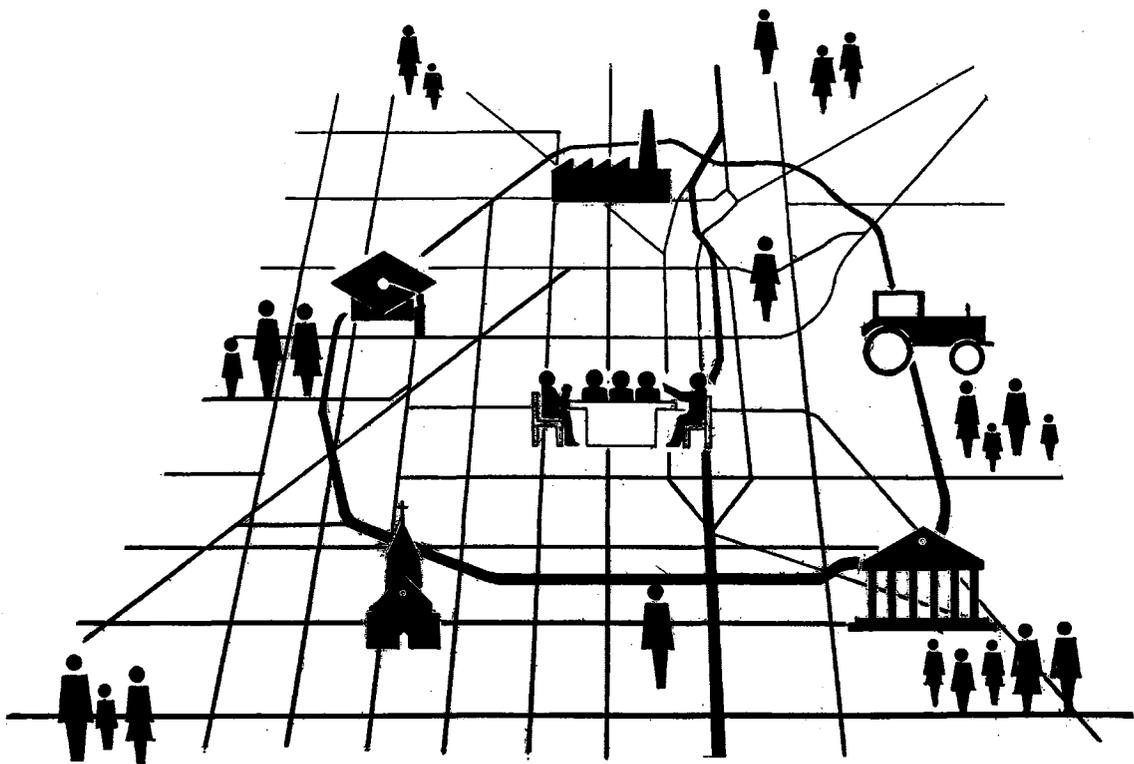


# Population and Economics

## 2004 Update Report



# Lubbock Comprehensive Plan

# Introduction

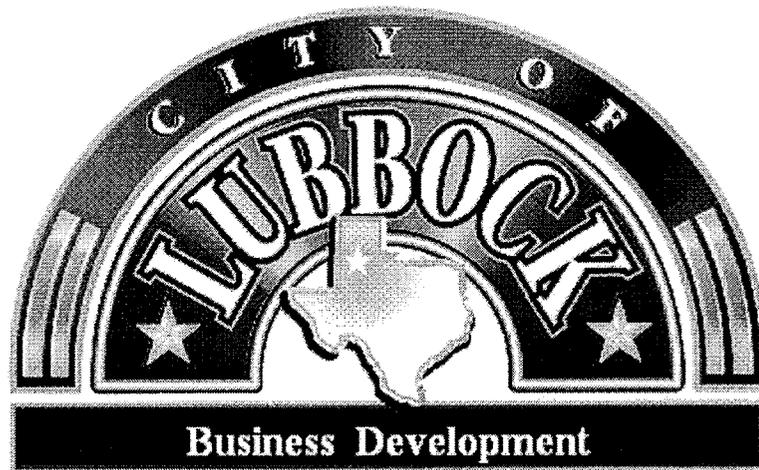
The Population and Economics Report is an element of the Lubbock Comprehensive Plan. The purpose of this report is to evaluate the structure of the economy and demography of Lubbock and produce projections for population, land use and economic development. The Population and Economics Report should be evaluated on a timely basis to reflect changes in the economy and demography of Lubbock.

The Population and Economics report is used by businesses, governmental agencies, churches, students, and civic organizations to determine needs and develop strategies to meet those needs. To better serve users of this report a greater emphasis is on the graphic presentation of statistical data.

The Population and Economics Report is divided into sections on the economy, population and goals. Evaluation of the economic structure is fundamental to the population analysis because economic and human resources are the foundation of any community. Goals reflect the desires of the citizens to increase economic opportunity and improve the quality of life for their community and to focus the available resources to achieve these goals. Most chapters in the report are subdivided into Historic, Existing and Outlook sections to illustrate the evolution of the specific topics. To accommodate the increased interest in water usage and planning, projections are made to the year 2050 for the City of Lubbock and the Retail Trade area.

It should be noted that while the Planning Department of the City of Lubbock is responsible for this report and great care has been used in the assembly and review of this document, accuracy is limited by the reliability of the current Land Use Data File and the accuracy of data obtained from other sources. The projections made in this report reflect the analysis of historical trends in conjunction with reasonable assumptions of future possibilities.

