarkets and other convenience goods and some student-oriented restaurants and bookstores; however, shoppers goods stores are lacking, suggesting that these needs are now being met outside the trade area, most likely in the southern tier of commercial activity paralleling Loop 289.
- The construction of the Marsha Sharp Freeway creates a whole new dynamic to the commercial opportunities of the site. Not only does the new freeway create better access, visibility and prominence to the location, but the construction itself has dislocated some existing business and disrupted some existing shopping patterns that will provide opportunities for new or relocated merchants to step in and serve the market once the project is complete.
- The development of Overton Park will be beneficial in two important ways, despite its own significant retail presence. First, it will help establish the general area as an important retail node, serving well beyond the traditional student market at that location. And second, as with any commercial project, Overton Park will have limited opportunities for stores that are direct competitors. That will create the opportunity for another development nearby to accommodate those who would compete. For example, if Overton Park landed a Borders Books, that could provide the impetus for a Barnes and Noble nearby.
- Even in an area that is well served by commercial development (and this area is not well served) there are opportunities for new development in attractive locations. New merchants may seek to enter the market, and existing merchants may need a new location to expand. Also, there is constant change in the retail sector, and a theoretically satisfied market does not preclude new development.

Therefore, the optimum development on the subject site would be somewhat a mirror image of the Overton Park commercial site, with an emphasis on restaurants and few "medium" box specialty stores.

Site 2a - Erskine (East Lubbock)

The situation at the East Lubbock site is quite different from North Lubbock in several respects. The commercial development on the site is intended to complement the residential and to serve community needs for goods and services now lacking on the east side. Nevertheless, it would not become the primary commercial node in East Lubbock. That would remain along Parkway, surrounding or near the United supermarket. It is well established and the logical base upon which to expand commercial activity.

Furthermore, the location on Martin Luther King Jr. Blvd at Erskine does not have the traffic volume, accessibility, or visibility to be a major commercial node, even if that was the objective.

Because of the more limited scope of this opportunity, the primary trade area has been defined as a two-mile radius of the site, which, as can be seen on Figure 6-B, encompasses most of the East Lubbock neighborhood.

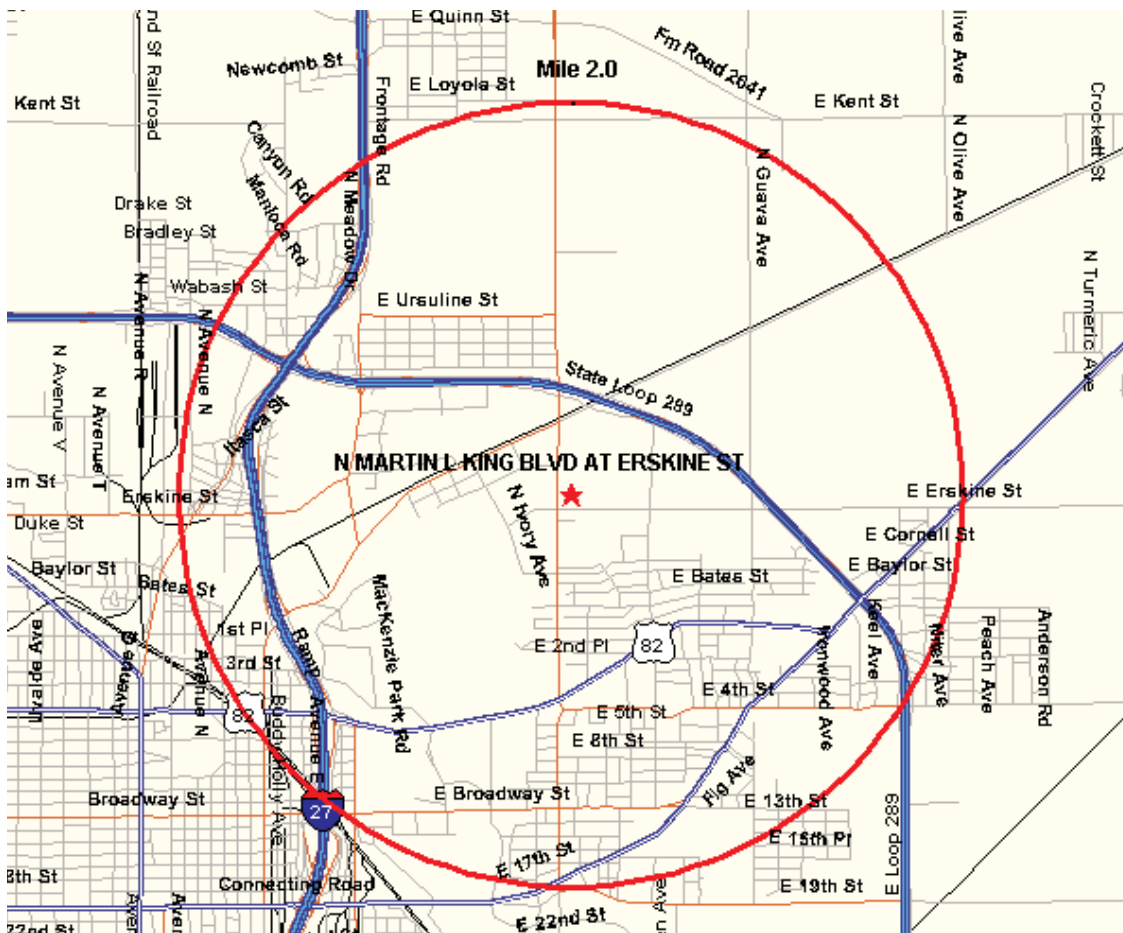


FIGURE 6-B: SITE 2A TRADE AREA

SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

East Lubbock Trade Area Expenditures and Sales Potential - As with the North Lubbock site, the trade area retail opportunities are tied to the expenditure potential of the trade area residents and the competition for those dollars. Only in this case, the total retail expenditures are less than a tenth of those for the North Lubbock site. As indicated in the table below, the trade area TPI of \$108.3 million will generate \$33.0 million in retail sales, which in turn will support 116,200 square feet of space.

	Resident Expenditures	Sales per SF	Supportable Square Feet
Shoppers Goods			
General Merchandise	\$8,002,000	\$250	32,000
Apparel and Accessories	\$2,881,000	\$250	11,500
Furniture and Appliances	\$3,134,000	\$250	12,500
Hardware and Home Centers	\$1,470,000	\$250	5,900
Specialty Stores	\$1,268,000	\$250	5,100
Subtotal	\$16,755,000		67,000
Eating and Drinking			
	\$5,619,000	\$300	18,700
Convenience Goods			
Grocery Stores	\$8,203,000	\$400	20,500
Specialty Food	\$126,000	\$250	500
Health and Personal Care	\$1,937,000	\$250	7,700
Liquor	\$442,000	\$250	1,800
Subtotal	\$10,708,000		30,500
TOTAL	\$33,082,000		116,200
Population	10,678		
Per Capita Income	\$10,139		
Total Personal Income (TPI)	\$108,264,242		
note: dollars in constant 2003 values			

TABLE 6-G: RETAIL POTENTIAL, EAST LUBBOCK TRADE AREA RESIDENTS
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

The United supermarket satisfies the need for food stores in the area. Except for the adjacent Family Dollar store, however, there is no competitive shoppers good outlet in the trade area. The potential market is insufficient to support any significant new space. At most a few small specialty stores such as books, music, gifts, home furnishings and clothing can be supported.

Restaurants are also in short supply, although the market should support more than the new Sonic. The potential in the health and personal care category is sufficient to support a Walgreen's or similar outlet, although United does have a prescription department and a full line of personal care products.

The Martin Luther King Jr. site does have two features in common with the North Lubbock site, although at a much smaller scale. First, the development opportunity is generated in large part due to a change in the physical context of the site in North Lubbock due to the freeway and Overton Park. Likewise, on Martin Luther King Jr. site, the development will be one of the first new residential development in decades. In fact, it is the overall development activity of the entire 30 acres that will justify the infrastructure, the involvement of the CDC, and efficiencies that can make it a viable commercial development opportunity. The second is that the high school directly across the street mimics the influence of students, in that they will provide a supplemental support factor and a locational rationale for some potential tenants, particularly, day-time oriented food service outlets, such as a Subway or pizzeria.

The commercial component must be small enough to not detract from the residential character of the overall development. It should also be designed so that it appears to be an integrated part of the project. The market analysis and design considerations suggest a pad or two for freestanding restaurants and/or a drug store, and a multi-tenant flexible space for restaurants, small shops, and service establishments such as cleaners, beauty/barber shop, or a finance or insurance office. While the specific design should be developed in concert with a developer and potential leasing agent, two pads accommodating buildings of about 6,000 square feet each are recommended (which could be combined, if necessary to accommodate a larger user), and a multi-tenant building of 12,000-15,000 square feet.

Outlet Malls

In the course of the public workshops and steering committee meetings, there was considerable interest in attracting an "outlet mall" to the area as a means of addressing the shortage of retail services in the neighborhood. Consequently, a further analysis of the issue has been undertaken as a part of the "specialized market analysis".

The analysis has been based primarily on evaluating the location patterns and criteria of outlet malls currently located in Texas. Most of the large national developers of such facilities are active in the state. The term "outlet mall" is used, although most are indeed not enclosed malls. In the industry, outlet malls (also called factory outlets, factory stores, and outlet projects) refer to shopping centers that are tenanted primarily by stores owned and operated by the manufacturers of the goods sold.

The listing of outlet malls in Texas was compiled from the shopping center directory, published by the International Council of Shopping Centers (ICSC), a separate listing published by the Value Retail News (also a part of the ICSC), 2004 Global Outlet Project Directory, and an Internet search of other sources. The 2004 Project Directory included more detail on the centers it listed, but it did not include all of the centers listed in the ICSC directory. This information was supplemented with telephone calls and e-mails to resolve conflicts in the individual center's current name and characteristics. Twenty-five centers in Texas fit the general definition of outlet mall. These are shown in the Table 6-H, along with their pertinent characteristics.



OUTLET MALL



OUTLET MALL



OUTLET MALL

	Location	Size (SF).	Year	ADT
Allen Premium Outlets	Allen	348,000	2000	78,000
Conroe Outlet Center	Conroe	282,000	1992	134,624
Denton Factory Stores	Denton	135,232	1992	
Factory Stores of America	Hempstead	63,605	1989	37,200
Factory Stores of America	Livingston	63,605	1989	23,600
Factory Stores of America	Sulphur Springs	84,917	1998	
Factory Stores of America	Corsicana	63,605	1989	
Factory Stores of America	Mineral Wells	63,609	1989	
Factory to You Outlet Center	Sulphur Springs	110,000	1997	
Fort Worth Outlet Square	Fort Worth	160,000	1977	
Gainesville Factory Shops	Gainesville	316,000	1993	24,000
Grapevine Mills	Grapevine	1,300,000	1997	
Inwood Outlet Center	Dallas	102,064	1987	
Katy Mills	Katy	1,300,000	1999	60,000
Las Entradas Factory Stores	Hidalgo	225,000	1995	
New Braunfels Marketplace	New Braunfels	264,066	1988	
Outlet Shops of La Marque	La Marque	176,554	1990	48,000
Prime Outlets at Hillsboro	Hillsboro	359,000	1989	40,000
Prime Outlets at San Marcos	San Marcos	610,096	1990	77,500
Richland Point	N Richland Hills	163,831	1982	
Rio Grand Valley Factory Stores	Mercedes	200,000	2004	53,000
Sealy Outlet Center	Sealy	191,865	1995	32,000
Tanger Outlet Center	San Marcos	663,170	1993	77,500
Tanger Outlet Center	Terrell	177,435	1994	47,850
The Strand Outlet Stores	Galveston	150,000	1989	
Note: ADT is Average Daily Traffic				

TABLE 6-H: OUTLET MALLS IN TEXAS
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES AND ISCS

There is a wide variety in the size of these centers. The largest, the "Mills" projects, are really regional shopping centers with a value orientation and with only a few true factory outlet stores (and are noted as such in the directories). The New Braunfels Marketplace (formerly the Mill Store Plaza) is reorienting itself and is no longer a true factory outlet center. The rest generally conform to the definition of an outlet mall.

The Average Daily Traffic (ADT), reported for most of the centers listed in the 2004 Project Directory, gives one indication of the criteria of the developers and tenants of such centers.

High traffic volumes are a requirement, and most exceed by a considerable margin, the ADT along I-27 in Lubbock, which is 30,000 vehicles per day between Loop 289 and the airport.

The most significant criterion appears to be the size of the market served. While many of the outlet malls are located in smaller communities, they all serve the major met-

ropolitan regions of the state. As noted on the accompanying map, virtually all are located within 50 miles of Dallas, Houston, or San Antonio. Those few that are not serve tourist areas and border communities. There are none currently located in west Texas. There was at one time an outlet mall in Lubbock, at what is now Wayland Baptist University at Loop 289 and 19th Street.

Outlet Malls in Texas

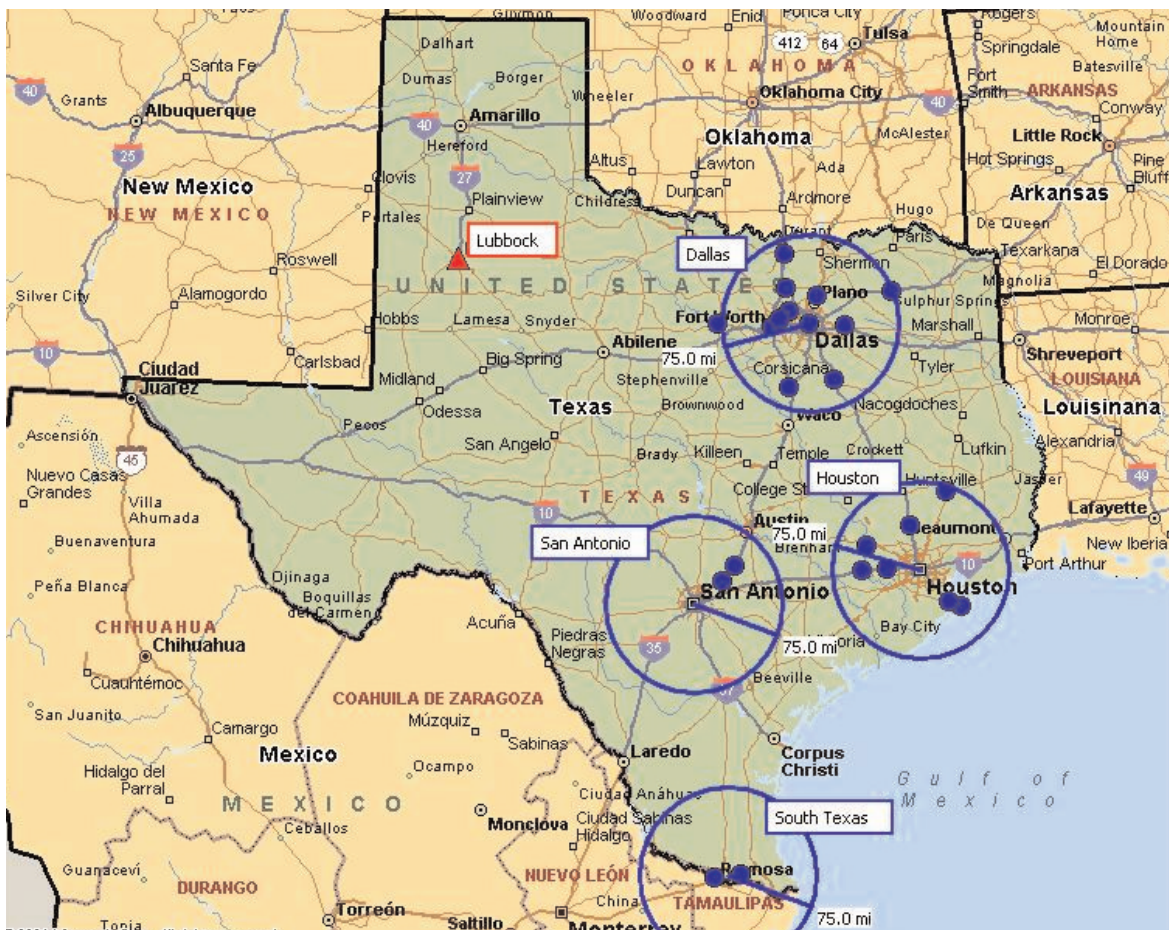


FIGURE 6-C: OUTLET MALLS IN TEXAS
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES AND ISCS

Another factor to consider is recent trends in the industry. There has been a great deal of activity in buying and selling and expanding existing centers and a sharp decline in the development of new centers in new locations. As shown in the Table 6-I, only six new outlet malls opened in the country in the last three years, compared to an average of over 30 per year in the late 1980s and early 1990s, according to the industry publication, Value Retail News. In contrast, there are 12 centers that have announced expansion plans for 2004.

YEAR	NUMBER	% Change
1988	36	
1989	43	19%
1990	40	-7%
1991	25	-38%
1992	26	4%
1993	32	23%
1994	27	-16%
1995	22	-19%
1996	13	-41%
1997	7	-46%
1998	7	0%
1999	5	-29%
2000	5	0%
2001	3	-40%
2002	1	-67%
2003	2	100%

TABLE 6-I: NEW OUTLET MALLS OPENED NATIONALLY
SOURCE: VALUE RETAIL NEWS

Conclusion

Based on the above facts, it is not believed an outlet mall is a viable opportunity for Lubbock in general, or the North & East neighborhoods specifically. The broader market region does not meet the threshold standards. The traffic volume on I-27 is insufficient and without enough through, tourist traffic to make it attractive.

Should a developer seek a location in Lubbock, the city should be prepared to assist with incentives and a suitable site to offer. Possible appropriate sites could include the new interchange of Marcia Sharp Freeway and I-27, University and Loop 289, and an exit on I-27 in the vicinity of the airport. But in the context of a development and action plan for North & East Lubbock, an outlet mall should not be a high priority for community action or expectations.

master development plan

SECTION SEVEN
SITE DESIGN

Introduction

Within the study area, four specific sites were selected as high-priority and high-potential projects with the idea of attracting both investment and development attention. The four selected sites are referred to as:

- 1. University
- 2a. Erskine
- 2b. Hunt
- 3. Canyon Lakes

In Section Six, the present and anticipated market conditions of each specific site were analyzed and, based on these market forces, it was determined what type of future development is most suitable for each site. This section depicts the best way in which each suitable use can be planned while meeting the market determinations. In addition to the specific site designs, a sub-section describing the preferred form and function for future design is included. These basic guidelines promote quality and sustainability for the specific development sites and the overall study area.

The four sites were chosen after extensive analysis of the physical assessment and input from city officials and the general public. All four sites are within close proximity to existing transit lines, are served by existing water and sewer lines, and have a high

site developability rating (Section Two). Three of the four sites are vacant parcels, eliminating demolition costs. Only Site 1 has existing structures on site, however, all the existing structures were rated in poor to fair condition, making potential acquisition less costly.