# Acknowledgement



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September 2004**

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# ECONOMICS

*"The city is both natural object and a thing to be cultivated;  
individual and group; something lived and something dreamed;  
it is human invention par excellence."*

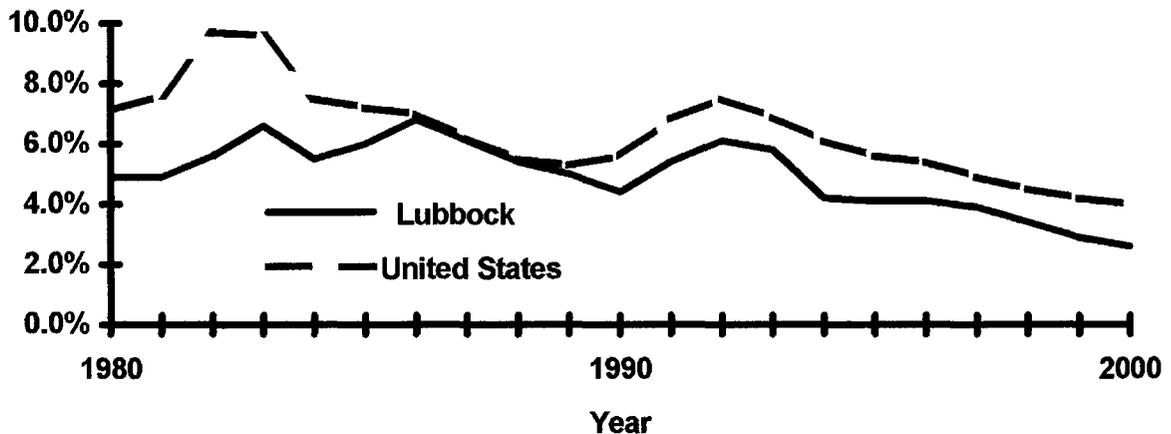
**C. LEVI-STRAUSS**

# Employment Trends

## Historic:

Historically Lubbock has had a low rate of unemployment that was generally 1% - 2% below the national rate and about 1% below the rate for Texas. A diverse economy, a high percentage of stable governmental employment and a strong work ethic are factors that contributed to the low unemployment rate. In the mid-1980's the lower rate disappeared because of a decline in manufacturing and construction employment. Lubbock began having unemployment rates essentially equal to that of the United States. Economic recovery in Lubbock from 1992 to 2000 has again produced in a lower unemployment rate in Lubbock than for the United States.

**Unemployment Rates  
Lubbock County - United States  
1980 - 2000**

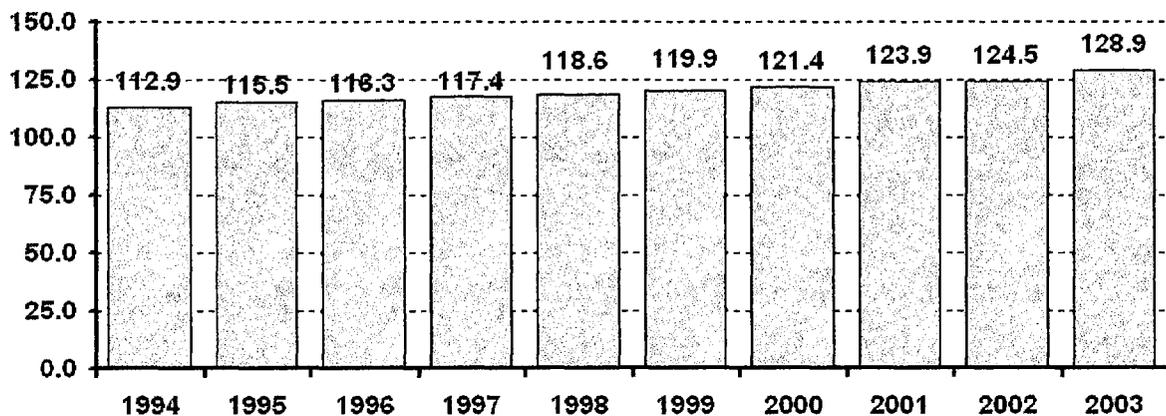


Source: Texas Workforce Commission & Statistical Abstract of the United States

There has been a dramatic increase in the number of employed women in Lubbock. The number of employed women in Lubbock County increased from 25,437 in 1970 to 54,379 in 2000, an increase of 113% in thirty years. The major factor for this increase is economic necessity. Women may also have more available time due to changing social views about women in the workforce, smaller family size, and a reduction in the amount of time required for domestic tasks due to advances in technology.

**Existing:**

**Total Employment - Annual Average  
Lubbock County 1994 - 2003  
( In Thousands )**



Source: Texas Workforce Commission      Year

Lubbock experienced a restructured labor force from in the last twenty-five years. There has been a decline in the manufacturing sector that has been offset by gains in the service, trade and government sectors. The growth rate of employment in transportation and public utilities along with finance, insurance and real estate is greater than the population growth rate. For an annually updated employment sector 10 year history please go to this web page which has about 20 charts:

<http://planning.ci.lubbock.tx.us/etrends.htm...>

## Outlook:

### Wage & Salary Employment Sectors Projected Change 2003 - 2030

	2003	2030	Percent Change
Natural Resources, Mining & Construction	4,900	6,500	+ 33%
Trade	21,000	26,500	+ 26%
Transportation, Warehousing & Utilities	3,500	4,200	+ 20%
Information (Production, Processing & Distribution)	5,700	15,000	+ 163%
Financial Activities	6,600	8,500	+ 29%
Professional, Business & Other Services	14,900	20,000	+ 34%
Health and Education Services	18,500	25,000	+ 35%
Leisure & Hospitality	14,400	20,000	+ 39%
Government	27,800	35,500	+ 28%
Manufacturing	5,700	5,000	- 12%
Total Employment	123,000	166,200	+ 35%

Source: Texas Employment Commission 2003 and Planning Department Estimates for 2030

The projected growth rate of employment of will be about 1% per year from 2000 to 2030. The strongest growth area will be services, but even this sector will be growing at a less rapid rate than in the past. A slower growth in medical services employment has been caused by consolidation and cost containment programs in both the public and private sectors. Information employment, which increased by about 140% from 1994 to 2003, is projected to have continued strong growth. Lubbock is a college town which is a positive factor for this employment sector. Trade employment growth will be slowed slightly by increased competition from direct marketing sales. All other categories have a growth rate slightly above the population growth rate with the exception of manufacturing which is projected to continue its' historic decline.

# Agricultural Production

## Historic:

The South Plains area of West Texas was one of the last regions of the American frontier to develop. Although many factors were involved in the settlement of the Southern High Plains, agriculture provided the catalyst for settlement of the region in the late nineteenth century. While crop and animal production now share a leading economic role with other industries within the City of Lubbock, regional agribusiness activities including production, processing, distribution, transportation, support services and supplies combine to create the largest single economic force within the South Plains.

Free range ranching of cattle and sheep in the late nineteenth century was the first large scale agricultural production in West Texas above and below the Caprock. Large acreage ranches were typical of the era including such famous ranches as the IOA, Spade, Spur, 6666, and Matador. The development of the windmill and barbed wire and increasing land values, along with the expansion of the nation's railroad system onto the Southern High Plains, caused the breakup of large land holdings and a shift from free range ranching to cash crop farming. <sup>1</sup>

The ending of regional isolation, in conjunction with an aggressive campaign to attract farm settlers, caused rapid population growth on the South Plains and in Lubbock. For example, Lubbock's population increased from 1,938 in 1910 to 128,078 in 1960, a sixty-six fold increase in fifty years.

Agricultural production on the South Plains has been enhanced by the large size of farms, mechanization, irrigation technology, and agricultural research. The average number of acres per South Plains farm is roughly three times the national average. <sup>2</sup> Large cotton and grain crop farms are more efficient

than small farms, providing higher yields per acre and making higher capital investments feasible.

Mechanization has increased the potential harvest for farmers while lowering the number of people required for production and harvesting of crops. Nationally, the percentage of people living on farms declined from 5.3% in 1950 to 1.9% in 1990. The decline on the South Plains is dramatic, decreasing from 28 % in 1950 to 2.2% in 1990.<sup>3</sup>

Finding a reliable water supply was a problem from the earliest settlement on the South Plains. An abundant ground water supply was available, but it had to be raised to the surface. In 1881, a South Plains cattleman drilled six wells powered by windmills, thus pioneering a popular solution to the water problem. Wind power was used to pump water for cattle, gardens, and domestic purposes.

The development of the gasoline engine allowed large amounts of water to be rapidly pumped from the Ogallala Aquifer. Early efforts at motorized irrigation were plagued with mechanical problems and high costs. When moderately priced equipment became widely available, irrigated farm acreage increased dramatically. The acreage of irrigated farmland in twenty three South Plains counties increased from 15,672 acres in 1934 to more than 2.5 million acres in 1954.<sup>4</sup> Irrigation, fueled by inexpensive natural gas, increased yield and allowed marginal land to come into production. However, widespread irrigation led to a rapid decline in the water table due to depletion of the Ogallala Aquifer.

In addition to Texas Tech University and Lubbock Christian University, several other institutions such as the High Plains Underground Water Conservation District and private research groups conduct agricultural research. The information and knowledge gained from agricultural research is quickly made available to the farmers of the South Plains for practical application. Agricultural research has produced crops that require less water and are more resistant to insects and disease. The

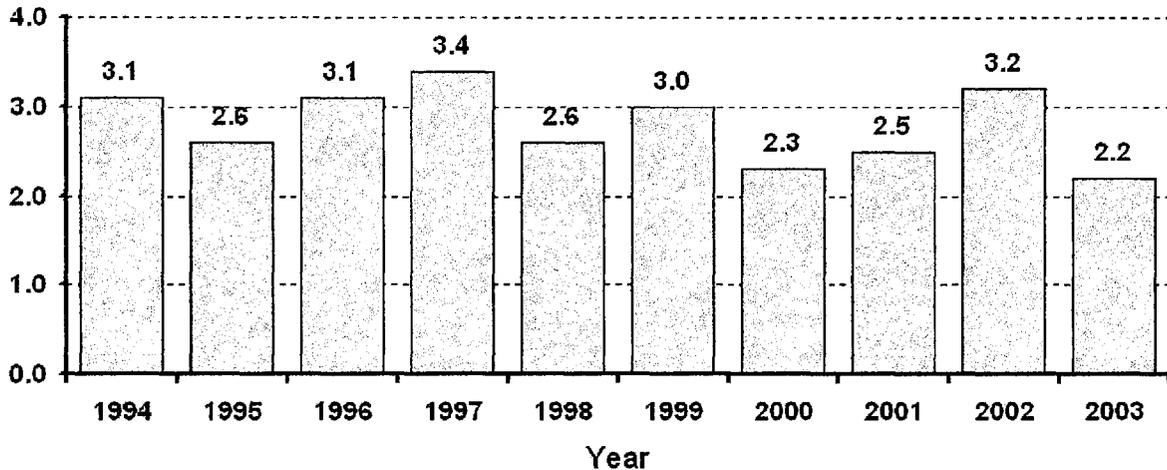
Texas A & M University Experiment Station at Lubbock, opened in 1909, is a leader in crop development, improvement, as well as soil conservation and irrigation management.<sup>5</sup> The High Plains Underground Water Conservation District No. 1 was created in 1951 to encourage wise use and conservation of water and to conduct research on efficient production and use of ground water.<sup>6</sup> Best known for marketing and promotion efforts, Plains Cotton Growers Inc. was organized in 1956. This private association has contributed to the improvement of cotton quality by encouraging research, particularly through a long association with the Textile Research Center at Texas Tech University.<sup>7</sup>