Most importantly, all four sites are located inside the Focus Areas or designated zones (discussed in Section Five), keeping the development sites in compliance with the preferred direction - *Core Community Revitalization* - and the vision and goals set forth in this plan.

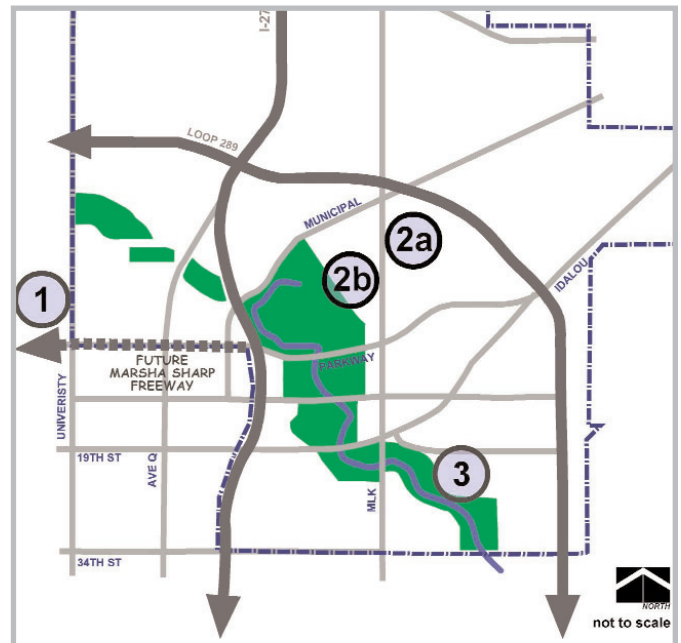


FIGURE 7-A: LOCATION OF DEVELOPMENT SITES
SOURCE: GOULD EVANS AFFILIATES

Site 1 - University

Site Description

Location - Site 1 is located at the northwest corner of the University Avenue/4th Street (future Marsha Sharp Freeway) intersection. The north and west side of the site is bounded by the abandoned Santa Fe Railroad line. Site 1 is technically located outside of the North & East Lubbock Study Area; the study area’s western boundary is University Avenue. However, the site was chosen because it has the potential to greatly benefit the adjacent North Lubbock area, while at the same time having minimum negative impact.

Area Size - Approximately 840,000 sq. ft. or 19 acres

Existing Land Use - The dominant land use on Site 1 is currently commercial. Commercial Retail and Commercial Service are the most prevalent uses. Both residential and vacant land also exist on the site. In addition, a public utility company owns a parcel located on a portion of the development site. The property is in use and unlikely to be moved, creating a potential constraint.

Preferred Use - Based on analysis and community input, it was determined that the optimum use for Site 1 would be commercial retail and multi-family residential.



FIGURE 7-B: SITE 1 AND VICINITY
SOURCE: GOULD EVANS AFFILIATES

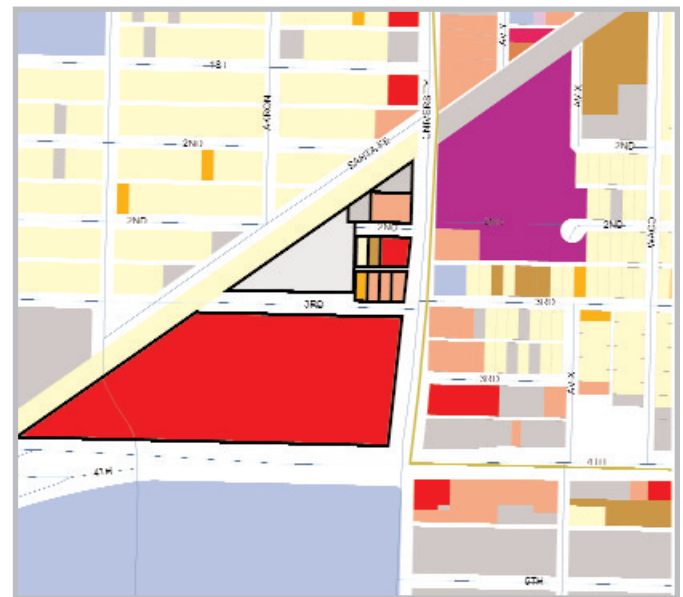


FIGURE 7-C: EXISTING LAND USE - SITE 1
SOURCE: GOULD EVANS AFFILIATES

Opportunities and Constraints - Site 1 appears to have the most opportunities and constraints. The opportunities include neighboring Texas Tech, the Overton Park redevelopment, and the future Marsha Sharp Freeway. The constraints include the grade separation of the future Marsha Sharp Freeway, the public waterworks facility, existing structures that have not been razed, and the numerous existing property owners.

Because of the close proximity of Texas Tech, the opportunity is created to service the demand created for both retail and housing needs. Likewise, Site 1 could benefit from the additional traffic volumes predicted to be created by the future Marsha Sharp Freeway. Finally, with the development of Overton Park to the south, University Avenue has the potential to become a vibrant corridor again.

The Marsha Sharp Freeway creates some opportunities for the site, however, the freeway expansion also creates a constraint on site access which is hindered by the limited access design, grade separation and planned one-way frontage roads. The public utilities facility will most likely remain in its current location. This is a constraint, because it limits the design options for the site. Finally, there are a number of buildings that still exist on the site and are owned by various property owners. This is also a constraint because of the additional time and funds needed to first acquire the land and then raze the existing structures.



EXISTING RETAIL ON SITE 1



LAND CLEARED FOR FUTURE THE MARSHA SHARP FREEWAY



VERTON PARK (UNDER CONSTRUCTION)

Site Design

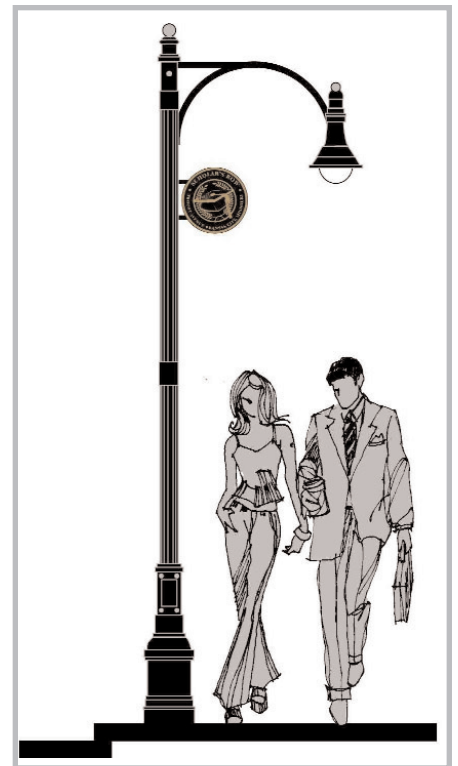
The proposed development site is located on the edge of the study boundary and bordered by University Avenue to the east, Fourth Street (Marsha Sharp Freeway) to the south, and the abandoned Santa Fe Railroad to the north. The Marsha Sharp freeway development will require acquisition of a large portion of the site leaving approximately 15 acres suitable for development. The proposed development would be mixed use and consist of two retail centers, two pad sites, and multi-family housing. Access to the site would be enhanced by the extension of Third Street from University Avenue to the access road for the Marsha Sharp Freeway.

There are two retail developments within the site. The larger of these is located at the intersection of University Avenue and Marsh Sharp Freeway providing 60,000 square feet of specialty/boutique shops, dining and entertainment. The development would be pedestrian oriented with interior courtyards and enhanced landscaping and site amenities. Access would be from the Third Street extension and parking would be provided near store fronts to allow ease of access.

The second retail development is located north of Third Street and fronts on University Avenue. This center would contain 20,000 square feet of development and should have a common architectural style and theme with the other proposed retail center. The focus of this development would be to provide goods and services to the adjacent neighborhoods. Access would be from University Avenue and the Third Street extension with parking provided near store fronts to allow ease of access.



EXAMPLE OF SCALE AND CHARACTER OF SITE 1



RENDERING OF STREETSCAPE LIGHTING FOR SITE 1 AND UNIVERSITY AVENUE

Site Plan and Renderings: Site 1 - University

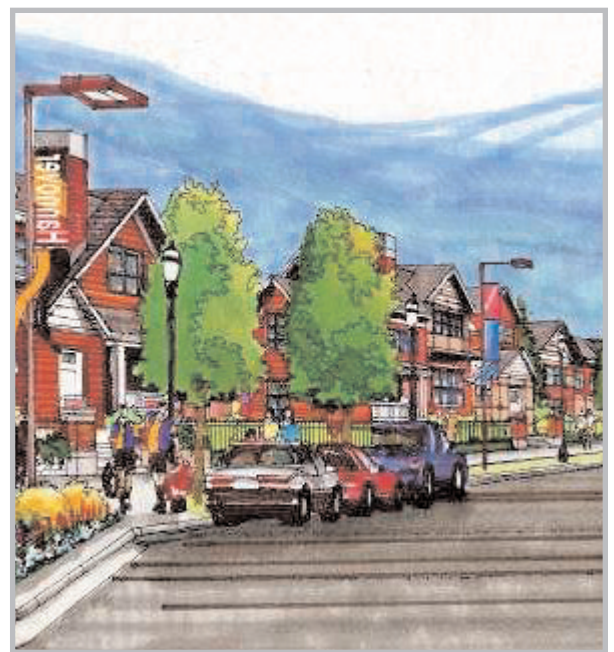
FIGURE 7-D: Site 1 - University
Source: Gould Evans Affiliates



LEFT: SITE PLAN TOP RIGHT: RETAIL CENTER PEDESTRIAN AREA BOTTOM RIGHT: RETAIL CENTER PARKING



POTENTIAL RETAIL COMMERCIAL PAD SITE



POTENTIAL MULTI-FAMILY RESIDENTIAL

Two pad sites are located along the west end of the site adjacent to the Marsha Sharp Freeway and provide 22,000 square feet of development.

On the western edge of the site, adjacent to the abandoned railroad right-of-way, 88 units of multi-family housing are proposed. The development would consist of two stories, 8 unit buildings consistent with architectural theme of the retail structures. The new neighborhood would be similar to the new housing developments currently underway in the Overton North area.

This development area offers some unique opportunities and challenges for pedestrian connections to Texas Tech, North Overton, and the neighborhoods north and west of the site. The development of the Marsha Sharp Freeway creates a major pedestrian barrier between this development site and Texas Tech and North Overton. Special consideration should be given to providing enhanced pedestrian access across the freeway that encourages walking, jogging, and bicycling as alternative transportation methods. The abandoned railroad right of way north of the development site offers an opportunity to provide a pedestrian connection to the neighborhoods north of the development site.

Site 2a - Erskine

Site Description

Location - Site 2a is located at the north-east corner of the Martin Luther King Jr./Erskine intersection and in the eastern portion of the study area. Site 2a is within Loop 289 and adjacent to Estacado High School.

Area Size - Approximately 1,311,000 sq. ft. or 29 acres

Existing Land Use - The existing land use of Site 2a is considered Vacant Un-subdivided. Two parcels, the first roughly 19 acres and the second roughly 10 acres, make up Site 2a. The current land use to the north and east is classified as Industrial-Non Manufacturing, however, the land is currently vacant. To the south, a higher density gated residential development and church are located, and Estacado High School lies to the west.

Preferred Use - Based on analysis and community input, it was determined that the optimum use for Site 2a would be primarily single family residential with some commercial and higher density residential in the form of senior housing.



FIGURE 7-E: SITE 2A AND VICINITY
SOURCE: GOULD EVANS AFFILIATES

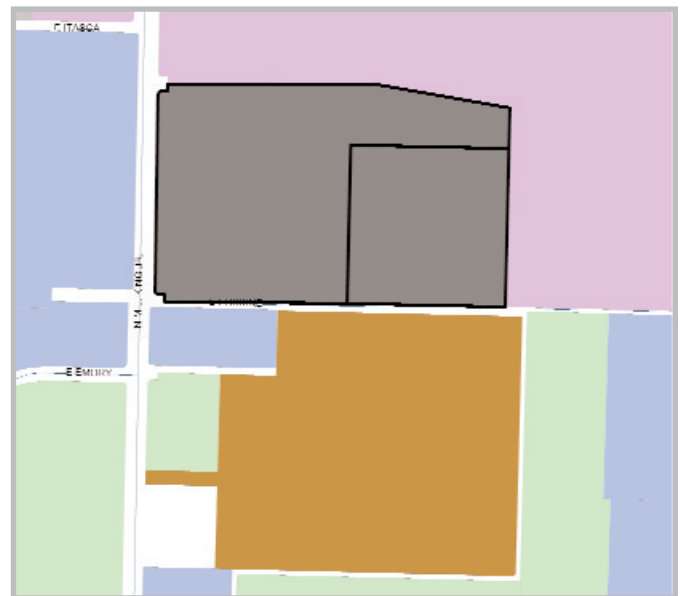


FIGURE 7-F: EXISTING LAND USE - SITE 2A
SOURCE: GOULD EVANS AFFILIATES

Opportunities and Constraints - Site 2a is currently owned by the Lubbock Independent School District (LISD). In an attempt to reverse declining school enrollment in the study area, LISD has decided to sell the two parcels to the North & East Lubbock CDC at below market level prices with the idea that the CDC would develop new housing. As stated in Section Six, the minimal cost in both time and funds to acquire the property has made Site 2a a likely site for early development. If the CDC cannot successfully acquire the site at below market cost, however, then it will become more problematic to implement this future development.

Site Design

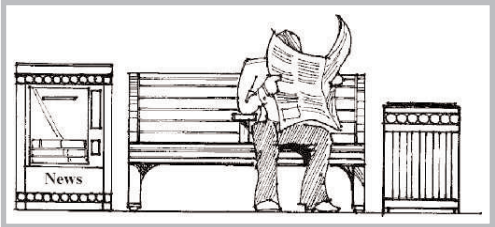
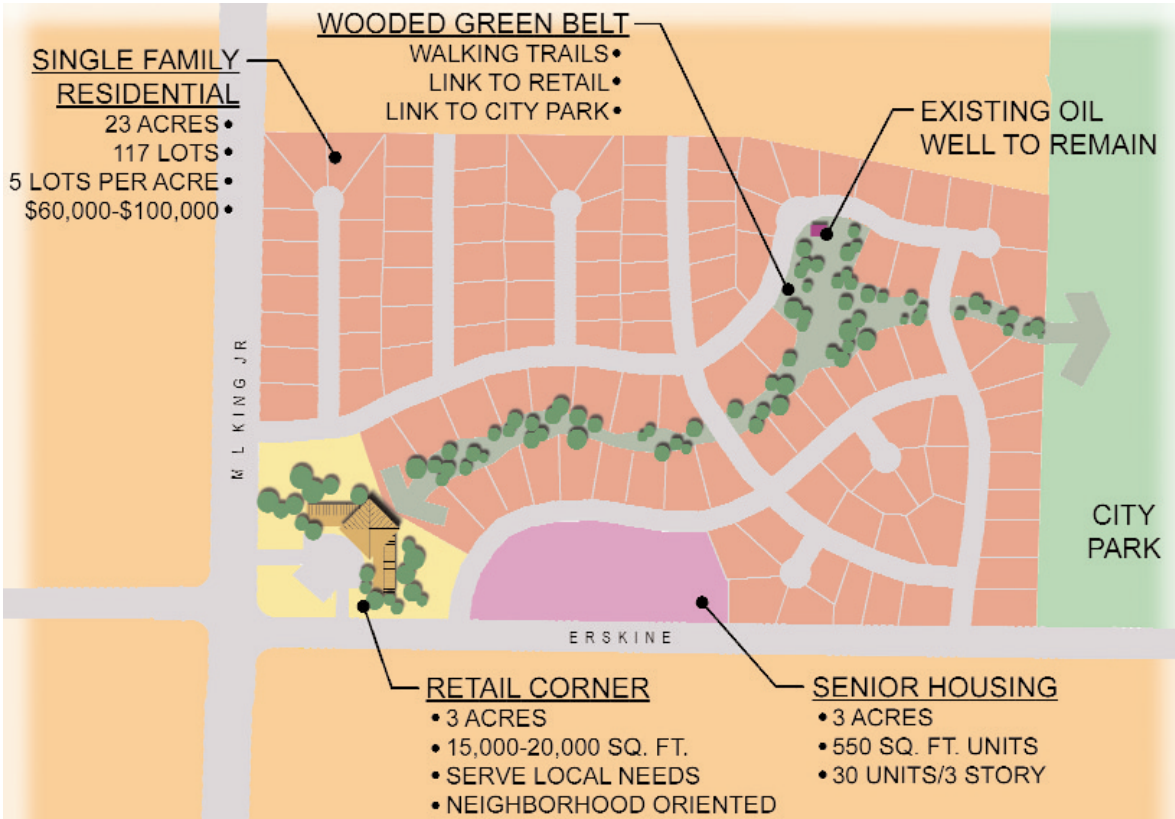
The proposed 29 acre development site is located at the northeast corner of the intersection of Martin Luther King Jr. Blvd. and East Erskine Street. The proposed development would be mixed use and consist of one retail center, single family residential, and senior citizen housing. The retail development would be located on 3 acres and contain 15,000-20,000 square feet of businesses to serve local and neighborhood needs. The retail center would be designed for ease of access and linked to the proposed neighborhood by a green pedestrian corridor.

The 23 acre single family development would provide approximately 117 lots or about 5 lots per acre. The housing units would be typical construction for the area and range in cost from \$60,000-\$100,000. The street system would be designed to allow future, adjacent residential developments to blend with the site creating the greater sense of neighborhood. A central wooded green belt with trails is proposed that would link the retail center, residential areas and the future park site.

The southern edge of the site contains a three acre senior housing development. The development would contain 30 units of about 550 square feet each. The senior housing was located to provide ease of access to the development site and close pedestrian access to the retail center.

Site Plan and Renderings: Site 2a - Erskine

FIGURE 7-G: Site 2a - Erskine
Source: Gould Evans Affiliates



LEFT: NEIGHBORHOOD STREETSCAPE AND PARK TOP RIGHT: POTENTIAL MIXED USE AT CORNER OF MLK/ERSKINE
BOTTOM RIGHT: STREET FURNITURE OF BUS STOP AT NEIGHBORHOOD MIXED USE CENTER

Site 2b - Hunt

Site Description

Location - Site 2b is located just west of Martin Luther King Jr., behind the vacated Hunt Elementary School. At 190 acres, Site 2b is by far the largest site in size and is laid out between existing neighborhoods and a golf course. The site is flat and undeveloped.

Area Size - Approximately 8,300,000 sq. ft. or 190 acres; largest of the four sites

Existing Land Use - Site 2b is primarily classified as Agriculture. A small portion of the site, however, is classified as Vacant Unsubdivided. Site 2b surrounds the vacant Hunt Elementary School on three sides. To the west and south, Canyon Lakes Parks System is located and to the northwest and southeast are low-density residential neighborhoods.

Preferred Use - Due to the vistas and views created by the adjacent park and the Lubbock Park & Recreation Department's desire to develop additional park land, a regional park with an outlining single family residential neighborhood is recommended.

Opportunities and Constraints - Site 2b benefits from the neighboring uses that include the Canyon Lakes Park System, a golf course, Estacado High School, and the

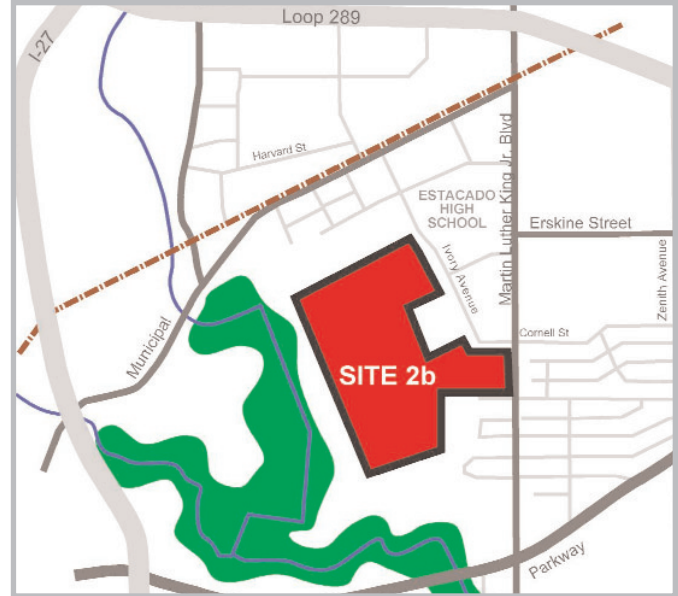


FIGURE 7-H: SITE 2B AND VICINITY
SOURCE: GOULD EVANS AFFILIATES

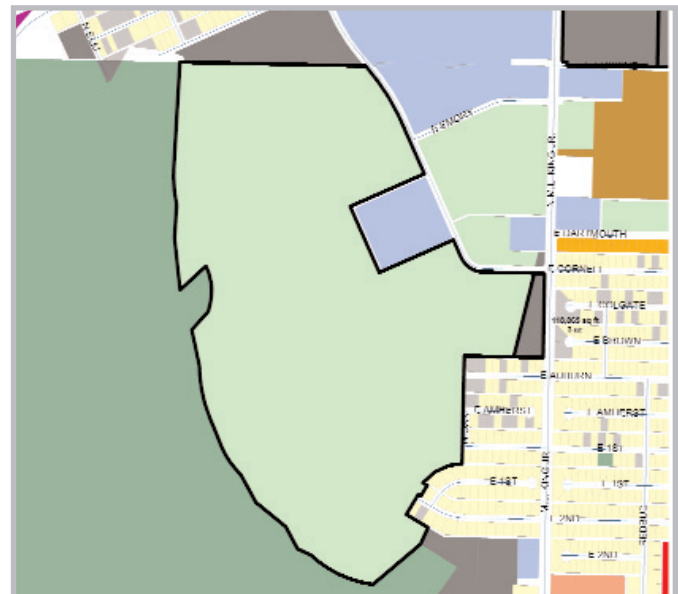


FIGURE 7-I: EXISTING LAND USE - SITE 2B
SOURCE: GOULD EVANS AFFILIATES

vacant Hunt Elementary School. Site 2b also benefits from the Lubbock Park and Recreation Department's desire to construct youth sport facilities on a large portion of the site.

The neighboring Canyon Lakes Park System and golf course are located in a valley below Site 2b. The serene views and vistas created by the topography can be used to create demand for future housing. Estacado High School is a quality school with modern facilities. A strong local school system greatly assists the development of housing and the stabilization of property values. The vacant Hunt Elementary School could be incorporated into the site design as a neighborhood community center. The vacant facility has classrooms, a gymnasium, and surrounding open space ideal for community centers. In addition, the potential purchase of a portion of the site by the Parks and Recreation Department creates a desirable amenity and another public anchor. With proper site design, new housing could dramatically benefit from a new park. An increase in both demand and property value could result.

The property making up Site 2b is privately owned. This means there is uncertainty concerning land valuation, the ability for the Parks and Recreation Department to purchase the land, or even if the land owner wants to sell. This is a constraint to the potential future housing and its ability to be implemented. The site design is contiguous to the development of the future park. Without the park the site plan will more than likely require changes in order to be successfully implemented.



EXISTING CONDITION OF SITE 2B



EXAMPLE OF YOUTH SPORTS PARK

Site Design

The 148 acre development site is located west of Martin Luther King Jr. Blvd. and east of the Meadow Brook Golf Course. The proposed development would center around a 82 acre park currently proposed by the City of Lubbock in this area that includes athletic facilities, practice fields, and open recreation areas.

Hunt Elementary School is located in the center of this development site. The school is vacant and the school district has no current plans to reopen. The facilities at this school are in good condition and present an excellent opportunity for adaptive reuse. Possible uses for this facility could be as a neighborhood/community center that would serve the surrounding neighborhoods and also support the new park facilities.

The 48 acre single family development would provide approximately 192 lots or about 4 lots per acre. The housing units would be of typical construction for the area and range in cost from \$80,000-\$100,000. The street system would be designed to blend the neighborhood with existing developments. The majority of the housing would take advantage of the two enhanced view opportunities of the site. The first of these are the lots facing west overlooking the Meadow Brook Golf Course and the Yellow House Canyon. The view from these lots is dramatic and will provide an enhanced lot value. The second enhanced view opportunity is into the park. Historically residential lots adjacent to well maintained park facilities are considered more desirable also providing greater lot value.

A 17 acre multi-family development is located on the eastern edge of the site between North Emory Street and the proposed park. The site would contain 80 four-plex single story units typical of similar construction in the area. The development would have direct access to the new park and be adjacent at the proposed neighborhood center at Hunt Elementary School.

Site Plan and Renderings: Site 2b - Hunt

FIGURE 7-J: Site 2b - Hunt
Source: Gould Evans Affiliates



TOP LEFT: SITE PLAN
TOP RIGHT: PARK ENTRANCE
BOTTOM RIGHT: PARK GATEWAY
BOTTOM LEFT: NEIGHBORHOOD ENTRANCE



Site 3 - Canyon Lakes

Site Description

Location - Site 3 is located east of Martin Luther King Jr., and south of 19th Street. At 17 acres, Site 3 is the smallest site of the four, is roughly one parcel long but four blocks wide. Site 3 is located on top of the bluff that overlooks the Lake 6 area of the Canyon Lakes Park System. A pedestrian trail and the scenic Canyon Drive are just south of the site.

Area Size - Approximately 729,200 sq. ft. or 17 acres; smallest of the four sites

Existing Land Use - Site 3 is owned by the Lubbock Parks and Recreation Department and is currently open space. The Canyon Lakes Linear Park System is located to the south and west of Site 3. Existing residential neighborhoods can be found to the north and east.

Preferred Use - The agreed upon preferred use for Site 3 is single family residential. This is in compliance with the *Canyon Lakes Master Plan Feasibility Study*. The site is too narrow for most other uses, and the existing views and vistas are sweeping and dramatic. Because of the views overlooking the park and lake, Site 3 is most likely to attract the highest home prices out of the four sites.



FIGURE 7-K: SITE 3 AND VICINITY
SOURCE: GOULD EVANS AFFILIATES

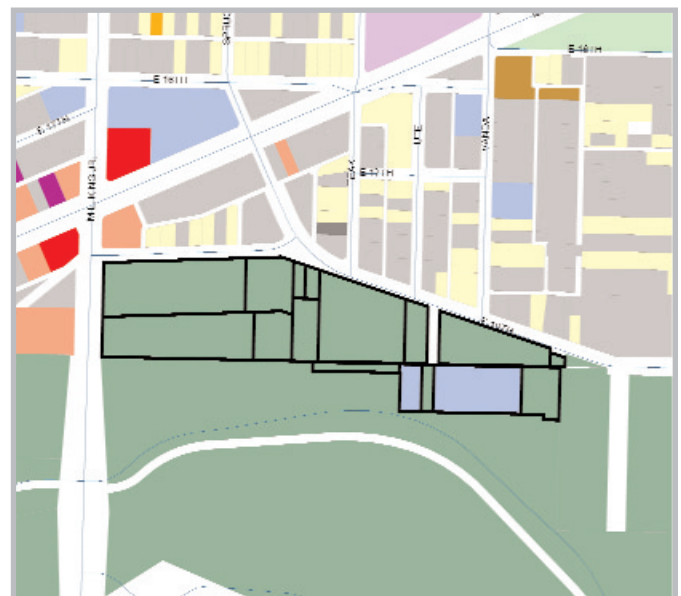


FIGURE 7-L: EXISTING LAND USE - SITE 3
SOURCE: GOULD EVANS AFFILIATES

Opportunities and Constraints - Site 3 is arguably the most desirable of the four sites for residential use. The site is surrounded by park land on three sides and refurbished/new single family homes on the fourth side. The major constraint is that the land is currently owned by the Lubbock Parks and Recreation Department. In order for the public park land to be sold for private development, the citizens of Lubbock will have to approve the transaction by majority vote.

Getting the issue on an election ballot will take a substantial political and economic effort. However, with the vocal support of the North & East council members, it is quite possible to accomplish this task. Once on the ballot, citizens of Lubbock need to be informed that the park land is not being sold to a private developer, but rather to the CDC. Also, it is important to note that the land development was recommended in the *Canyon Lakes Master Plan Feasibility Study*. These two factors may raise the confidence of voters.

Site Design

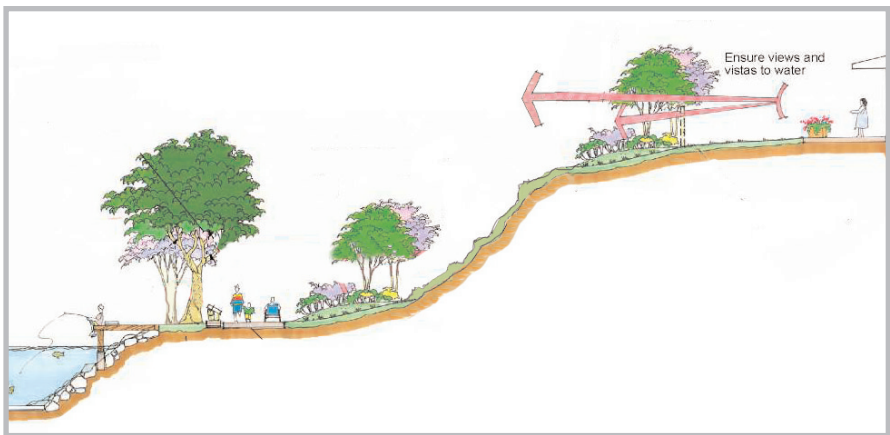
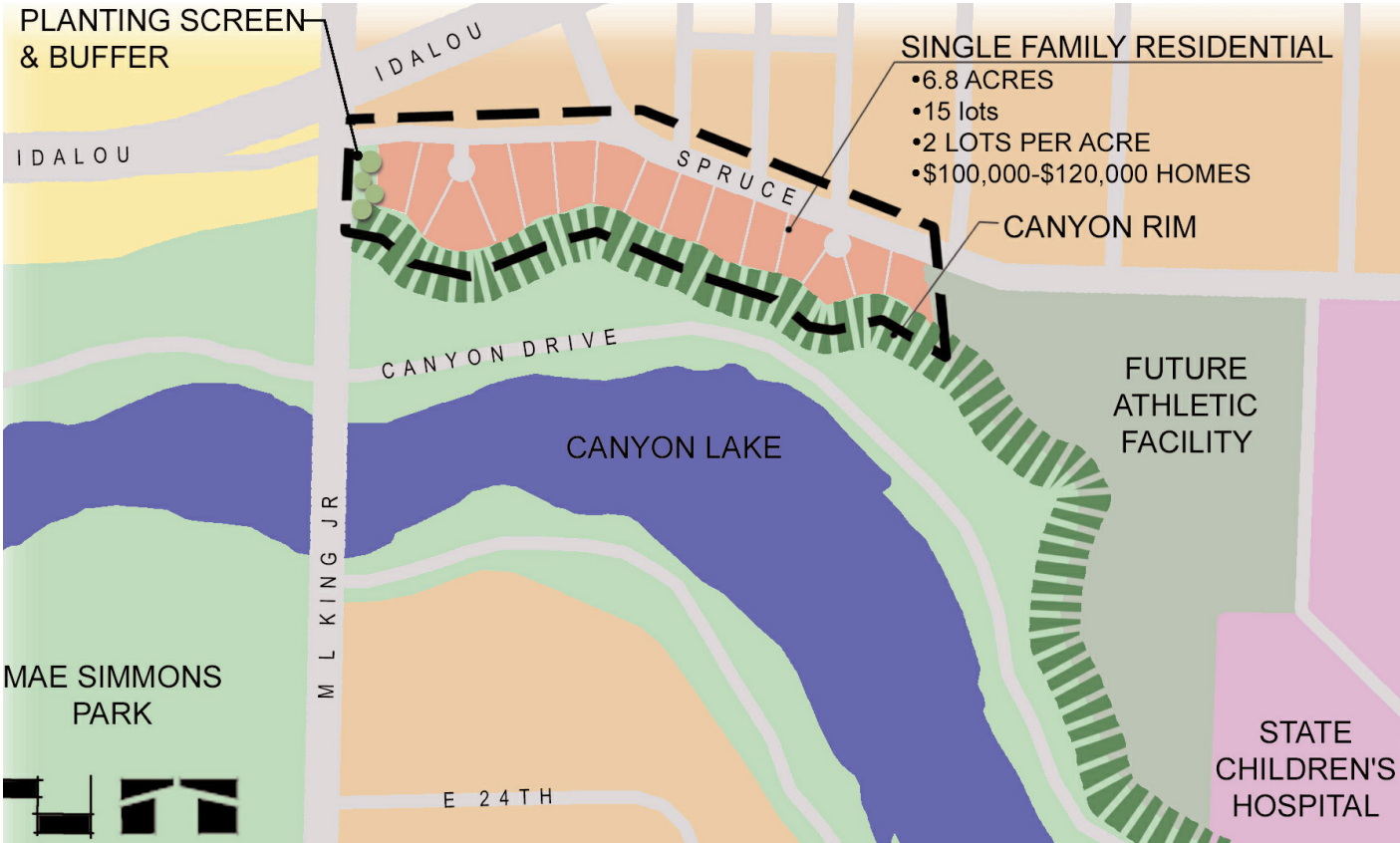
The development site is located east of Martin Luther King Jr. Blvd. and south of Spruce Street. Of the 17 acre site, roughly 7 acres would be used for a single family development that would have approximately 15 lots at about 2 lots per acre. The housing units would be typical construction for the area and range in cost from \$100,000-\$120,000. The housing would take advantage of the enhanced view opportunity overlooking the Yellowhouse Canyon and lake. The view from these lots is dramatic and should provide an enhanced lot value. Careful consideration must be taken to insure the security of the private property owners and still allow open views of the canyon. The remaining 10 acres would be left as park land. This is due to the steeper contours at the south end of the development site.



**POTENTIAL RESIDENTIAL
SCALE AND CHARACTER
OF SITE 3**

Site Plan and Renderings: Site 3 - Canyon Lakes

FIGURE 7-M: Site 3 - Canyon Lakes
Source: Gould Evans Affiliates



TOP: SITE 3 SITE PLAN

BOTTOM LEFT: TOPOGRAPHIC VIEW OF HOUSING AND CANYON LAKES PARK

BOTTOM RIGHT: LOOKING SOUTH FROM 19TH STREET OVER PARK; VIEW FROM BACKYARD OF POTENTIAL HOUSING

Form and Function

Good design is paramount to the sustained development and longevity of any community. The identity of a community or neighborhood is often times determined by its aesthetics, scale and character, and quality of design. Design is more than simply the face of buildings, but expands to include the quality of materials, the scale of public spaces and neighborhoods, pedestrian linkages between land uses, streetscapes, green spaces and the community’s willingness to accept innovation. The Form and Function sub-section is located in Section Seven because it can be most applicable to the specific site design and analysis completed on the four potential development sites. However, these design concepts should be incorporated into any and all future development proposed for North & East Lubbock.

This section provides policy guidance on design principles that can help bring about North & East Lubbock’s vision. This section is organized by the overall general design objectives and design objectives that are specific to the basic “components” of the study area. These basic components are corridors, nodes, and neighborhoods or districts. The general design and three component categories are then divided into the sub-categories public rights-of-way, buildings, site access and circulation, public or open space, and transitions. Preferred forms of design that pertain to the sub-category then are listed.



CORRIDOR EXAMPLE



NODE EXAMPLE



NEIGHBORHOOD OR DISTRICT EXAMPLE

General Design

General Design looks at the overall concept of proper design based on the five sub-categories.

Public Rights-of-Way

- Public rights-of-way are the single largest public space in the city. Therefore, they should be designed to reflect the city's pride and its priorities. Streets should not only be designed to get people someplace but also be designed to be "someplace."
- All rights-of-way should be designed as shared public space, balancing safety, connectivity, and transportation needs for pedestrians, bicycles, and motor vehicles.
- All streets should be laid out to provide multiple alternative routes to areas within the study area, often providing a different pace or character along any of the routes that an individual may choose to take.
- Design vehicle speeds should be compatible with the functions of adjacent land uses.
- Public art should be incorporated into right-of-ways

Buildings

- Buildings should be designed with the greatest attention paid toward public spaces. Architectural features, quality building materials, building openings and entrances should concentrate toward areas with the greatest public exposure. However, all sides of a building should be designed with comparable materials and architectural styles.
- Architectural diversity and creativity should be encouraged and rewarded to avoid dull or homogeneous buildings.
- High-impact building elements, such as loading docks, drive-through facilities, mechanical equipment, storage areas, or vehicle service bays, should be oriented away from public streets wherever possible.
- Exterior lighting should be provided at a pedestrian scale and should coordinate with building architecture and landscape materials.

Site Access and Circulation

- All sites should be accessible by a variety of transportation modes including pedestrian, bicycle, and motor vehicle. Wherever feasible and supportive of planned or existing land uses, improvements of connections to rail and the airport should also be sought.
- Link adjacent sites physically and perceptually, even when they are not being developed simultaneously. Design techniques that link sites should discourage multiple short automobile trips that increase parking needs and traffic congestion.

Public or Open Spaces

- Establish a hierarchy of public or open spaces, recognizing that it is the quality, location, and accessibility of the open and public space network and not simply the quantity that adds value to the community.
- Link open spaces throughout the community through a variety of methods, including trails or greenways, public streets, and when physical connection is not possible - through visual connections.
- Concentrate public and open spaces central to neighborhoods, corridors, or nodes to provide the greatest impact, rather than relegating open space to a series of disconnected, remnant parcels on individual sites.
- Use natural systems and corridors for common or public open spaces.