## **Existing:**

The South Plains has climatic and physiographic advantages that promote agricultural production. The region is a semi-arid plain with an average rainfall of about twenty inches a year. Soils are generally sandy clay loams, and the major topographical features are small streams or draws and playas or dry lakes.<sup>8</sup> The South Plains has a long growing season, averaging over 240 days above freezing temperatures.

The Southern High Plains is one of the United States' most productive agricultural areas. Twenty percent of the nation's cotton crop is planted by South Plains farmers. Grain sorghum, wheat, and forage crops are also important. Cattle production has increased with the expansion of feedlots on the South Plains. The 2002 Census of Agriculture reported that for the Lubbock Retail Trade area there was \$2.7 billion in market value of agricultural products sold. Crops were \$1 billion and livestock was \$1.7 billion of the value of agricultural products sold. The net cash farm income in 2002 for the Lubbock Retail Trade Area was \$486 million.

**High Plains Cotton Crop  
1994 - 2003  
In Millions of Bales**



Source: Plains Cotton Growers Inc.

Despite efforts to encourage farmers to forego single crop farming, agricultural diversification has steadily declined in the area since the 1940's.<sup>9</sup> Dependence on cotton production as the major contributor of agricultural dollars to the local economy has made prosperity of the entire region subject to fluctuations in the amount of cotton produced on the South Plains and elsewhere in the world.

Another major problem facing the farmers in the region is the fact that commodity prices have not kept up with the inflation rate or the costs of production. During the 1970's, rising energy prices, which were reflected in the cost of natural gas, fertilizer, chemical prices and ultimately the price of hard goods, pushed production costs in a seemingly endless upward spiral.

In addition, a high debt to asset ratio exists on many farms. This is particularly true of those farmers with debt incurred in the late 1970's and early 1980's when land prices and interest rates were particularly high.

Foreign agricultural production and competition has also increased. While U.S. farm subsidies have declined, many other

governments have increased subsidies for exports, creating an ever increasing source of competition for the American farmer.

One tentative response to current problems is crop diversification. Production of a variety of agricultural products will reduce the impact of individual crop price fluctuations. Sunflowers, vegetables, soybeans, and grapes are examples of the variety of crops being grown. The greatest challenge will be finding crops which will have a suitable volume of demand to divert any significant portion of the 2.5 million arable acres on the High Plains. Crop diversification has led to the creation of new industries, such as wine making. The wines of West Texas are becoming known for their quality and have competed successfully in international competitions.

Another response is to expand markets for traditional agricultural products. The Texas Department of Agriculture has a number of promotions aimed at increasing the market share of Texas farmers and processors. The Texas Department of Agriculture sponsors both Farmers' Markets to allow the farmer to sell produce directly to the consumer, and national and regional promotional campaigns for Texas producers and processors.

## **Outlook:**

As in the past, assuring an adequate water supply for agriculture will continue to be a major challenge for South Plains farmers. They will have to adapt to the available water supply from the Ogallala Aquifer and limited rainfall. Recharge of most areas of the aquifer is slow and difficult. The increased use of more efficient methods of irrigation is essential for maintaining profitable levels of agricultural production.

The skyrocketing energy costs of the 1970's and 1980's have had an unexpected benefit. High energy costs, causing more efficient irrigation, has reduced the rate of depletion of the Ogallala Aquifer. The "Texas Water Package" approved by Texas voters in

November 1985 made funding available for farmers to modernize irrigation systems.

The immediate challenge for American agriculture in general and South Plains farmers in particular is to restore profitability to farming. Possible strategies to create a more stable economic environment in agriculture include reduced production to increase prices and continuation of agricultural diversification. Continued expansion of markets is necessary to increase demand for agricultural products. Demand for cotton could increase as a result of environmental concerns because cotton decomposes with less harmful effects than other materials and is not a petroleum based product as are many synthetics. However, world market expansion for U.S. products has met with limited success because of the high value of the American dollar and trade barriers on agricultural products imposed by many nations. Continued competition is expected in the international arena.

While agriculture on the South Plains is faced with many challenges, it would be incorrect to conclude that agricultural production, service, and marketing will not be the foundation of the Lubbock economy in the future. The population of the world is projected to increase at an annual rate of 1% for the next thirty years. An increasing world population will result in an increased demand for food and fiber and the Texas South Plains will continue to compete in the international market.

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<sup>1</sup>Graves, A History of Lubbock p. 254-255.