LINK OPEN SPACE BY TRAILS



ARCHITECTURAL DIVERSITY AND CREATIVITY SHOULD BE ENCOURAGED AND REWARDED



SMOOTH TRANSITION

Transitions

- Corridors should occasionally be interrupted by nodes or intersect with neighborhoods or districts. Where corridors are interrupted by a node or intersect neighborhoods or districts, its design should demonstrate a smooth transition to reflect the character of this new area.
- Corridors may function as the edge of a neighborhood or district.
- Neighborhoods or districts should have an identifiable edge and an identifiable center that are distinct from each other, with suitable transitions.
- Nodes should be connected by corridors. Nodes may function as the center of a neighborhood or district.

Corridor Design Principles

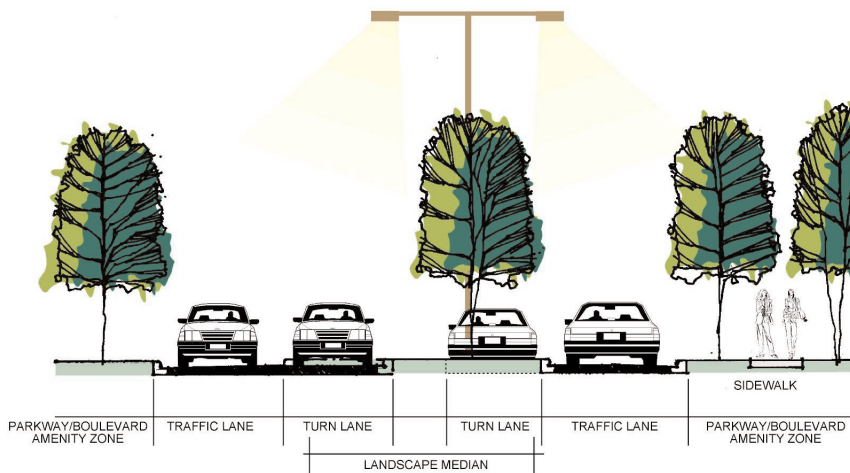
Corridors can be defined as the linear route between points. Corridors can follow roadways, pedestrian trails, waterways, or parks.

Public Rights-of-way

- Predominant travel patterns are linear along the length of a corridor. However, side streets should provide frequent access points to the corridor. Cross-corridor travel patterns may be less frequent typically concentrated at a node along the corridor.
- Sidewalks should be separated from the street edge by a landscaped planting strip.
- Street trees should be located frequently enough to provide a definable edge to the street.
- Pedestrian crossings of the corridor should be concentrated at strategic locations along the corridor. Intersection treatments that shorten pedestrian crossing treatments or provide pedestrian refuge are encouraged.

Buildings

- Buildings should provide a stronger sense of physical definition along corridors. Buildings shall provide a consistent front building line along the length of the corridor. The building line may be brought closer to the right-of-way provided sufficient space remains for green space, streetscape improvements, and improved pedestrian amenities - particularly at key corridor intersections.
- Avoid long expanses of blank building facades without architectural relief. Architectural relief typically consists of a combination of windows or storefronts, primary entrances, and structural or decorative deviations along long wall or roof planes.
- Any areas between buildings and the right-of-way should be designed and landscaped consistently along the length of the corridor. This is most often accomplished with similar landscape treatments, which can occasionally be complemented by small decorative walls or fences.



“Sidewalks should be separated from the street edge by a landscaped planting strip”

CORRIDOR ILLUSTRATION
SOURCE: GOULD EVANS AFFILIATES

Site Access and Circulation

- Where possible, vehicular access to sites should be concentrated along the corridor. This minimizes curb cuts and provides a more consistent setting for pedestrians. Shared mid-block access points or site access from side streets is encouraged for corridors.
- Parking behind buildings is encouraged. Where parking must be located to the side of buildings or where it must be in front of buildings, the side of buildings is the preferred

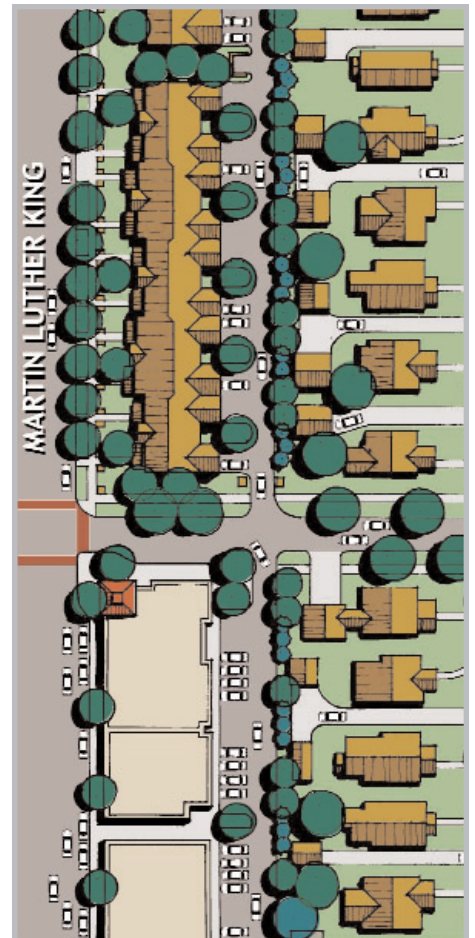
location. All parking should be screened from the public right-of-way by a landscape edge or a small decorative fence or wall. Buildings should remain oriented toward the corridor in all cases.

Public or Open Spaces

- Stream and floodplain corridors should be maintained in their natural state and serve natural functions. However, opportunities to provide linear recreation or alternative transportation routes should be explored for these areas.
- Public or open spaces should generally support the linear function of a corridor, such as trails and greenways. However, smaller "pocket parks" or plazas may be appropriate, particularly at strategic cross-corridor connections, intersections, or at major building entrances.

Transitions

- Corridors may support a variety of land uses along their length - including residential, commercial, civic, or industrial uses along a single corridor. Similar or compatible uses should be located on facing sides or the corridor.
- Design standards for street cross sections (street widths, landscape medians or planting strips, and sidewalk) should transition according to the adjacent land use. For example, planting strips or medians can expand to provide a buffer for residential uses but those areas can be used for expanded side walks, street amenities, or on-street parking in non-residential areas.



TRANSITION BETWEEN CORRIDOR AND NEIGHBORHOOD - NOTICE BOTH RESIDENTIAL AND COMMERCIAL PARKING IN REAR, ON-STREET PARALLEL PARKING ALLOWED
SOURCE: GOULD EVANS AFFILIATES

- Where there is a difference in intensity between uses along a corridor and uses in adjacent neighborhoods or districts, suitable transitions should be developed to minimize the potentially negative impacts of the more intense uses.
- Where corridors are interrupted by nodes or intersect with neighborhoods or districts, gateway features should be used to signify entry into these areas. Gateway features should be coordinated with the change in design of the street cross sections. Small monument markers or special landscape treatments may serve as gateways.

Node Design Principles

A node is a center of activity. A node may be primary junctions, places of a break in transportation, a crossing or convergence of paths or may be simply concentrations of uses or activities.

Public Rights-of-way

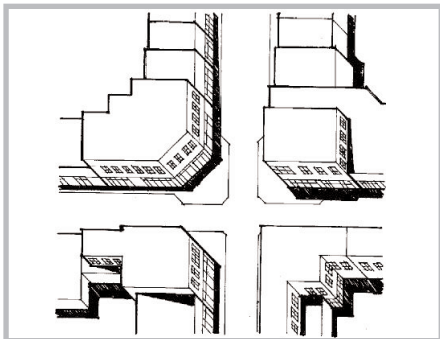
- Travel patterns within a Node should provide equal connections in all directions throughout the node with no predominant linear patterns.
- Street designs should create transitions at node entrances, calming traffic and signaling a different development pattern. These transitions may occur through narrower vehicle lanes, enhanced landscape elements, expanded pedestrian facilities, or the addition of on-street parking. An appropriate design transition will be dictated by the intensity of the node and the character of adjacent land uses.
- Sidewalks may be immediately adjacent to the street edge, particularly where on-street parking is allowed, expanded sidewalks are provided, and an amenity zone is between the street edge and the primary pedestrian way.
- Street trees should be located to provide shade for pedestrians, yet achieve canopy heights and crown heights that maintain visibility to adjacent land uses.
- Frequent connections to adjacent neighborhoods or districts should provide multiple alternative routes between the neighborhood or district and the node. However the design of these connections should discourage through traffic which does not originate in the neighborhood or district.

Buildings

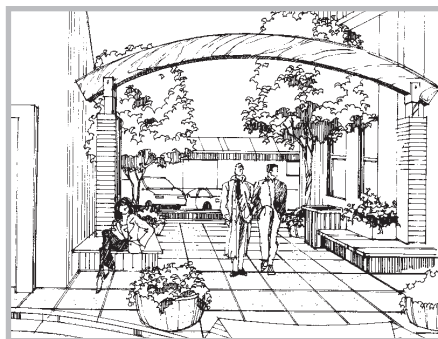
- Buildings should be constructed at the right-of-way line in areas where appropriate and supportive of other design goals for the node pattern. Alternatively, buildings may frame public gathering spaces such as courtyards, plazas, or parks that abut the right-of-way.
- All buildings should have "active" facades facing public streets, including ground level entrances, windows on ground and upper levels, and enhanced architectural details such as ornamental doors, window treatments, and cornices.
- A mix of uses - particularly a vertical mix - is encouraged to allow more compact site designs.
- In larger nodes, a higher intensity of uses should occur at the center of the node with less intensity on the edges.

Site Access and Circulation

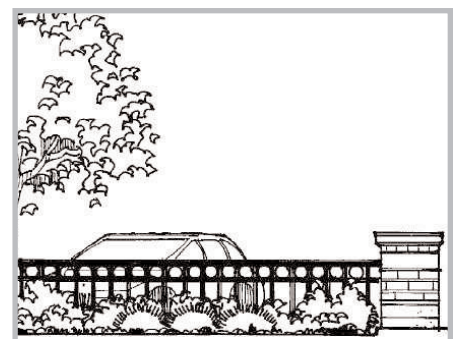
- Primary access to most individual sites should be pedestrian oriented, with vehicle access concentrated at shared or central parking facilities or on-street parking.
- Individual site access for vehicles should be via side streets or rear alleys wherever feasible.
- Off-street parking should be located behind buildings out of view from public streets, wherever possible.
- When off-street parking is required, recommend "shared" parking lots - lots used by multiple businesses and types of land uses



APPROPRIATE BUILDING FRONTAGE



PUBLIC SPACE



SCREENED PARKING

Public or Open Spaces

- Nodes may be entirely made up of public or open space.
- Public or open space should be consolidated at intersections of two corridors or where corridors intersect with neighborhoods or districts.
- Incorporate sensitive natural areas or prominent topographic features into public or open space plans.

Transitions

- Nodes should be centers or "focal points" for neighborhoods or districts, and should have suitable transitions to adjacent uses.
- Nodes should provide concentrated transition points along a corridor to limit strip development patterns.

Neighborhood or District Design Principles

Neighborhoods or Districts are sections of the city, usually relatively substantial in size, which have an identifying character about them.

Public Rights-of-way

- Rights-of-way should be organized to form a series of blocks and connections throughout the neighborhood or district.
- Sidewalks should be separated from the street edge by a landscape planting strip. Where buildings are constructed to the right-of-way expanded sidewalks or tree wells may abut the street edge in place of a planting strip.
- Streets should be connected. Cul-de-sacs or dead end streets should be avoided, except for where topographic constraints or important natural features make connections impractical. However, local streets should discourage through traffic either through narrow cross sections, off-set or "T" intersections, or other traffic-calming devices.
- Collector streets should provide continuous routes to corridors or between adjacent neighborhoods or districts.

Buildings

- Buildings should maintain a consistent or similar setback along facing sides of a single block.
- Intensity or density of uses may be mixed within a neighborhood or district, with more intense sites and greater density located adjacent to nodes or corridors.
- Buildings of different sizes should use pedestrian-oriented architectural features, such as single-story entrance features or porches, to create a similar scale throughout the district or neighborhood. However, immediately adjacent buildings should have a similar mass.
- Land uses within the neighborhood or district should generally be similar or complimentary. Where different uses or different intensity of uses are provided, compatibility should be ensured by maintaining a similar building and site design character within the neighborhood or district.

Site Access and Circulation

- Individual site access for vehicles in neighborhoods or districts may be provided by private or shared drives or alleys, dependent on the site conditions.
- Direct pedestrian connections from the public right-of-way to building entrances should be provided on all sites.
- Off-street vehicle parking should be located and designed to provide the least intrusive visual impact on the public rights-of-way.



DISTRICT RENDERING



DIRECT PEDESTRIAN CONNECTIONS



NEIGHBORHOOD RENDERING

Public or Open Spaces

- Public or open space should be concentrated and located within walking distance of most neighborhood or district land uses.
- Incorporate sensitive natural areas or prominent topographic features into public or open space plans.
- Locate active public or open spaces (i.e. playgrounds or plazas) in prominent areas of the neighborhood or district with high visibility from adjacent land uses.
- Link public or open space to areas outside the neighborhood or district through sidewalks or joint-use trails.

Transitions

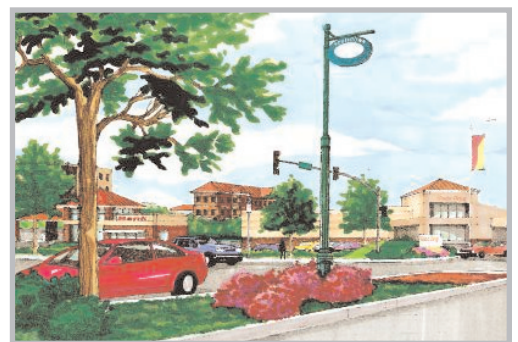
- All Neighborhoods or Districts should have well defined edges and a concentrated focal point. Edges may often be a corridor (natural or developed) or open space, and focal points may often be an adjacent node or a significant civic use or landmark (i.e. a park, school, church, or community center).
- Suitable transitions should be provided from the center to the edge of the neighborhood or district and between neighborhoods or districts and adjacent corridors or nodes.



PROPER BUILDING MATERIAL AND SCALE



GATEWAY MARKER



RETAIL CENTER ALONG CORRIDOR

master development plan

SECTION EIGHT
PLAN IMPLEMENTATION

Introduction

This section identifies the means to implement the Master Development Plan. Implementation is not the culmination of the planning process, rather it is part of the continual planning cycle of input, analysis, evaluation, plan development, and action. Implementation is both incremental and cumulative. Successful implementation requires participation from both private and public entities, a true partnership that includes the city, the CDC, not-for-profits, local businesses, neighborhood groups, and corporations to name a few. In order to ensure that both private and public entities play their part and that the vision and goals stated in this plan are realized, a comprehensive and thorough implementation strategy has been developed.

The implementation strategy is based on the five broad planning goals first listed in Section Four. The planning goal categories are:

1. Infrastructure/Public Works
2. Public Policy
3. Economic Development
4. Housing
5. Organizational Strategy

These five categories create the basic framework of the implementation strategy. From these categories, specific objectives and strategies were developed that focus on the major issues derived from the public process. In addition, a matrix for each category is included that shows how to achieve the goal through smaller incremental steps. By implementing the plan one task at a time, the community can quickly see success and also avoid the pitfalls of becoming overwhelmed. Finally, financial resources and programs are listed for each of the four specific development sites, increasing the likelihood that the catalytic projects will be realized.

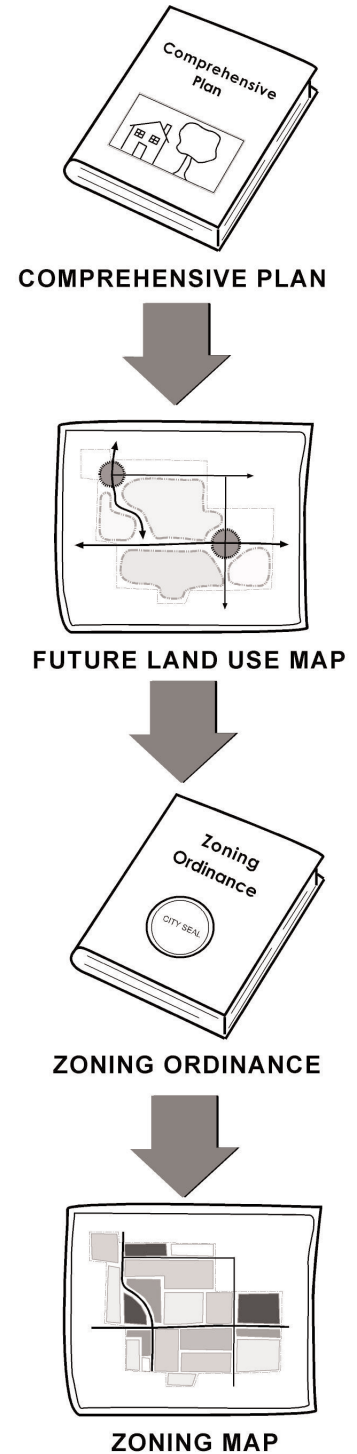


FIGURE 8-A: IMPLEMENTATION THROUGH PUBLIC POLICY
SOURCE: GOULD EVANS AFFILIATES

Study Area Implementation

Infrastructure/Public Works

"Plan, provide, and maintain efficient and effective infrastructure that promotes sustained development, connects neighborhoods and centers, is aesthetically pleasing, environmentally sound, safe, and is in harmony with the stated vision and preferred direction of North & East Lubbock."

Infrastructure and public works enhancements provide visible and tangible signs of a successful and prosperous community. The Infrastructure/Public Works category is to be implemented through four basic objectives; utilities, transportation, land use, and beautification. Improving the current infrastructure conditions can be a quick way to produce results and improve community support.

Utilities

The utilities objectives include both water and sewer.

Water and Sewer- The study area and its major residential and commercial areas all appear to have adequate service. Utility resources should be used to maintain and improve existing lines when required. Efforts should be made to limit utility expansion to undeveloped areas outside of Loop 289 or to areas classified as Agricultural Preservation in this plan. This will decrease expansion and maintenance costs and deter development in areas with no public water or sewer access. In turn, limiting expansion will help promote future development within the planning concept's "Focus Areas". Incremental improvements should be made to existing neighborhoods outside Loop 289, when necessary to maintain or develop a basic level of service.

STRATEGIES

- Focus bond funds towards areas that will create the most positive benefit
- Limit expansion of the water grid, in particular to undeveloped areas outside the "Focus Areas" and Loop 289

Transportation

The transportation objective includes a boulevard system, public transportation, and pedestrian/bicycle integration.

Boulevard System - The advisory committee (NELDAC) recommends that North & East Lubbock and the CDC work with the City of Lubbock to create a boulevard street framework. The framework should consist of portions of existing major streets within the study area.

Section Five lists the portions of the major streets to be included in the boulevard system. These roadways include Martin Luther King Jr., 4th Street (Marsha Sharp)/Parkway (from University to Idalou), Idalou (from Martin Luther King to Parkway), and Broadway (from I-27 to Idalou). These designated streets would become the area's premiere streets and would be most visible to residents and visitors. Because of the tremendous visibility, boulevards should require and receive higher levels of service than what currently exists. The services would include regular maintenance and up-keep, snow removal, trash and debris pick-up, beautification, uniform streetscape design, public art, and incorporation of gateways.

STRATEGIES

- North & East Lubbock and the CDC work with the City of Lubbock to create a boulevard street framework
- Improve service level quality to designated streets
- Beautify and aesthetically enhance designated streets

Public Transportation - Currently, public bus transportation provided by *Citibus* serves North & East Lubbock. Five bus routes service all major neighborhoods within Loop 289. Inefficiencies, however, currently exist and are the result of difficulty in transferring between routes. As the system exists now, transit riders must take the bus to the downtown transfer hub to access different routes. In order to increase efficiency and improve connectivity between neighborhoods and employment centers, it is recommended that *Citibus* explore the development of a branch transfer station at the corner of Parkway and Martin Luther King Jr. or another similar intersection within the study area that would promote greater ridership numbers. The Parkway/MLK site was chosen because the intersection already has access to existing Citibus routes and its central location in the study area. It is also in a Commercial Center depicted in the Preferred Direction Plan. From this branch transfer station, direct routes to the growing airport employment center (along Martin Luther King Jr.) and the Site 1/Texas Tech on University (along Parkway) would better connect residents to employment centers and the existing and proposed neighborhoods along the way.

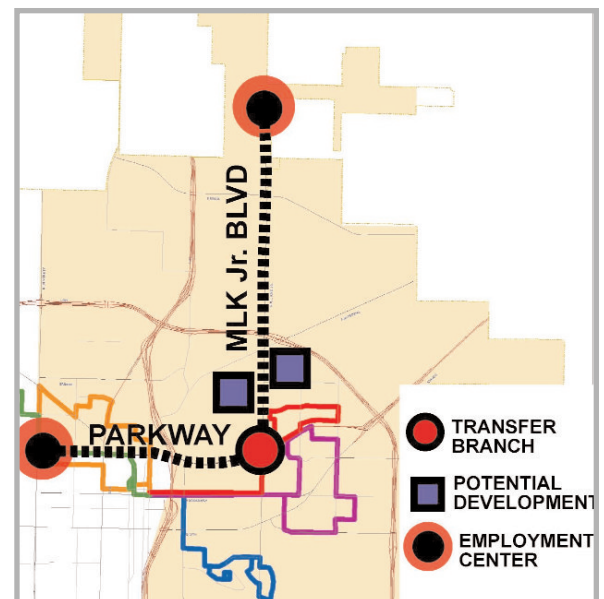


FIGURE 8-B: DIRECT BUS ROUTES AND BRANCH TRANSFER HUB

SOURCE: GOULD EVANS AFFILIATES

STRATEGIES

- Explore the development of a branch transfer bus station at the corner of Parkway and Martin Luther King Jr. Blvd
- Explore the development of direct routes, potentially from the branch station to Site 1 and the Lubbock International Airport

Pedestrian/Bicycle Integration - It is important for communities to have access to safe, well-maintained, and aesthetically pleasing pedestrian and bicycle routes and trails. These routes and trails can be used for both recreation and as a means to get from one place to another. It is recommended that a comprehensive pedestrian/bicycle trail system be explored so that residents will have access to alternative forms of transportation. It is also recommended that a trail system be integrated into the Canyon Lakes Linear Park System and proposed boulevard framework. North & East Lubbock should explore the development of pedestrian routes along the abandoned Santa Fe rail line and Avenue U, both in North Lubbock. A pedestrian route on the abandoned rail line would give the neighborhoods better access to Canyon Lakes to the north and Site 1 to the southwest. Likewise, a pedestrian route along Avenue U would connect the Canyon Lakes to Overton Park. Pedestrian access across the future Marsha Sharp Freeway is needed, potentially via Santa Fe and Avenue U. This would benefit the study area by providing access to both Texas Tech and Overton Park, potentially creating a “spillover” effect into North Lubbock.

STRATEGIES

- Explore the development of a comprehensive pedestrian/bicycle trail system
- Explore development of pedestrian routes along the abandoned Santa Fe rail line
- Explore development of pedestrian routes along Avenue U and crossing Marsha Sharp

Land Use

The land use objective includes public/semi-public and parks/open space uses.

Public/Semi-Public - Public/semi-public land uses represent government uses, educational uses, religious, and other civic uses. As stated in Section Five, public and semi-public uses can be used as “anchors” in developing neighborhoods. It is recommended that future public/semi-public uses be located where they will have the greatest catalytic effect within the Focus Areas, provided that public use does not have a negative influence on neighboring residences or businesses. When appropriate, North & East Lubbock should lobby the City of Lubbock to locate any future city or regional facility within the study area.

STRATEGIES

- Locate public uses in Focus Areas when appropriate
- Proactive measures to attract local, state, and federal public uses to study area

Parks/Open Space - The greatest city amenity in North & East Lubbock is the Canyon Lakes linear park system. This pristine park system is a “spine” in the study area connecting its two sides. Improvement in the connection between North Lubbock and East Lubbock, through the park system, benefits the study area. As recommended in the *Canyon Lakes Master Plan Feasibility Study*, the connection by building pedestrian walkways under I-27, also referred to as the riverwalk, should be improved. In addition, when any future development is proposed in close proximity to the park system, it is important to ask, "How can the proposed development benefit from the park?" By taking advantage of the splendid views and vistas, by architecturally engaging the park, and by creating connections into the park a development can be improved.

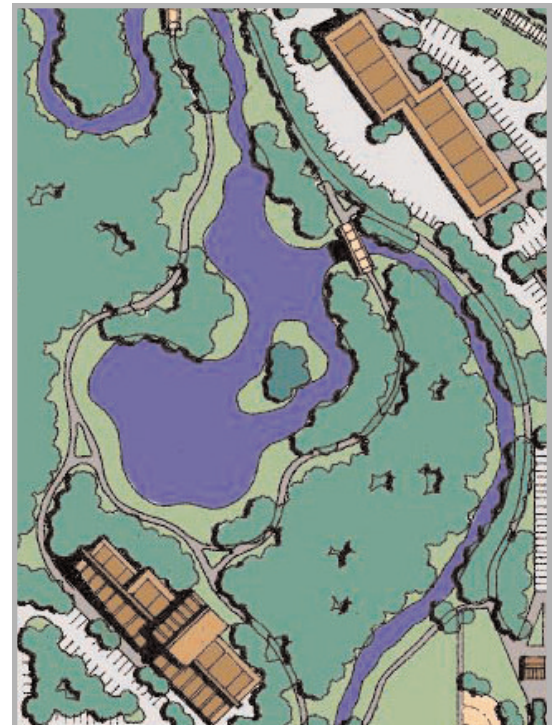
STRATEGIES

- Improve north/east connection through park system
- Encourage and promote new development to incorporate park into design when applicable

Beautification

The beautification objective includes corridors, public space, and gateways.

Corridors - A corridor is the linear route between/among two or more points. Corridors can be created from roadways, rail lines, pedestrian trails, waterways, or parks. The prevalent corridors in the study area were discussed under the Transportation objective (Boulevards, Public Transportation, and Ped/Bike Integration). It is important to recognize, however, that there is more to a corridor than functionality. Therefore, it is recommended that a beautification component be included into the planning and development stages of the recommended transportation improvements. Beautification improvements could include landscaped medians, street trees, shrubs, seasonal color, illumination, berms, ornamental brick design, neighborhood markers, monuments, public art, banners, and other general streetscaping elements.



EXAMPLE OF HOW BUILDINGS CAN ENGAGE THE ADJACENT PARK SYSTEM

SOURCE: GOULD EVANS AFFILIATES

STRATEGIES

- Incorporate beautification component into the planning and development stages

Public Space - Communities and neighborhoods that take advantage of designated public space create areas that are inviting to the public. They are places of gathering. Designed correctly, public space can give neighborhoods a point of common identity, increase pedestrian traffic, create a place for refuge, and be aesthetically pleasing.

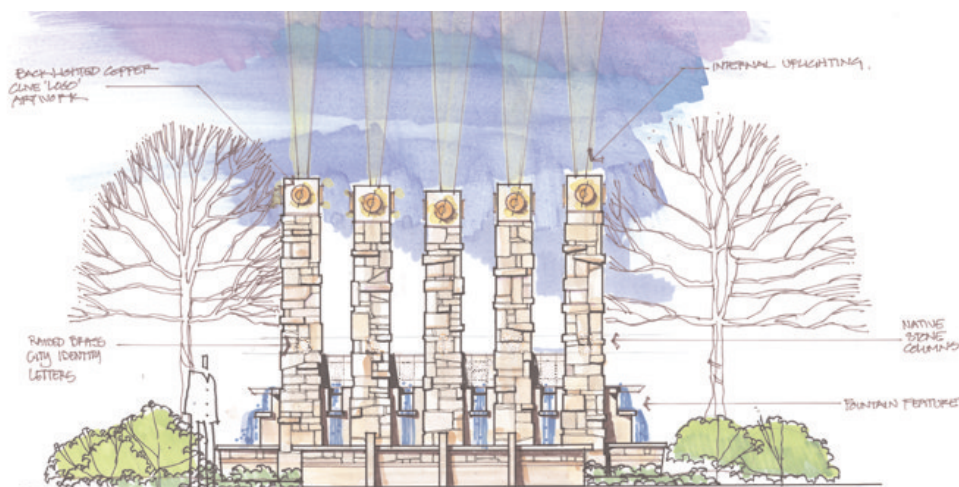
STRATEGIES

- City officials identify existing and future public space incorporating similar beautification/ design elements and the proposed boulevard system
- Use community groups to maintain and supervise public space

Gateways - Gateway features reinforce the “sense of place and arrival”. Four sites have been selected as the best locations for gateways. Listed in Section Five, they are at Martin Luther King Jr. Blvd/Regis, Idalou/Parkway, I-27/Parkway, and Broadway/ Yellowhouse River. It is recommended that North & East Lubbock prioritize the four gateway sites and then seek funding to design and build gateways. Proper planning and design is needed so the gateways are welcoming and have the proper scale and character in relation to their surroundings.

STRATEGIES

- Prioritize the four gateway sites
- Assure gateways are designed and built to complement surroundings
- Seek funding for gateway improvements



EXAMPLE OF GATEWAY
SOURCE: GOULD EVANS AFFILIATES

Public Policy

"Through various regulatory and safety means, develop and enforce a framework that adheres to the quality of life sought by residents."

Public policy addresses both regulatory and safety programs for the study area. Effective public policy is needed to encourage and guide private development efforts by setting parameters and desired expectations. Equally important, consistent enforcement of the public policy is required to ensure both public safety and an improved quality of life.

Regulatory Programs

The regulatory objective includes zoning, subdivision, design guidelines and code enforcement.

Zoning - Zoning is the act of establishing districts and regulations governing the use, placement, spacing, and size of lots and buildings. Zoning district standards can be more flexible than subdivision standards in that they may evolve and change with market conditions, demographic trends, political priorities, or investment decisions of landowners. Zoning decisions, however, impact surrounding areas and collectively shape the community character. Therefore, zoning decisions should be made with long-term focus and in accordance with the vision and goals set forth in this plan. It is recommended that the city zoning ordinance and map be updated and that areas within North & East Lubbock be rezoned to better represent the vision, goals, and preferred direction of the plan.

STRATEGIES

- Update city zoning ordinance to better reflect plan
- Update city zoning map

Subdivision Regulations - Regulation of the subdivision of land deals primarily with promoting and establishing land development patterns that can be most efficiently served by public facilities, establishing efficient transportation networks, and meeting present environmental standards. In contrast to zoning, subdivision regulations establish long-standing patterns within the community, which are not easily changed or altered. Because of this, subdivision regulations have an inherent and immediate link to a long-term master plan. Subdivision regulations will ultimately determine how smoothly a community transitions from urban to non-urban areas. It is recommended existing subdivision regulations be updated to better represent the vision, goals, and preferred direction of the plan.

STRATEGIES

- Update pertinent subdivision regulations to assure neighborhood connectivity, pedestrian friendliness, and the goals of the plan

Design Guidelines - Design guidelines are a very specific form of land use regulation. They guide form and character of development within established zoning districts. These guidelines are often incorporated into the zoning ordinance when they are applicable. They can be independent from the zoning districts, incorporated as a zoning overlay ordinance, or through an independently adopted design guidelines. Design guidelines can be either mandatory or recommended. A set of design guidelines can be found in Section Seven under the sub-section *Form and Function*. It is recommended that the design principles and guidelines set forth in *Form and Function* be used to help update the zoning ordinance and any subdivision regulations.

Code Enforcement - Written policy is ineffective without a means of enforcement. It is recommended that current codes and ordinances be enforced consistently and in a timely manner. Expansion of city enforcement staff may be in order. In addition, cooperation between neighborhood associations and city officials could dramatically improve efficiency leading to quicker results. City code enforcement staff should be assigned to North & East Lubbock, meeting with neighborhood association presidents on a bi-weekly basis, to discuss the pressing issues and concerns that have been brought to the presidents' attention by association residents. Having the associations report to the same assigned staff will improve trust and cooperation between city officials and area residents.



PROPERTY IMPROVEMENTS

STRATEGIES

- Create an enforcement committee comprised of neighborhood association leaders and city officials to improve efficiency and response time
- Increase city code enforcement staff and assign percentage of staff to study area
- Create incentives for code compliance

Safety Programs

The safety objective consists of crime and safety, community programs, and public/private/citizen partnerships. The existence of and perception of crime in the study area is of great concern to community leaders and the public. Issues of child safety, senior safety, prevalence of drugs, and programs for youth were discussed frequently in prior meetings.

Crime and Safety - Greater police presence can be beneficial to the area. Location of any future police branch stations, potentially in the proposed mixed use bus transfer station, would create a permanent area presence and improve response time. Likewise, the permanent police presence in the study area would make regular patrols on bicycle and by foot more practical and potentially improve relations with surrounding neighborhoods.

STRATEGIES

- Increase police presence in study area
- Encourage higher frequency of regular patrols; by car, bicycle, and foot

Community Programs - Programs creating an increased sense of community are encouraged to give youth more opportunities, educate and re-train residents, and bridge the gap among the different generations. It is recommended that the vacant Hunt Elementary School be converted into a community center. Hunt Elementary School class space, gymnasium and surrounding recreational facilities are ideal for a center. Programs and classes could be offered to help residents earn their GED, study for college entrance exams, or learn a skill or trade. The facility and programs could be subsidized through a lowered purchase price, volunteer hours from retired university professors, and training paid for by the private sector and perspective employers.

STRATEGIES

- Open community center at current Hunt Elementary School site
- Offer programs for youth, workforce, and elderly
- Subsidize community center cost by incorporating local resources

Public/Private/Citizen Partnerships - Greater cooperation and communication between neighborhood associations and the police department is recommended. The association leaders can represent their neighborhoods when meeting with police for regular meetings. The meetings would be a time to discuss specific issues and concerns.

STRATEGIES

- Create crime and safety committee comprised of neighborhood leaders and police

Economic Development

"Create an economic environment that promotes business, encourages entrepreneurship, seeks employment growth, and maintains cooperation between, public and private entities."

Economic Development addresses the lack of existing employment opportunities and retail services available within the study area. Both are vital to the revitalization of North & East Lubbock.

Employment

The employment objective is comprised of education/re-training, business relocation, local business growth and development, private sector leadership, and development assistance.

Education/Re-training - A well-educated and properly trained work force is better positioned to attract and create employment opportunities. It is important to concentrate efforts on both the current work force and the future work force. Classes could be offered at the proposed community center (Hunt Elementary). They could include high school credits, GED exams, college preparatory, SAT preparation, ACT preparation, business development, and pertinent trades. In addition, the Byron Martin Advanced Technology Center could offer classes at the community center too. Retired professors from Texas Tech could volunteer and the private-sector could donate supplies.

STRATEGIES

- Offer classes and testing for high school equivalence and college placement
- Offer job training for specific area companies

Business Relocation - A single clearinghouse for employment attraction should be established for North & East Lubbock, possibly within the CDC, to coordinate job attraction and serve as an "objective catalyst" working with Market Lubbock, the Lubbock Workforce Center, and other local and regional entities. Relocation efforts should be focused on the Lubbock International Airport and the continued cultivation and growth of the intermodal opportunities, such as the rail spur. Development of the adjacent interport business park would further enhance the economic potential of the airport and railroad located in the northern portion of the study area.

STRATEGIES

- Create entity solely dedicated to job attraction
- Work with other local and regional organizations, such as Market Lubbock

Local Business Growth and Development - It is generally easier to create jobs from businesses already located within a community than to get an out-of-town company to relocate. Yet, typically a greater effort is made to do the latter. Similarly, entrepreneurship or business start-ups can tap into the energy and creativity inherent in North & East Lubbock, creating jobs and job growth potential. An environment is needed that supports and aids local business expansion and entrepreneurial activity.

STRATEGIES

- Work with local businesses helping with expansion and growth
- Foster development with regional-wide appeal and attraction

Private Sector Leadership - Private sector businesses must be fully engaged in the growth goals of North & East Lubbock. Private sector leadership is important to convey a “community spirit” in achieving these goals. It is recommended that a “Business Association” be created, made up of key business leaders from a variety of types and sizes of businesses located in North & East Lubbock. Participants must be business leaders (partners, proprietors and CEOs) in order to be successful. Regular agenda items should involve cooperative actions that can create a climate for job stability and creation.

STRATEGIES

- Create Business Association

Development Assistance - The three sites recommended for a focused effort are not the only projects that will happen in the study area. In fact, it is expected that these are catalyst projects that will stimulate a new image, expand markets, and improve the investment climate. To capitalize on these opportunities, the CDC should monitor development activity and real estate conditions throughout the study area. Information should be readily available on potential development sites. The CDC can assist in development in ways other than developer.

STRATEGIES

- Be an advocate for the distribution of any public funding needed for the project.
- Keep up communications with property owners of potential development sites
- Make input to the public review process to assure maximum benefit to the community from development activity

Retail Services

The retail services objective is comprised of local business development, focus areas, and regionalism.

Local Business Development - Just as in the employment component “Local Business Growth and Development,” an effort should be made to support and aid the local business expansion and entrepreneurial activity in the service sector. In addition, a coordinated public and private sector effort should be made to develop and build the mixed use center/branch transfer bus station at Martin Luther King Jr. Blvd and Parkway

STRATEGIES

- Work with local businesses helping with expansion and growth
- Develop the retail components of Site 1 and Site 2a
- Develop mixed use center/transfer station

Focus Areas (Zones) - The Preferred Direction Plan, *Core Community Revitalization*, calls for creating two zones in an attempt to concentrate both residents and services. When implemented an increase in service demand will be the result. This in turn will attract retail and other service options to the study area. As called for in the plan, it is recommended that retail growth and development be directed toward the “Commercial Centers,” located in the zones.

STRATEGIES

- Encourage all future retail growth to locate in Focus Areas, in particular, in Commercial Centers

Regionalism - Regional attractions, such as prominent retail chains, farmers markets, ethnic festivals, regional parks, and cultural celebrations, should be encouraged to locate within the Focus Areas. Proactive measures, such as marketing and financial incentives, could be necessary to attract potential attractions. In addition, efforts should be made to improve on North & East Lubbock’s existing regional attractions and attract additional non-retail regional destinations. The incorporation of new retail around existing regional attractions should be examined.