<sup>2</sup>Lubbock Chamber of Commerce, Lubbock Economic Facts and Figures 1985, p. 74

<sup>3</sup>U. S. Bureau of Census, Current Population Reports, Series 20, various issues

<sup>4</sup>Graves, A History of Lubbock, p. 284

<sup>5</sup>Lubbock Chamber of Commerce, Lubbock Economic Facts and Figures 1985, p. 89

<sup>6</sup>Graves, A History of Lubbock, p. 41-47

<sup>7</sup>Graves, A History of Lubbock, p. 30-32

<sup>8</sup>Lubbock Chamber of Commerce, Lubbock Economic Facts and Figures 1985, p. 74

<sup>9</sup>Graves, From Town to City, p. 15-17

# **Transportation**

## **Historic:**

Transportation and economic development are complimentary and the phenomenal growth of the South Plains in this century would have been impossible without the development of a dynamic transportation system. Lubbock has long been known as the " Hub of the Plains ". The reason for this moniker is because Lubbock is the focal point of the South Plains highway network, rail system, bus and motor freight routes, and air travel.

Rail transportation came to Lubbock in 1909 when the Santa Fe system was extended from Plainview. The extension of the rail service along with strong population growth resulted in the incorporation of Lubbock as a city in 1909. Increased agricultural production and population growth encouraged the Fort Worth and Denver Rail road to extend a line into Lubbock in 1928.

Road construction was an early concern of the Lubbock County Commission, with formal roads laid out toward the four cardinal compass points. Construction of roads in the county was aided by Federal highway legislation, the establishment of the State Highway Department, and increased public demand for better highways to accommodate the increasing number of automobiles. Progress on widening and paving roads was slow with only 50 miles of paved streets in Lubbock County in 1931. While the basic regional road network was determined in the 1930s, the network of wide four lane highways that exist today was constructed in the post World War II era.

Lubbock's position as the " Hub " of the U. S. Highway system on the South Plains enhanced the growth of wholesale trade and motor freight lines in the city. Improvements in the regional highway system encouraged economic development in

Lubbock. The post-war development of the Texas farm to market system enabled farmers to reach markets quicker, encouraging agricultural production. Rail transportation improved the movement of goods and Lubbock expanded as a freight distribution center.

The internal road system of the City of Lubbock, with few exceptions, is based upon a grid system. The grid pattern originated with early surveys when mile square sections were laid out on the level plains. The Original Town plat for Lubbock followed the grid pattern for street layout around the courthouse square, establishing a pattern which continues today.

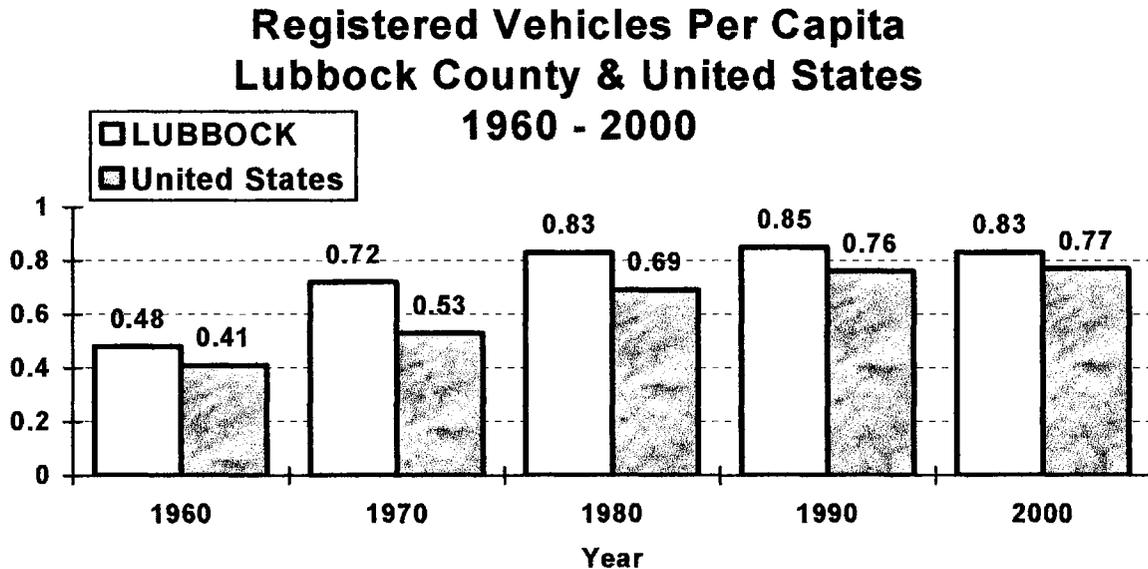
The first municipal airport was opened in 1929 in north Lubbock. Growth of air transportation in Lubbock was slowed by the Great Depression and a lack of regularly scheduled passenger service. The Army used the municipal field for glider training from 1942 to 1946. During World War II airport facilities were expanded including runways, a control tower, and a terminal building. Passenger service expanded greatly when Braniff Airways began providing regular scheduled service in July of 1945.

The local bus system has evolved in Lubbock from a private system, Lubbock Bus System, to a publicly owned but privately managed system, Citibus. Regional bus service is provided by Texas, New Mexico, and Oklahoma Bus Lines Inc. (TMN&O), formed in 1939.