STRATEGIES

- Seek regional attractions, both retail and non-retail, to locate in study area
- Improve and connect existing regional attractions

Housing

"Seek a fair and diversified housing market that encourages homeownership and provides quality housing for all stages of life and for all socioeconomic groups."

Quality housing is a key component to the future of North & East Lubbock. It is recommended that major expansion of the housing market occur within the Focus Areas and under categories cluster and infill/rehab depicted on the preferred direction map. The Housing category is to be implemented through the new subdivision/cluster, infill/rehab, and housing types categories.

New Subdivision/Cluster

The Cluster Sites are all located in the Focus Areas and are intended for development of new housing and new neighborhoods. The sites are all adjacent to Infill/Rehab areas. The reason for this is to create the desired density and number of roof-tops in order to attract the needed retail and services. The Cluster Sites give home buyers an alternative to living in mature neighborhoods with aging housing stock. This category is ideal for those who desire to build a new house in a new subdivision, yet still want to live closer to neighborhood centers and the heart of the community. And even though the Cluster Sites are undeveloped, they still are in relative close proximity to basic infrastructure and services, reducing the development city operating costs.

STRATEGIES

- Develop new subdivisions proposed in Site 2a, Site 2b, and Site 3
- Engage in proactive effort to attract new residential development

Infill/Rehab

The Infill/Rehab sites are all located in the Focus Areas and are comprised of existing neighborhoods. Many of the existing neighborhoods are in need of rehabilitation. The physical conditions analysis (Section Two) shows the severity of need in each neighborhood. These neighborhoods, however, still possess many of the characteristics desired by residents and emulated in new subdivisions such as mature trees, scale, and character. If given an opportunity of improved housing stock, many residents would prefer to stay or relocate to these neighborhoods. This category promotes reinvestment into the existing neighborhoods through rehabilitation of existing housing and construction of new quality infill housing the empty lots.

STRATEGIES

- Encourage rehabilitation of existing housing stock located existing neighborhoods

- Encourage quality infill development, on empty lots, that incorporate the positive existing qualities of the neighborhood.

Housing Types

Diverse, quality housing is encouraged in North & East Lubbock. Diverse housing allows people of different needs, socioeconomic groups, age groups, and household size to all live in the study area.

STRATEGIES

- Encourage housing that supports residents and families in all stages of life
- Update Lubbock Zoning Ordinance to better meet the housing goals of the plan
- Encourage home ownership
- Provide quality housing options for all residents

Organizational Strategy

"Create an environment that promotes efficiency and cooperation between organizations and the general public."

Organizational Strategy addresses the way in which organizations should interact and work to successfully implement the plan. Organizational Strategy consists of Neighborhood Associations and various other area groups.

Neighborhood Associations

The current activity level of area neighborhood associations differs by neighborhood. Some neighborhoods have very active associations, while other neighborhoods have no association. Active neighborhood association participation is a large component of the *North & East Master Development Plan*. It is envisioned that, with the assistance of the CDC and the Neighborhood and Business Development Department, active associations will be established for all neighborhoods. The associations would meet regularly within their neighborhoods addressing concerns and issues. In addition, a representative of each association would meet with city officials and the CDC on a regular basis. Through the neighborhood associations, many of the recommended programs and strategies would be implemented.

The benefits of cohesive and active neighborhood associations would create a grass roots type organization, thus, improving communication, efficiency, trust, and involvement within their respective neighborhoods and with city officials. In short, quicker success and achievement of the set community goals.

STRATEGIES

- Establish active associations for all neighborhoods in the study area
- Create area-wide board comprised on neighborhood association representatives and CDC/City of Lubbock officials
- Implement programs and strategies through neighborhood associations when appropriate

Other Area Groups

Other local groups and stakeholders must play an active role in order for the plan to be successfully implemented. Some of these groups are:

- City of Lubbock
- Guadalupe Economic Services
- Community Housing Resource Board
- Lubbock Housing Authority
- High Plains Capital Corporation
- Lubbock Housing Finance Corporation

Area-Wide Available Tools

This sub-section provides a listing of tools that can be used throughout the North & East Lubbock area for housing and economic development. A description of these tools was listed earlier in this report under the section entitled "Redevelopment Tools".

Tools available to finance housing include:

- Federal Home Loan Bank loans and grants
- Fannie Mae Foundation loans
- Community Development Block Grant funds
- Hope VI grants
- Low-income housing tax credits
- The Texas Mezzanine Fund, Inc. (TMF)
- Programs of the Lubbock Housing Finance Corporation
- The City of Lubbock

Programs to finance economic development include:

- Grants from the Federal Economic Development Administration (EDA)
- Grants from the Federal Office of Community Services (OCS)
- Loans from the Federal Home Loan Bank Board (FHLBB)
- Use of the New Markets Tax Credit Program
- Use of U.S. Small Business Administration (SBA) loans secured through financial institutions
- TMF loans
- The U.S. Department of Housing and Urban Development (HUD) 108 program loans
- Single bank community development corporations, which provide equity investment for economic development, in specific "qualified" projects as approved by federal regulators
- High Plains Community Capital
- HUD CDBG business loans

Community facilities may be financed through grants from the OCS, loans through the FHLBB, or the use of the New Markets Tax Credits program.

In addition, there is a potential role for foundation financing of non-profit projects including:

- Financing from local foundations, including the C.H. Foundation and the Helen Jones Foundation
- Financing from state foundations such as the Meadows Foundation and the Houston Endowment
- Financing from national bank-related foundations, such as the Bank of America Foundation and the Wells Fargo Community Development Corporation

Specific Site Implementation

Site 1 - University

The primary financial options and tools available to promote development of the University Site are owner finance, use of new markets tax credits, use of low income housing tax credits, and use of tax increment financing.

North Lubbock Commercial Site

Development of Site 1 as a mixed-use center with a heavy emphasis on restaurants and retail use will require acquisition and assembly of parcels and some existing right-of-way. The development program proposed is conceptual, and it represents a recommendation on what best fits the market, the site characteristics, and the objectives of the Preferred Direction. How the development is undertaken, however, must remain flexible. It is possible the owner of the largest parcel, the Town and Country Shopping Center, could take the lead, or a third party could acquire that site as well as the others. In any case, the total costs of assembly, clearance, and site development must be ascertained as the development process is more clearly articulated.

The value of the site as a commercial parcel can be estimated based on land values established at nearby Overton Park, where developed commercial sites are being marketed at \$25 per square foot of land. Values north of Marsha Sharp are likely to be somewhat less, so a value of \$18 per square foot should be supportable once the site is cleared, prepared for development, and the Marsha Sharp construction is complete. At a net size of about 19 acres, this would support a total value of \$14.9 million (In 2004 dollars) for the entire site.

To be a feasible project, this value would need to cover land assembly, site development, marketing, and the land developer's profit and overhead. Should a more detailed analysis and appraisals (not a part of this master plan) indicate that this is insufficient, some public support may be necessary. If so, the most likely sources are 1) to extend the Public Works expenditures being undertaken in the University gateway area just to the north onto the site, reducing the needed (or improving the quality of) site development, and 2) using tax increment financing to support appropriate components of the project.

Owner Financing

The 19 acre mixed-use site, which includes the development of multi-family housing units and a new configuration of retail, can be carried out by the existing owners entering into a partnership for the redevelopment of the site to accomplish the preferred plan or by a single owner purchasing the land from other owners and then undertaking a site development process. Presumably this consortium of owners, or a single owner, could seek development financing

from private financial institutions and use of their own equity.

To facilitate this development process, the City of Lubbock should provide the necessary zoning changes to enable this site development plan, if publicly adopted, to be carried out.

New Markets Tax Credits

Because this site is located in a low- to moderate-income census tract, which is part of the City of Lubbock Enterprise Zone, it is an area that is eligible for assistance under the Federal New Markets Tax Credit Program. This assistance is delivered through Community Development Entities (CDEs) that are recognized by the Community Development Financial Institutions (CDFI) Fund of the U.S. Department of Treasury.

In the recent second round of the tax credit allocation process, eleven recipients identified Texas as part of their market area for the use of new markets tax credits totaling \$1,700,000,000. Several of these recipients specifically focused on commercial real estate development in low- and moderate-income areas. The new markets tax credits provide investors a 39% write-off of their investments over a seven-year period. The New Markets Tax Credits process follows:

- CDEs apply for an allocation of New Markets Tax Credits
- The CDFI Fund selects CDEs to receive the allocation
- The CDE offers the allocation of tax credits to investors for cash
- CDEs use proceeds to make "qualified investments" in low-income communities

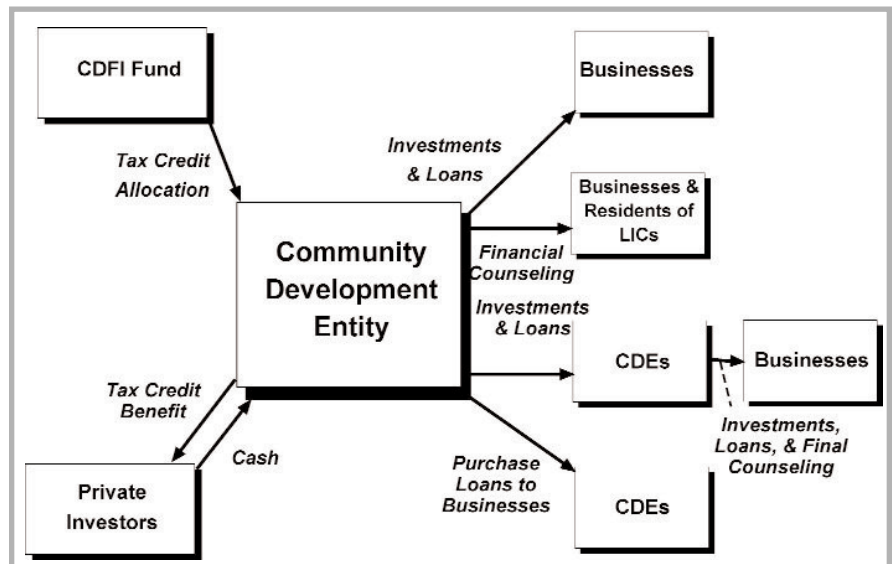


FIGURE 8-C: How NMTC Will Work
 SOURCE: TEXAS MEZZANINE FUND, INC.

CDEs with tax credit allocations may provide loans to other CDEs and also purchase loans from them.

The Texas Mezzanine Fund, Inc., for example, is currently a federally recognized CDE. It is also possible for the North & East Lubbock organization to similarly become designated as a CDE.

Low Income Housing Tax Credits

It is possible that the housing portion of the development plan can be financed through an allocation of low-income housing tax credits. These tax credits, which are allocated each year by the State of Texas, provide a substantial incentive for the development of multi-family rental houses as affordable housing.

Low-income housing tax credits are awarded to non-profit and for-profit developers of low-income housing. The developer offers these credits to investors who receive a reduction in their federal tax liability, providing equity to finance the development of affordable housing. The incentive provided by the program is essential because rental income may not be adequate to cover project construction, operations and maintenance costs.

Tax Increment Financing

Another financial option to facilitate the development process can be put in place by the City of Lubbock agreeing to establish a Tax Increment Financing (TIF) District focused on a subject property. Basically, the city would approve the development plan for the site and agree to use the proceeds for future taxes generated by the redevelopment to finance certain costs of the development plan, such as infrastructure, street amenities, or other public improvements.

The City of Lubbock undertook a similar process to facilitate the redevelopment of the adjacent Overton Park project.

Site 2a - Erskine

The North & East Lubbock Community Development Corporation (NELCDC) has already begun the implementation process for this site by winning the bid to receive a donation of 30 acres of land from the Lubbock Independent School District, securing \$50,000 in pre-development funds from the City of Lubbock's Community Development Block Grant (CDBG) program, and securing \$250,000 in infrastructure funds from the City of Lubbock's CDBG program

Further, the NELCDC is developing a \$2 million request of the U.S. Department of Housing and Urban Development (HUD) for 202 grant funds to be used for the construction of a 30-unit senior citizens housing project on three acres of the site. It is estimated that 24 acres of the site will be used to construct 117 units of single-family housing.

The options for financing the development of single-family housing include grants and loans from the Federal Home Loan Bank, grants from the Fannie Mae Foundation, loans from the Texas Mezzanine Fund, Inc. (TMF), a loan from the High Plains Capital Corporation, and further investments by the City of Lubbock.

Also, the Lubbock Housing Finance Corporation (LHFC) may play a role in the development and implementation process. The primary tool of the LHFC to finance development is through the issuance of single-family mortgage bonds to be used for single-family construction. Further, the LHFC can play a key role to promote home ownership through down payment assistance, individual credit and budget counseling, and securing mortgage loans for the purchasers of the single-family sites.

Federal Home Loan Bank

The Federal Home Loan Bank's affordable housing program provides loans and grants for the construction and rehabilitation of single-family homes and rental housing. A member bank must apply for these funds on behalf of the project sponsor. If a grant is received through the member bank, the institution does not receive credit under the Community Reinvestment Act (CRA). Loans made by the bank can provide CRA credit.

Fannie Mae Foundation

The Fannie Mae Foundation provides grants for the development of affordable housing and could be a source for financing for single-family units.

Texas Mezzanine Fund, Inc. (TMF)

TMF provides loans for pre-development expenses, lot acquisition, infrastructure development, and interim construction. TMF could provide up to \$500,000 to the NELCDC for the latter two purposes.

High Plains Community Capital, LLC

High Plains Community Capital, LLC provides subordinate financing loans to increase the supply of affordable housing for low-income persons, or to revitalize or stabilize low-income areas.

City of Lubbock

The City of Lubbock has already provided assistance for pre-development and infrastructure costs. The infrastructure funds provided thus far will support the construction of approximately 25-30 housing units. It is possible that the City of Lubbock's CBDC program could be a source of additional infrastructure funds in 2005.

Financing options for the 3-acre commercial portion of the site include New Market Tax Credits described in the implementation plan for site 1, the Federal Home Loan Bank's economic development program (EDP), the Federal Office of Community Services, and The Texas Mezzanine Fund, Inc.

Federal Home Loan Bank Economic Development Program (EDP)

The EDP provides long-term, low and fixed rate financing for commercial real estate projects that benefit low- and moderate-income neighborhoods. A member bank must apply on behalf of the project sponsor and then secure an allocation and advance of funds for the project. The funds can be available up to 40 years, at a rate not to exceed 300 basis points above the member bank's cost of funds.

Federal Office of Community Services (OCS)

The OCS provides grants to nonprofit corporations for the development of real estate projects that benefit low- to moderate-income persons. These grants typically range from \$350,000 to \$700,000. The process of receiving these grants is very competitive, with approximately 15% of the applicants for funding actually receiving an award. However, because it is a straight equity injection with no debt service, it is a highly desirable source of funds.

Texas Mezzanine Fund, Inc. (TMF)

TMF can be used as a source of business loans to the commercial tenant(s) of the shopping center. These loans can be used for tenant improvements, equipment, and working capital.

High Plains Community Capital, LLC

The High Plains Community Capital, LLC may also be a source of funding for loans to small businesses located on the site. These funds can be used for working capital, machinery and equipment.

Site 2a - Pro Forma

Site 2a, at the northeast corner of MLK and Erskine, will be an important first project for the North & East Lubbock Community Development Corporation. As such, it deserves a more detailed overview of the economic considerations than the other high priority projects identified in the Preferred Direction of the plan. As noted previously, the roughly 29 acre site has three components as summarized below, the largest being 117 single-family homes.

Residential Development

This analysis focuses on the single-family component, with some further discussion of the commercial space. It does not address the details of the HUD 202, elderly housing project. That will

need to be addressed separately as a part of the HUD application and review process. Also, the intention of the NELCDC to seek additional support for down payment assistance and other subsidies to the individual purchasers of the proposed units has not been addressed. As noted in the market analysis section, such activities could have the effect of broadening the qualified purchasers for a given price point.

	Land	Buildings
Single Family Residential	23 acres	117 Units
HUD 202 Elderly	3 acres	30 Units
Commercial	3 acres	20,000 Square Feet

TABLE 8-A: DEVELOPMENT PROFILES
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

The NELCDC has taken steps to acquire the site for a nominal sum and has secured commitment from the city for \$250,000 for site infrastructure, such as internal streets and utilities to the individual lots and other costs needed to prepare building lots to be sold to homebuilders. As shown below, the total site development costs are expected to be about \$25,000 per acre, or a total of \$575,000 for the 23-acre residential component. With the \$250,000 commitment, there remains \$325,000, or \$2,778 per unit to be recovered through the lot and home prices—unless additional support can be obtained.

Unit Cost Factors and Land Value - The market analysis quantified the demand for housing on the site by price point. This pro forma analysis adds additional detail to the product description and cost components. The bottom line is a projection of the supportable lot prices that the site developer (presumably NELCDC) can achieve. The following measures are shown in Table 8-C.

Site Work	\$25,000	per acre
Residential	\$575,000	for 23 acres
Funds Committed	\$250,000	
Net Cost	\$325,000	total
Net Cost	\$2,778	per unit

TABLE 8-B: SITE DEVELOPMENT COSTS
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

- The **selling price** of the unit. These are the mid-points of the price ranges used in the market analysis.
- The average **square footage** of the units in each price range. The size is the key variable in the differentiation of prices, but other factors such as features, extras, lot size, and amenities would also affect the price. The selling price per square foot is also shown.
- Several deductions are then taken from the market-driven sales price to derive a supportable lot price.
 - *Fifteen percent of the sales price has been allocated to the homebuilders' **overhead and profit**.*
 - *The actual **construction cost of the units** to be \$45.00 per square foot has been estimated. The table also shows the per-unit total construction cost.*
 - *The **site development** costs (in excess of the \$250,000 already committed) of \$2,778 per unit has been shown.*
- The result of subtracting these costs from the sales price is a "**residual land value**" for each price range of housing. In the case of the lowest priced housing, this value is negative. This is consistent with the experience of builders in the North and East markets who have purchased lots at less than the cost of the site improvements required for the Erskine site.
- The final column in the table is the supportable **sales price of the lots** to a homebuilder. It is the sum of the residual land value and the per unit site development costs.

Sales Price	Square Feet	Sales Price/SF	Construction Cost Per SF	Construction Cost Total	Profit and Overhead	Site Work	Residual Land Value	Developed Lot Price
\$65,000	1,200	\$54.17	\$45.00	\$54,000	\$9,750	\$2,778	-\$1,528	\$1,250
\$75,000	1,350	\$55.56	\$45.00	\$60,750	\$11,250	\$2,778	\$222	\$3,000
\$85,000	1,500	\$56.67	\$45.00	\$67,500	\$12,750	\$2,778	\$1,972	\$4,750
\$95,000	1,650	\$57.58	\$45.00	\$74,250	\$14,250	\$2,778	\$3,722	\$6,500

TABLE 8-C: HOUSING UNIT COST PROFILE
 SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Absorption- The market analysis section projected the potential sales pace for each of the price points. In Table 8-D , the projected sales are shown on a year-by-year basis to match the project’s total of 117 units. This reflects some differential in the price distribution in the early and later years of the project.