## **Existing:**

As in the rest of Texas and the Southwestern United States, the automobile is the overwhelmingly preferred means of personal transportation in Lubbock. The 2000 Census indicated that within the City of Lubbock, 80% of people commuted to work alone. The increased number of registered vehicles per capita also indicates the popularity of automobiles and other vehicles used for transportation. Three factors affecting this increase are: a larger

percentage of the population over the age necessary to obtain a drivers license, increased household income, and an increasing number of women in the work force.



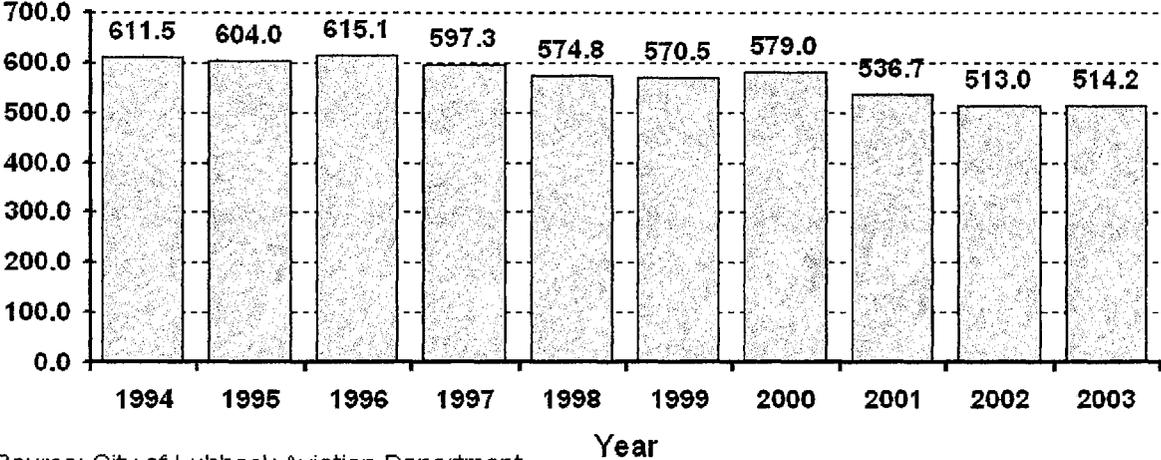
Source: U. S. Statistical Abstract and Texas Almanac

The completion of Interstate 27 in 1992, linking Lubbock with the rest of the Interstate system, and the widening of Loop 289 from the Tahoka Highway to Slide Road in 1996 are major projects that have been completed recently. Major highways serving Lubbock are Interstate 27, U. S. 87, U. S. 84, U. S. 62/82, and S. H. 114. Loop 289, built during the 1960s and 1970's, intersects these highways and provides an outer connecting link around the city.

The City of Lubbock has benefited from a computerized traffic signal system. The current system, which cost \$3.4 million and controls 119 signals, enhances the efficiency of the thoroughfare system, reduces travel time, and benefits fuel consumption and vehicle maintenance expenses. The City Council also commits significant resources to maintain the existing street system.

In 1976 a new terminal for Lubbock International Airport opened. In 1986, a major expansion and renovation project increased the size of the terminal building to 221,000 square feet on three levels. This construction, funded by bond money approved by voters in 1982, will allow the airport to service increases in air traffic for many years. Since the opening of the terminal in 1976 airline boardings have increased from 253,000 to a high of 615,500 in 1989. The three primary carriers serving Lubbock are Southwest, American, and Delta.

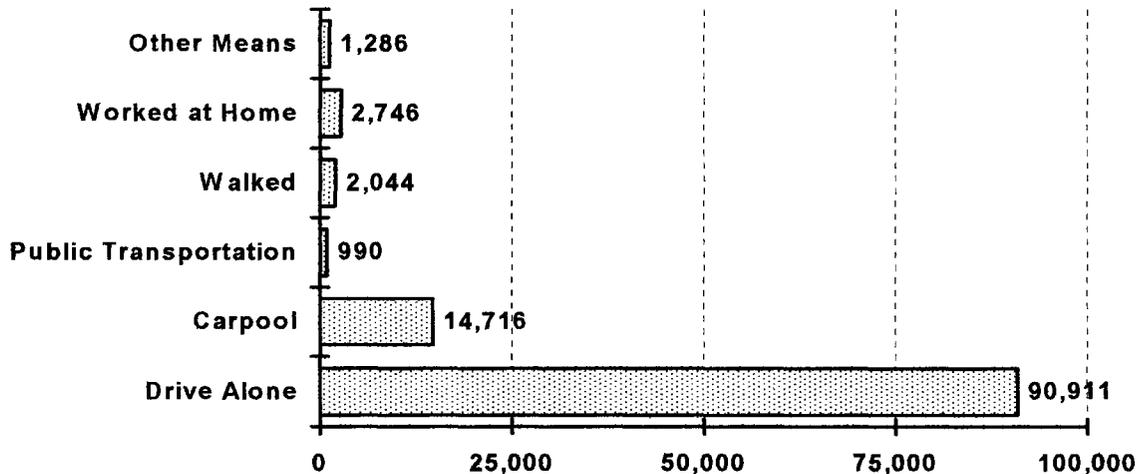
**Airline Boardings ( Enplaned Passengers Only)  
Lubbock International Airport 1994 - 2003  
In Thousands**



Source: City of Lubbock Aviation Department

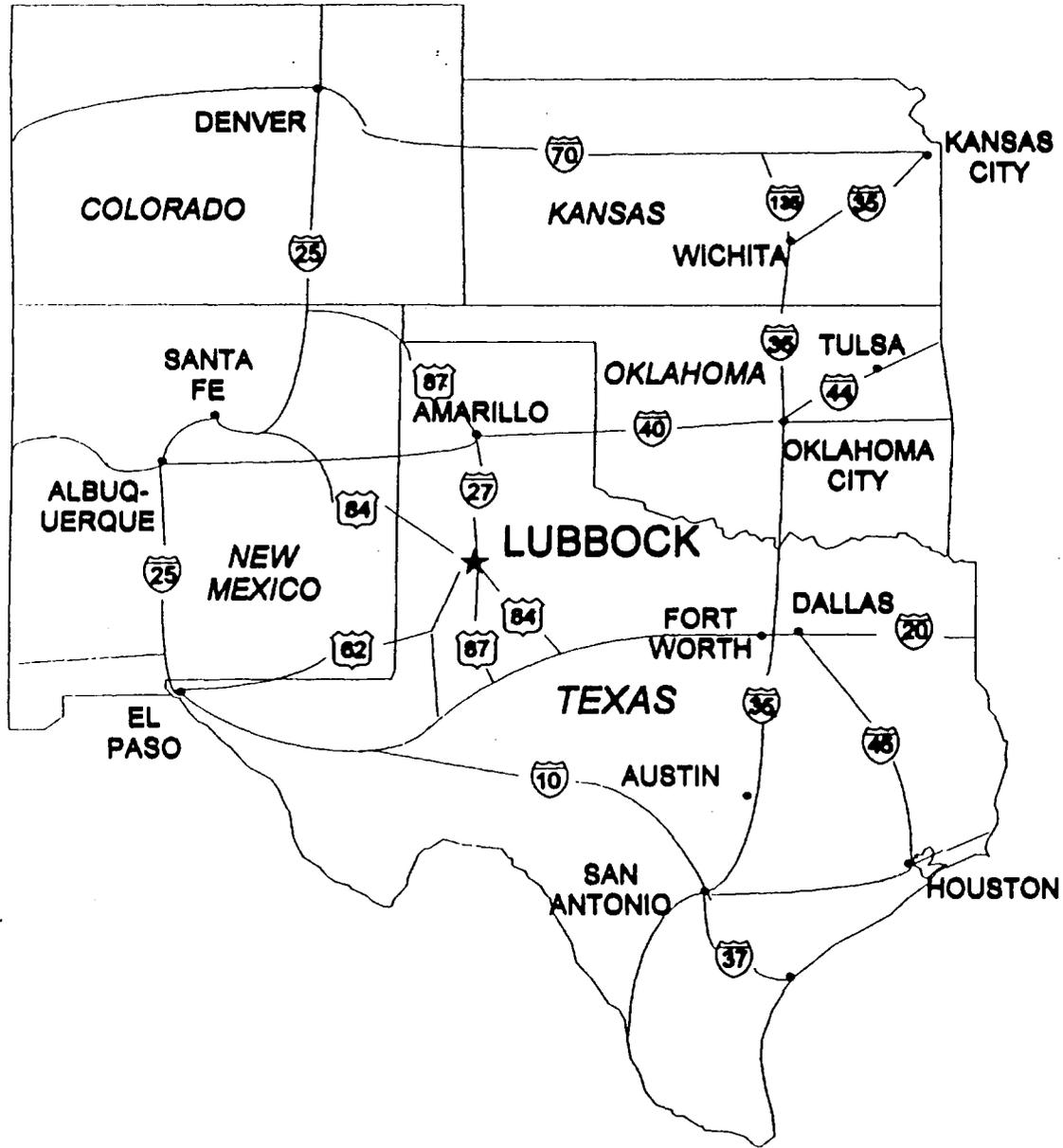
Mass transit in Lubbock has been a smaller component of the transportation system than other major metropolitan areas due to low density land use patterns and wide spread automobile use. Ridership on Citibus was 14,000 per day in 2000 with 2,200 daily ridership on the fixed route system. The 1990 Census reported that 6.7% of the occupied housing units in Lubbock had no vehicle available and that 0.9% used public transportation to get to work. Citibus routes radiate throughout the city from a central location in the downtown area. Other services provided by Citibus include a demand-responsive service for the elderly and handicapped, a shuttle system for Texas Tech University, and charter and subscription service.