Revenue Projection

- Based on the absorption schedule and the supportable lot sales prices, the NELCDC (or other land development entity)

would receive a total of nearly \$400,000 over the development period. This is sufficient to finance the portion of the site development costs not covered by the current commitment. If additional grant funding can be obtained for the infrastructure, these funds could support other activities of the CDC.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Total
Plan 1	6	6	6	6	6	6	0	0	36
Plan 2	5	5	5	5	5	5	2	0	32
Plan 3	0	5	5	5	5	5	5	5	35
Plan 4	0	2	2	2	2	2	2	2	14
Total	11	18	18	18	18	18	9	7	117

TABLE 8-D: RESIDENTIAL ABSORPTION AND PRICING
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Total
Plan 1	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$0	\$0	\$45,000
Plan 2	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$6,000	\$0	\$96,000
Plan 3	\$0	\$23,750	\$23,750	\$23,750	\$23,750	\$23,750	\$23,750	\$23,750	\$166,250
Plan 4	\$0	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$91,000
Total	\$22,500	\$59,250	\$59,250	\$59,250	\$59,250	\$59,250	\$42,750	\$36,750	\$398,250

TABLE 8-E: LOT SALES REVENUE
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Commercial Development

Although residential is the largest land use component, and it entails the most risk-due to the need to provide most of the infrastructure up front, commercial is potentially the most financially lucrative component. With minimal site development costs (three acres at the project average of \$25,000 per acre), the commercial site, or individual pads, can be sold to commercial builders or tenants. Local appraisers should be consulted before setting prices for the commercial lots, but it is anticipated that a value of about \$5.00-8.00 per square foot could be achieved.

The tables on 8-26 describe the likely financial performance of a commercial development on the site. In general, the analysis shows that a developer can expect an internal rate of return of between 8 to 15 percent on the initial investment, depending on the price of the land and other factors. This should be sufficiently attractive to deem the project feasible depending on, among other things, whether the developer is a community-based non-profit or a for-profit entity. The key assumptions and the steps in the analysis are summarized below.

Building Cost Assumptions - Table 8-F shows the assumptions regarding the per unit land acquisition and building construction costs, based on interviews with real estate professionals

in Lubbock and industry guidelines. Although the land cost is shown as \$8.00 per square foot, the pro forma has been run with alternative assumptions to test the return under various scenarios. The site development costs are the developer’s costs for site-specific improvements. They are in addition to the overall site development costs for roads and utilities for the overall project, most of which are allocated to the residential component.

Construction Cost	
Shell and Fit-out	\$50.00 <i>Per Square Foot (Gross)</i>
Tenant Improvement Allowance	\$15.00 <i>Per Square Foot (Gross)</i>
Soft Cost (Percent add-on)	25%
Total Building Construction	\$81.25 <i>Per Square Foot (Gross)</i>
Land Value	\$5.00 <i>Per Square Foot (of land)</i>
Parking and Site Improvements	\$25,000 <i>Per Acre</i>

TABLE 8-F: BUILDING COSTS ASSUMPTIONS
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Building Operating Characteristics - Table 8-G shows the assumptions regarding the per unit operating characteristics. One of the most critical and, in the “real world,” volatile factors is the rent that can be achieved in the competitive marketplace. In this Lubbock location, and in new quality space, it is judged that the project could achieve a rent of approximately \$12.00 per square foot of building space per year, on a "triple net" basis that is the lessee pays all expenses, such as taxes, utilities and insurance in addition to the base rent. The pro forma includes a vacancy factor (after initial lease-up) of five percent, for an effective rent of \$11.40 per square foot of net rentable space (which in a retail building is essentially equal to the gross square footage).

Financing Variables - Most of the factors discussed above are on a per-square-foot basis. Before translating them into project-specific total values, one additional set of assumptions must be established. Those are the financing variables that will determine the viability of the projects. There are several critical assumptions in this section, but the overall approach is to look at a project the way a lender would to determine viability. As such, the actual factors will vary almost daily, as financial markets change, and it is impossible to predict what the terms might be in a year, or more from now when the project comes to fruition. Nevertheless, these represent the best estimate of current conditions.

Base Rent (Triple Net)	\$12.00 <i>Per Square Foot (Net) per Year</i>
Included Expenses per SF	\$0.00 <i>Per Square Foot (Net) per Year</i>
Pass Through Expenses per SF	\$3.00 <i>Per Square Foot (Net) per Year</i>
Effective Gross Rent	\$15.00 <i>Per Square Foot (Net) per Year</i>
Vacancy Factor	5.0%
Net Rental Income	\$11.40 <i>Per Square Foot (Net) per Year</i>

TABLE 8-G: BUILDING OPERATING ASSUMPTIONS
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

- **Capitalization Rate** - This is a factor lenders use to determine the true "value" of a project. It is the rate at which the annual revenue stream is converted into a present total value. Mathematically, it is divided into the annual Net Operating Income to determine the value. A "cap rate" will vary by the location, type and age of a building and is influenced by

many factors, but the value derived is independent of the cost of constructing a project. The cap rate of 9.5 percent used in this analysis is consistent with this type of development in the Lubbock market.

- **Loan Ratio** - This is the percent of the determined value that the lender is willing to finance. This too varies by the project, the creditworthiness of the borrower, and other factors. The ratio used in this analysis is 75 percent. In fact, a higher ratio may be available from community-based lenders which would boost the viability of the project. The difference between the value and the loan amount is "equity" in the eyes of the lender. The actual cash equity required by the developer is the difference between the project cost and the loan amount.
- **Loan Terms** - This is the interest rate and number of years of payments. In practice, there can be many approaches; but for simplicity the pro forma assumes a single "permanent" loan of 25 years at 7.0 percent.

Capitalization Rate on NOI	9.50%
Loan to Value Ratio	75%
Interest Rate	7.00%
Loan Term (years)	25

TABLE 8-H: FINANCING ASSUMPTIONS
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Base Case Analysis - To test the feasibility of the project, the factors above have been converted into totals associated with the specific building. The analysis is shown in Table 8-I and explained in three elements: building program, project costs, and financial characteristics. This is a static pro forma for the first stabilized year of operations. A ten-year pro forma is presented as Table 8-M.

- **Building Program** - Consistent with the site plan and market analysis presented earlier, the project consists of 24,000 square feet of leasable commercial space on three acres of land.
- **Project Cost** - Based on the unit factors, the total project cost is estimated at \$3.07 million, including \$1.045 million for the land at \$8.00 per square foot.
- **Financial Characteristics** - Based on the financial parameters outlined above, the project would have a capitalized value of \$2.88 million on which a loan of \$2.16 million (75 percent) could be obtained. After paying the annual payment on the loan, the building developer would realize a cash return of \$88,249 in the first stabilized year of operation, a return of 9.69 percent on the required equity of \$910,440 (the project cost less the loan amount). The table shows a line for grants and subsidies for purposes of testing the return under various scenarios. In this base case, the amount shown is zero.

Internal Rate of Return - Another measure of financial performance is the internal rate of return (IRR), which is the average annual return over time considering the out flows and

inflows in any given year. As shown in Table 8-L, over a ten-year period the building would yield an IRR of 8.03 percent, after allowing for a three year lease-up period for the project. In making this calculation, the proforma assumes a sale of the project at the end of the tenth year and a pay-off of the remaining loan balance. However, this is primarily a convenient way of incorporating an indefinite number of years in the future and the building need not be sold to achieve the indicated IRR.

Sensitivity Analysis - The return that any particular developer would seek would depend on his or her objectives, perception of the risk, and alternative opportunities elsewhere. Should the assumed terms of the project be insufficient, there is the opportunity of providing assistance in the form of reducing the price of the land or gaining government or foundation grants to subsidize the project. Both methods are essentially equal in how a given dollar amount would impact the operating performance. In Table 8-L the base case is altered to show the impact of reducing the land price to \$6.00 and \$5.00 per square foot and with a direct subsidy of \$200,000 to the developer.

Under the scenario of offering the land at \$5.00 per square foot, the IRR increases to over 15 percent, which should be sufficient to attract an experienced private sector commercial developer. A grant/subsidy of about \$260,000 would have the same effect. As noted, a formal appraisal should be conducted before setting a land value, whether for a sale or in a participation agreement with a developer.

Return to the CDC - At \$8.00 per square foot, the properties would net nearly \$1.0 million to the CDC or other land developer. This could be used to further the activities of the CDC or, if necessary and desirable, provide some flexibility to subsidize specific tenants. As stated in the market analysis section of this report, successful development of the commercial site would only be achieved if the residential component has received momentum and the commercial element is designed to be physically and aesthetically integrated into the overall project.

Site Data	
Site Size in Acres	3.00
Site Size in Square Feet	130,680
Building Program	
Square Feet of Land	130,680
Square Feet of Building (Gross)	24,000
Square Feet of Building (Net)	24,000
Efficiency	100%
Project Cost	
Building	\$1,950,000
Site Cost	\$653,400
Parking and Site Improvements	\$75,000
Total	\$2,678,400
Financial Characteristics	
Net Operating Income	\$273,600
Value	\$2,880,000
Loan	\$2,160,000
Grant/Subsidy	\$0
Required Equity	\$518,400
Loan Payment	\$185,351
Cash Return	\$88,249
Cash on Cash Return	17.02%

TABLE 8-I: MLK COMMERCIAL PROJECT, BASE CASE
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Site Work	\$75,000	for 3 acres
Land Value	\$8.00	per square foot
Land Value	\$1,045,440	total
Net Return	\$970,440	

TABLE 8-J: ERSKINE SITE - COMMERCIAL DEVELOPMENT
SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

	Year 0	Year 1	Year 2	Year 3	Year 4
Income					
Potential Net Operating Income		\$288,000	\$288,000	\$288,000	\$288,000
Vacancy Factor		66.0%	33.0%	5.0%	5.0%
Net Rental Income		\$97,920	\$192,960	\$273,600	\$273,600
Sale Proceeds in Year 10					
Expense					
Loan Payment		\$185,351	\$185,351	\$185,351	\$185,351
Cash Equity and Loan Payoff (Year 10)	\$518,400				
Cash Flow	-\$518,400	-\$87,431	\$7,609	\$88,249	\$88,249
Internal Rate of Return	15.13%				
	Year 6	Year 7	Year 8	Year 9	Year 10
Income					
Potential Net Operating Income	\$288,000	\$288,000	\$288,000	\$288,000	\$288,000
Vacancy Factor	5.0%	5.0%	5.0%	5.0%	5.0%
Net Rental Income	\$273,600	\$273,600	\$273,600	\$273,600	\$273,600
Sale Proceeds in Year 10					\$2,880,000
Expense					
Loan Payment	\$185,351	\$185,351	\$185,351	\$185,351	\$185,351
Cash Equity and Loan Payoff (Year 10)					\$1,688,158
Cash Flow	\$88,249	\$88,249	\$88,249	\$88,249	\$1,280,091
Internal Rate of Return					

TABLE 8-K: MLK COMMERCIAL PROJECT - 10 YEAR PRO FORMA
 SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Alternative Scenarios

Project Cost	Base Case	Land at \$6.00/sf	Land at \$5.00/sf	Subsidy of \$200,000
Building	\$1,950,000	\$1,950,000	\$1,950,000	\$1,950,000
Site Cost	\$1,045,440	\$784,080	\$653,400	\$1,045,440
Parking and Site Improvements	\$75,000	\$75,000	\$75,000	\$75,000
Total	\$3,070,440	\$2,809,080	\$2,678,400	\$3,070,440
Financial Characteristics				
Net Operating Income	\$273,600	\$273,600	\$273,600	\$273,600
Value	\$2,880,000	\$2,880,000	\$2,880,000	\$2,880,000
Loan	\$2,160,000	\$2,160,000	\$2,160,000	\$2,160,000
Grant/Subsidy	\$0	\$0	\$0	\$200,000
Required Equity	\$910,440	\$649,080	\$518,400	\$710,440
Loan Payment	\$185,351	\$185,351	\$185,351	\$185,351
Cash Return	\$88,249	\$88,249	\$88,249	\$88,249
Cash on Cash Return	9.69%	13.60%	17.02%	12.42%
Internal Rate of Return	8.03%	12.24%	15.13%	11.09%

TABLE 8-L: MLK COMMERCIAL PROJECT - SENSITIVITY ANALYSIS
 SOURCE: HAMMER, SILER, GEORGE ASSOCIATES

Site 2b - Hunt

Development incentives that have already been undertaken for part of the 187-acre Hunt site include:

- A private initiative to develop low-density rental housing on 17 acres using low-income housing tax credits
- Financial options for the remainder of the site assume a private developer will follow the plan's recommendation to develop 45 acres into 192 sites for single-family housing
- Further, the school on the site would be converted to a community center. It is assumed the North & East Lubbock Community Development Corporation (NELCDC) would develop the center.

The primary financing options for the single-family housing include:

- Owner financing using conventional loan sources
- Financing through the Texas Mezzanine Fund, Inc. (TMF) for predevelopment and infrastructure development costs
- Financial assistance from the Lubbock Housing Finance Corporation (LHFC)

This initiative to create a community center on the site could be financed by:

- Grants from the Federal Economic Development Administration (EDA)
- CIP loans through the Federal Home Loan Bank (FHLB). These long-term loans are available for community facilities and infrastructure
- The New Markets Tax Credit Program

Site 3 - Canyon Lakes

The development strategy for this site, which has been approved in the Lubbock Parks Department's master plan for residential development, will require obtaining public approvals to convey the 6.8-acre site to the North & East Lubbock Community Development Corporation (NELCDC). Subsequent to this conveyance taking place, the NELCDC must secure funds for pre-development studies and infrastructure finance to carry out the development of 15 single-family homes.

The NELCDC may seek pre-developments funds from the state housing trust fund via Texas Community Capital, LLC.

Other financing options for this process include those previously described for Site 2a, the Erskine Site, including Federal Home Loan Bank grants and loans, the Fannie Mae Foundation, the Texas Mezzanine Fund, Inc., the High Plains Capital Corporation, and the City of Lubbock.

IMPLEMENTATION - Infrastructure/Public Works												
TABLE 8-M		Time Frame				Project Type			Participants	Funding	Remarks	
		Short 0-2 Yrs	Medium 2-5 Yrs	Long 5+ Yrs	On Going	Public	Private	Not-For-Profit				
UTILITIES												
Water and Sewer												
● Focus bond funds towards areas that will create the most positive benefit												
a.	Residents report water & sewer line problems and needed improvements to their neighborhood association board				●	●	●		Organized neighborhood associations, Public Works Department, Business & Neighborhood Development Department	Volunteer association boards		
b.	Group representing associations meet with Public Works Dept on regular basis to address improvements and benefits				●	●	●					
● Limit expansion of water and sewer grid												
a.	Achieve "buy-in" of city staff				●	●	●		Public Works Department, Business & Neighborhood Development Department, City Council, Planning & Zoning Board			
b.	Incorporate utilities review before approving any future development				●	●	●					
TRANSPORTATION												
Boulevard System												
● Create a boulevard street framework												
a.	Identify all portions of streets to be designated into boulevard framework	●				●			Lubbock Transportation Department, Parks & Recreation Department, Business & Neighborhood Development Department, N&E CDC			
b.	Create document containing engineering & design standards, criteria, & specifications		●			●						
● Improve service level quality to designated streets												
a.	Adopt new service level into existing transportation plans		●			●			Lubbock Transportation Department, Business & Neighborhood Development Department, N&E CDC			
● Beautify and aesthetically enhance designated streets												
a.	Establish long-range budget for street beautification	●				●	●		Lubbock Transportation Department, Parks & Rec Department, Business & Neighborhood Development Department, N&E CDC, TTU, Private Corporations, and Businesses	Private donations, advertisement, City of Lubbock, State & Federal Grants		
b.	Create list of enhancements and organize them under categories such as streetscape, landscape & vegetation, public art, safety etc.	●				●	●					
c.	Incorporate enhancements into boulevard document		●			●						
d.	Ask local corporations and TTU to sponsor public art or other amenities on boulevards				●	●	●					
Public Transportation												
● Explore the development of a branch transfer bus station												
a.	Through surveys and analysis, determine potential usage for branch transit station located in N&E Lubbock	●				●			Public Input, Lubbock Transportation Department (Citibus), Business & Neighborhood Development Department, N&E CDC	City of Lubbock, N&E CDC		
b.	Analyze major intersections in study area, including MLK/Parkway, to determine optimum location of station	●				●						
c.	Submit RFP to design firms, choosing a design that best fits the riders' needs and the surrounding conditions - incorporate other uses into station, such as daycare, laundry, dry cleaning, post office etc.		●			●	●	●	Lubbock Transportation Department (Citibus), Business & Neighborhood Development Department, N&E CDC, Private Development, Corporations and Businesses, Design Firms	Federal Grants, Private and Not-For-Profit Sponsorship	Make transfer station into multi-use facility - act as catalyst bringing services to the area and demand for housing in walking distance	

IMPLEMENTATION - Infrastructure/Public Works											
TABLE 8-M		Time Frame				Project Type			Participants	Funding	Remarks
		Short 0-2 Yrs	Medium 2-5 Yrs	Long 5+ Yrs	On Going	Public	Private	Not-For-Profit			
● Explore the development of direct routes											
a.	Further analyze ridership numbers to find optimum routes	●				●			Public Input, Lubbock Transportation Department (Citibus), Business & Neighborhood Development Department, N&E CDC	City of Lubbock	
b.	Build up-to-date bus stops at route terminus that protect riders from the elements, incorporate safety measures, and is in close proximity to employment centers		●			●	●		Lubbock Transportation Department (Citibus), Business & Neighborhood Development Department, N&E CDC	Federal Grants, Private Sponsorship	
Ped/Bike Integration											
● Explore the development of a comprehensive pedestrian/bicycle trail system											
a.	Analyze and determine optimum routes that service major areas of study area - while incorporating Canyon Lakes and proposed Boulevard Framework	●				●			Public Input, Parks & Recreation Department, Business & Neighborhood Development Department, N&E CDC	City of Lubbock	
b.	Incorporate existing trails and routes into system		●			●					
c.	Incorporate uniform (AASHTO) design standards (landscaping, trail materials, lighting, furniture, signage etc.) throughout system		●			●	●	●	Parks & Recreation Department, Business & Neighborhood Development Department, Private Sector, Not For Profit	Federal Grants, Private and Not-For-Profit Sponsorship	
● Ped route along Santa Fe											
a.	Work with ROW owners to lease or buy segment between TTU to Canyon Lakes		●			●	●		Parks & Rec Department, Business & Neighborhood Development Department, N&E CDC, Property Owner, TTU, Texas DOT	City of Lubbock, Property Owner, TTU, Site 1 Developer, Private Sector Donation, Federal Grants (Rails to Trails)	
b.	Seek Federal programs, such as "Rails to Trails" for funding		●			●			Parks & Rec Department, Business & Neighborhood Development Department		
c.	Incorporate Santa Fe trail into comprehensive trail system	●				●			Parks & Rec Department, Business & Neighborhood Development Department		
d.	Design and build trail - incorporating Site 1 and its access potential			●		●	●	●	Parks & Rec Department, Business & Neighborhood Development Department, Site 1 Developer, TTU		
● Ped route along Avenue U											
a.	Incorporate trail into comprehensive trail system	●				●			Parks & Rec Department, Business & Neighborhood Development Department		
b.	Work with TDOT to confirm pedestrian crossing indicated on site plans - making access as pedestrian friendly as possible	●				●			Parks & Rec Department, Business & Neighborhood Development Department, N&E CDC, TDOT	State & Federal Funding	
c.	Work with Overton Park developer to properly integrate connection with new development		●			●	●		Parks & Rec Department, Business & Neighborhood Development Department, N&E CDC, TDOT, Private Developer	Public/Private Partnership	
LAND USE											
Public/Semi-Public											
● Locate public uses in Focus Areas											
a.	Create and update inventory of public uses in study area				●	●		●			
b.	Conduct analysis of new public use to determine the future location that will give maximum benefit to neighborhoods within Focus Area - working with the public entity				●	●		●	Public Input - Business & Neighborhood Development Department, N&E CDC, New Public Entity		
● Proactive measures to attract local, state, and federal public uses to study area											
a.	Market and advertise to potential public uses				●	●			N&E CDC		

IMPLEMENTATION - Infrastructure/Public Works											
TABLE 8-M		Time Frame				Project Type			Participants	Funding	Remarks
		Short 0-2 Yrs	Medium 2-5 Yrs	Long 5+ Yrs	On Going	Public	Private	Not-For-Profit			
Parks/Open Space											
● Improve north/east connection through park system											
a.	Design and build walkways under I-27			●		●			Parks & Rec Department, Business & Neighborhood Development Department, N&E CDC, TDOT		
b.	Incorporate walkways and park trails into trail system	●				●					
● Promote new development to incorporate park into design											
a.	Create handouts and other materials, to be given to perspective developers, that lists various design elements (Section Five)	●				●	●		Business & Neighborhood Development Department, N&E CDC, Private Developer		
b.	Work with P&Z Board to encourage incorporation of park elements into proposed site plans along linear park system				●	●			Business & Neighborhood Development Department, N&E CDC, Planning & Zoning		
BEAUTIFICATION											
Corridors											
● Incorporate beautification component into the planning and development											
a.	Require % of construction/improvement costs to be allocated towards beautification				●	●			Business & Neighborhood Development Department, Planning & Zoning, Transportation Dept, City Council	Public and Private	
b.	Encourage private sector to sponsor beautification through incentives				●	●	●		Business & Neighborhood Development Department, Private Sector	Private Sector	
Public Space											
● Incorporate beautification component into the planning and development											
a.	Require % of construction/improvement costs to be allocated towards beautification				●	●	●		Business & Neighborhood Development Department, Planning & Zoning, Transportation Dept, City Council	Public and Private	
b.	Require % of large developments be designated public space/parks				●	●					
c.	Encourage private sector to sponsor beautification through incentives (monetary and status)				●	●	●		Business & Neighborhood Development Department, Private Sector	Private Sector	
● Use community groups to maintain and supervise											
a.	Create program that makes neighborhood associations accountable for basic upkeep and supervision	●				●	●	●	Business & Neighborhood Development Department, N&E CDC, Neighborhood Associations, Not-For-Profits	Private Sector/ Not-For-Profit Sponsorship	
b.	Create positive incentives for neighborhood associations to maintain public space				●	●	●	●		Incentives could be competition between neighborhood associations - winners get free block party, p.s. improv.	
Gateways											
● Prioritize the four gateway sites											
a.	Rank sites 1-4 on criteria, such as most visible, greatest positive impact, cost, etc.	●				●			Business & Neighborhood Development Department, N&E CDC, Parks & Recreation	City of Lubbock	
● Seek funding for gateway improvements											
a.	Seek funding for site based on ranking		●			●	●	●	Business & Neighborhood Development Department, Private Sector, N&E CDC, Parks & Recreation	State & Federal Grants/ Private Sector	
● Assure gateways are designed and built to compliment surroundings											
a.	Submit RFP for design of gateway(s), requiring entries to be in compliance with the plan and its design elements		●			●			Business & Neighborhood Development Department, Private Sector, N&E CDC, Parks & Recreation		

IMPLEMENTATION - Public Policy

TABLE 8-N	Time Frame				Project Type			Participants	Funding	Remarks		
	Short 0-2 Yrs	Medium 2-5 Yrs	Long 5+ Yrs	On Going	Public	Private	Not-For-Profit					
REGULATORY PROGRAMS												
Zoning												
● Update city zoning ordinance												
a.	●				●	●		Planning Department, Business & Neighborhood Development Department, N&E CDC, Planning & Zoning Board, potential Planning & Zoning consultant	City of Lubbock			
b.	●				●							
c.				●	●							
● Update city zoning map												
a.	●				●			Planning Department, Business & Neighborhood Development Department	City of Lubbock			
b.	●				●							
c.				●	●							
Subdivision												
● Update pertinent subdivision regulations												
a.	●				●	●		Planning Department, Business & Neighborhood Development Department, potential Planning & Zoning consultant	City of Lubbock			
b.	●				●							
c.				●	●							
Design Guidelines												
Code Enforcement												
● Create an enforcement committee												
a.	●				●			Public Input, Business & Neighborhood Development Department, N&E CDC	City of Lubbock, Volunteers			
b.	●				●							
c.	●			●	●							
d.	●			●	●	●	●					
● Increase city code enforcement staff and assign percentage of staff to study area												
a.	●				●			Public Input, Business & Neighborhood Development Department, N&E CDC	City of Lubbock	Requires coordinated city effort		
b.		●			●							
c.		●			●							
● Create incentives for code compliance												

IMPLEMENTATION - Public Policy

TABLE 8-N		Time Frame				Project Type			Participants	Funding	Remarks
		Short 0-2 Yrs	Medium 2-5 Yrs	Long 5+ Yrs	On Going	Public	Private	Not-For-Profit			
a.	Create competition between neighborhood associations - awarding "best kept" assoc, "most improved" etc.	●			●	●		Parks & Rec Department, Business & Neighborhood Development Department			
b.	Create reward for complying home owners, landlords, and neigh assoc. - private sector to donate prizes	●			●	●		Parks & Rec Department, Business & Neighborhood Development Department, N&E CDC, TDOT	State & Federal Funding	Private sector rewards could include gift certificates, landscaping, paint, maintenance checks etc.	
c.	Simplify enforcement procedures and penalties into a few basic steps - advertise and publish steps so public is aware	●				●					
d.	Improve cooperation between code enforcement personnel and police department to better enforce penalties				●	●					
e.	Deter habitual offenders by showing properties of landlords in severe violation on public access t.v.		●			●	●	Parks & Rec Department, Business & Neighborhood Development Department, N&E CDC, TDOT, Private Developer	Public/Private Partnership		
SAFETY PROGRAMS											
Crime and Safety											
● Increase police presence in study area											
a.	Encourage location of police branch station to create permanent presence in area	●				●	●	Business & Neighborhood Development Department, N&E CDC, Police Department			
b.	Combine potential police branch with proposed mixed-use transit station		●			●	●	Business & Neighborhood Development Department, N&E CDC, Citibus, Police Department, Private Developer	Public/Private Partnership	Combining public safety, transpiration, and private retail into one facility could create a catalytic effect	
● Encourage higher frequency of regular patrols											
a.	Increase patrols on foot and bicycle, as well as by car				●	●		Business & Neighborhood Development Department, Police Department	Police Department		
Community Programs											
● Open community center at current Hunt Elementary School site											
a.	Discussin C.C. concept with school building owner (LISD)	●				●		Business & Neighborhood Development Department, N&E CDC, Community Development			
b.	Conduct community center feasibility study	●				●					
c.	Seek private funding and sponsorship of center	●				●	●	Business & Neighborhood Development Department, N&E CDC, Private Sector			
● Offer programs for youth, workforce, and elderly											
a.	Offer programs for youth, such as sports, clubs, classes, exam prep courses				●	●	●				
b.	Offer educational and re-training programs for area workforce- GED, college prep classes, training for local businesses				●	●	●	Business & Neighborhood Development Department, N&E CDC, Community Development, Private Sector, Parks & Recreation, Senior Groups			
c.	Offer senior programs, senior center activities, and youth mentorship programs				●	●	●				
● Subsidize community center cost by incorporating local resources											
a.	Negotiate below market rate price with LISD	●				●		N&E CDC, Business & Neighborhood Development Department, LISD			
b.	Create volunteer mentor and teaching program- use abundant resource of retired TTU professors				●	●	●	N&E CDC, Business & Neighborhood Development Department, TTU			
c.	Create training programs for specific local companies - subsidized by companies				●	●	●	Business & Neighborhood Development Department, N&E CDC, Private Sector, Market Lubbock			
Partnerships											
● Create crime and safety committee comprised of neighborhood leaders and police											
a.	Meet regularly to discuss specific issues and concerns - improving safety through communication, education, and cooperation				●	●	●	Business & Neighborhood Development Department, Neighborhood Associations, Police Department			

IMPLEMENTATION - Economic Development

TABLE 8-O		Time Frame				Project Type			Participants	Funding	Remarks
		Short 0-2 Yrs	Medium 2-5 Yrs	Long 5+ Yrs	On Going	Public	Private	Not-For-Profit			
EMPLOYMENT											
Education/Re-training											
● Offer classes and testing for high school equivalency and college placement											
a.	Incorporate classes into proposed community center	●				●	●	●	N&E CDC, Community Development, TTU, Business & Neighborhood Development		
b.	Use volunteer TTU retired professors to teach and give exams	●			●	●	●	●			
● Offer job training for specific area companies											
a.	Incorporate training into proposed community center	●				●	●		N&E CDC, Community Development, Private Sector, Business & Neighborhood Development		
b.	Offer vocational training in information technology for Allied Health Fields				●	●	●				
c.	Establish a satellite office of the Lubbock Workforce Center in the community center				●	●	●				
d.	Work with local employers to develop specific training programs	●			●	●	●				
e.	Seek funding from local employers and private-sector				●	●	●				
Business Relocation											
● Create entity solely dedicated to job attraction for N&E Lubbock											
a.	Coordinate into CDC		●			●			N&E CDC		
● Work with other local and regional organizations											
a.	Communicate and meet with other organizations of similar purpose				●	●	●		N&E CDC, Market Lubbock, others		
b.	Aggressively promote the Interport development around the airport for industrial, office, and logistical uses		●			●	●	●			
c.	Pool available resources when appropriate				●	●	●				
d.	Target incentives to specific industries at geographic areas				●	●	●		N&E CDC, City of Lubbock		
Local Business Growth & Development											
● Work with local businesses											
a.	Seek area businesses pursuing growth				●	●	●		N&E CDC		
b.	Provide businesses with information and contacts				●	●	●				
c.	Promote the SBDC as a resource to community-based entrepreneurs				●	●	●				
● Foster development with regional-wide appeal and attraction											
a.	Help entrepreneurs and private sector development, such as Monument Park				●	●	●	●	N&E CDC, Market Lubbock		
Private Sector Leadership											
● Create a Business Association											
a.	Seek participants from wide range of retailers within study area	●				●	●		N&E CDC, Private Sector		Sub-groups focusing on North Lubbock and East Lubbock seperately, might be beneficial
b.	Require that company representatives must be an executive to increase credibility and better assure success	●				●	●				
c.	Meet on regular basis				●	●	●				

IMPLEMENTATION - Economic Development

TABLE 8-O		Time Frame				Project Type			Participants	Funding	Remarks
		Short 0-2 Yrs	Medium 2-5 Yrs	Long 5+ Yrs	On Going	Public	Private	Not-For-Profit			
RETAIL SERVICES											
Local Business Development											
● Work with local businesses											
a.	Seek area businesses pursuing growth				●	●	●		N&E CDC		
b.	Provide businesses with information and contacts				●	●	●				
c.	Encourage local residents to establish businesses in the area				●	●					
d.	Encourage local business owners and employees to live in study area through incentives				●	●			City of Lubbock, LISD		Incentives could be tax, façade improvements, landscaping etc.
e.	Use SBDC to foster entrepreneurship and support to existing businesses										
● Develop the retail components of Site 1 and Site 2a											
a.	Seek private sector developer to champion development	●				●	●		N&E CDC, Private Sector, City of Lubbock	N&E CDC, Private Sector, City of Lubbock, State and Federal Grants	
b.	Follow specific site implementation listed in plan	●				●	●				
● Develop mixed use center/transfer station											
a.	Bring public/private stakeholders together		●			●	●	●	N&E CDC, Private Sector, Citibus, Police Department, City of Lubbock	N&E CDC, Private Sector, City of Lubbock, Police Department, Citibus, State and Federal Grants, Dept of Transportation	
b.	Incorporate private retail and services together with proposed transfer station and police department		●			●	●	●			
Focus Areas											
● Encourage all future retail growth to locate in Focus Areas											
a.	Create tax incentives to encourage business to locate in commercial centers	●				●			N&E CDC, Business & Neighborhood Department, Planning & Zoning Board		
b.	Work with P&Z Board to achieve plan concepts and strategies				●	●					
Regionalism											
● Seek regional attractions, both retail and non-retail, to locate in study area											
a.	Contact national retail chains that have regional pull to locate in study area	●				●	●				Encourage retail to locate in Focus Areas and comply with design standards (Home Depot, Sam's Club)
b.	Attract supporting retail to locate adjacent to the regional retail attraction		●			●	●		N&E CDC, Market Lubbock, City of Lubbock	N&E CDC, Market Lubbock	"Support" retail does not have the regional pull but will strengthen the commercial center (convenience goods store i.e. Walgreen's)
c.	Encourage non-retail attractions to locate in study area				●	●					Non-retail attractions can include Monument Park
● Improve and connect existing regional attractions											
a.	Market and advertise existing regional attractions as one major attraction				●	●	●				
b.	Consolidate entrance fees into "packages" so that visitors can gain entry into multiple attractions with a single pass	●				●	●		N&E CDC, City of Lubbock, Private Sector, Market Lubbock	N&E CDC, Private Sector, City of Lubbock, State and Federal Grants	
c.	When possible, share parking facilities and connect attractions by pedestrian trails		●			●	●				

IMPLEMENTATION - Housing

TABLE 8-P		Time Frame				Project Type			Participants	Funding	Remarks
		Short 0-2 Yrs	Medium 2-5 Yrs	Long 5+ Yrs	On Going	Public	Private	Not-For-Profit			
NEW SUBDIVISION/CLUSTER											
● Develop new subdivisions proposed in Site 2a, Site 2b, and Site 3											
a.	Seek private developer to champion projects	●				●	●		Private Sector, N&E CDC, Business & Neighborhood Development Department	Developer	
b.	Seek federal and state financing to initiate design and construction costs	●				●		●	N&E CDC, Business & Neighborhood Development Department	HUD, Texas Mezzanine Fund, State and Federal Grants	
c.	Create building demand by compiling list of interested homeowners - offer realtors incentive of higher commissions	●				●	●	●	N&E CDC, Business & Neighborhood Development Department, city realtors	Realty Sector	
d.	Work with local financial institutions - help with homeownership education and site investment	●				●	●		N&E CDC, Business & Neighborhood Development Department, Area Financial Institutions	Area Financial Institutions	
● Engage in proactive effort to attract new residential development											
a.	Work with local financial institutions - help with homeownership education and site investment				●	●	●		N&E CDC, Business & Neighborhood Development Department, Area Financial Institutions	Area Financial Institutions	
INFILL/REHAB											
● Encourage rehabilitation of existing housing stock											
a.	Work with local financial institutions to help provide housing rehab funding				●	●	●		N&E CDC, Business & Neighborhood Development Department, Area Financial Institutions, Retail Sector, Construction Sector and other private entities	Private Sector	
b.	Seek private sector donations of building and housing rehab supplies (i.e. paint, landscape, etc.)										
● Encourage quality infill development											
a.	Encourage Habitat for Humanity and similar not-for-profits to build quality infill housing	●				●		●	Not-For-Profits, N&E CDC, Business & Neighborhood Developments		
b.	Purchase and raze abandoned structures deemed too dilapidated for rehab - making site ready for development				●	●		●	City of Lubbock, Lubbock Housing Authority, LCAD, Urban Renewal	Not-For-Profits	
c.	Sell parcels at reduced price to developers who agree to requirements				●	●	●				Requirements could include a prospective homeowner ready for each site, below market prices, buyers must live on site
HOUSING TYPES											
● Encourage housing that supports residents and families in all stages of life											
a.	Actively pursue housing that includes apartments, townhouses, single family houses, and/or senior housing				●	●		●	N&E CDC, Business & Neighborhood Development Department		
b.	Encourage housing developments to conform to the suggested guidelines				●	●					
c.	Work with LISD to provide quality single family housing in close proximity to local schools	●				●			N&E CDC, Business & Neighborhood Development Department, LISD	LISD	
● Update Lubbock Zoning Ordinance											
a.	Update ordinance to better fit the preferred direction	●				●			Planning & Zoning		
● Encourage home ownership											
a.	Sell parcels at reduced price to future homeowners who want to build and live in Focus Areas				●	●	●		N&E CDC, Local Financial Institutions, Business & Neighborhood Development Department		
b.	Offer classes through proposed community center to assist and educate first time home owners				●	●	●				

IMPLEMENTATION - Organizational Strategies

TABLE 8-Q		Time Frame				Project Type			Participants	Funding	Remarks
		Short 0-2 Yrs	Medium 2-5 Yrs	Long 5+ Yrs	On Going	Public	Private	Not-For-Profit			
NEIGHBORHOOD ASSOCIATIONS											
● Establish active associations for all neighborhoods in the study area											
a.	Define and establish geographic boundaries for neighborhood associations	●				●			Neigh Assoc., CDC, Business & Neighborhood Development Department		
b.	Advertise for volunteers	●				●					
c.	Incorporate administrative and management techniques deemed successful in existing associations into new ones	●				●					
● Create area-wide board											
a.	Combine existing and newly formed associations into board	●				●			CDC, Business & Neighborhood Development Department		
b.	City and CDC involvement must come from highest levels to show importance of board				●	●					
c.	Set regular meeting times for Neighborhood, City, and CDC representatives	●				●					
● Implement programs and strategies through neighborhood associations											
a.	Use board to inform and implement suggested programs				●	●			CDC, Business & Neighborhood Development Department, Neigh Assoc		
b.	Seek funding to help offset any organizational or administrative costs		●			●	●	●	CDC, Business & Neighborhood Development Department, Neigh Assoc.	Private/Not-For-Profit, Federal Grants	
c.	Maintain proactive associations for all neighborhoods				●	●			CDC, Business & Neighborhood Development Department, Neigh Assoc		