**Workers Age 16 and Over by  
Means of Transportation to Work  
Lubbock County 2000**



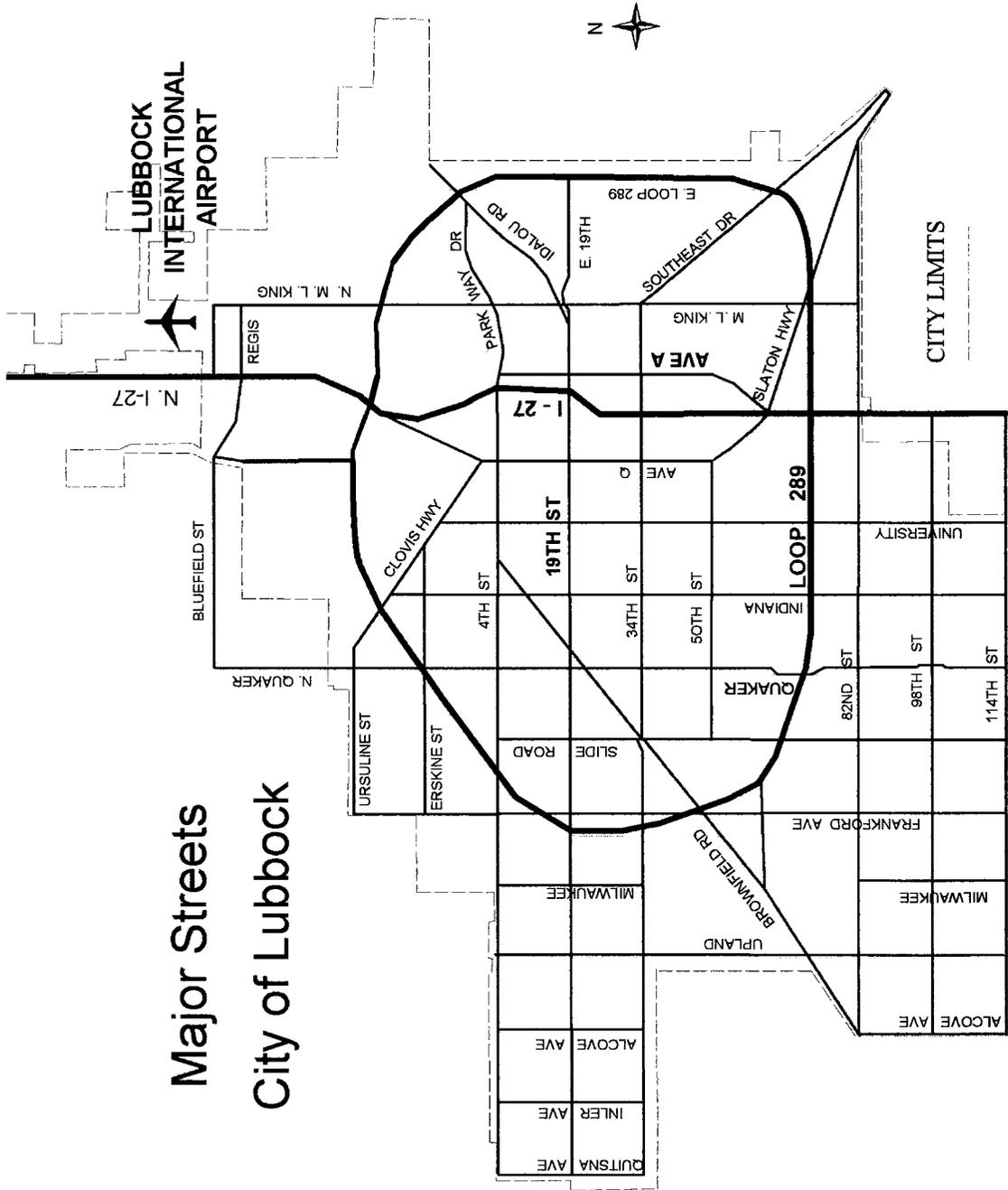
Source: U. S. Census of Population & Housing 2000 Summary File 3  
(Sample Data)

The City of Lubbock is presently served by two railway lines, the Burlington-Northern, Inc. (previously Fort Worth and Denver) and the Atchison, Topeka, and Santa Fe Railway Company. Although passenger service to Lubbock has been discontinued, railroads continue to provide freight transportation services. While a great deal of the freight hauled from this area by railway is agricultural products, other goods are also shipped by rail. A majority of heavy industry in the City is located adjacent to railroad spurs.



# LUBBOCK REGIONAL HIGHWAY SYSTEM

# Major Streets City of Lubbock



## **OUTLOOK:**

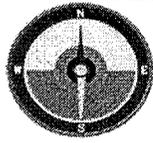
In the future, the automobile will remain the primary mode of transportation in Lubbock. Continuing revision of the Lubbock Thoroughfare Plan based on the existing road system and projected land use development and population growth will provide for construction of new thoroughfares inside the city to serve the needs of citizens. Major improvements planned to meet projected needs include an East-West expressway linking southwest Loop 289 with Interstate 27. This project will cost over \$200 million dollars and will probably not be completed until about the year 2010. An Outer Loop is proposed within the Master Thoroughfare Plan along the routes of existing Farm to Market Roads 1585, 179, 2641, and 1729/835 as they intersect.

It will also be important to enforce the City of Lubbock subdivision regulations in the five mile extraterritorial jurisdiction. The decline of profitability in farming in the last decade has encouraged sales of small tracts of land. Proper platting of these subdivisions will insure that provision of right-of-way outside of the city is compatible with the Master Thoroughfare Plan.

The 1992 Airport Master plan recommended the development of an additional runway to accommodate increased needs of passengers, air cargo and general aviation. A business and industrial park will be developed adjacent to Interstate 27 and a railroad spur will provide access to the rail system. The confluence of these primary modes of transportation will create an attractive environment for manufacturing and distribution facilities.

Mobility and accessibility are essential to the healthy growth of communities, so transportation development must be closely related to urban development as a whole. Transportation has a tremendous impact upon the area economy, particularly wholesale

and retail trade. To promote economic development, it will be necessary not only to maintain and enhance our existing systems and facilities but also aggressively pursue new systems such as the extension of Interstate 27 to Interstate 20 and a direct route from Lubbock to the Dallas-Fort Worth Metroplex. The development of an International Trade Corridor from northeast Mexico to southwest Canada in conjunction with Agricultural Trade Corridor are projects that will promote export of the area's products and encourage population growth. The Ports-To-Plains Trade Corridor has been designated as a federal high priority corridor. This designation makes the corridor eligible for federal and state funding.



# PORTS-TO-PLAINS TRADE CORRIDOR



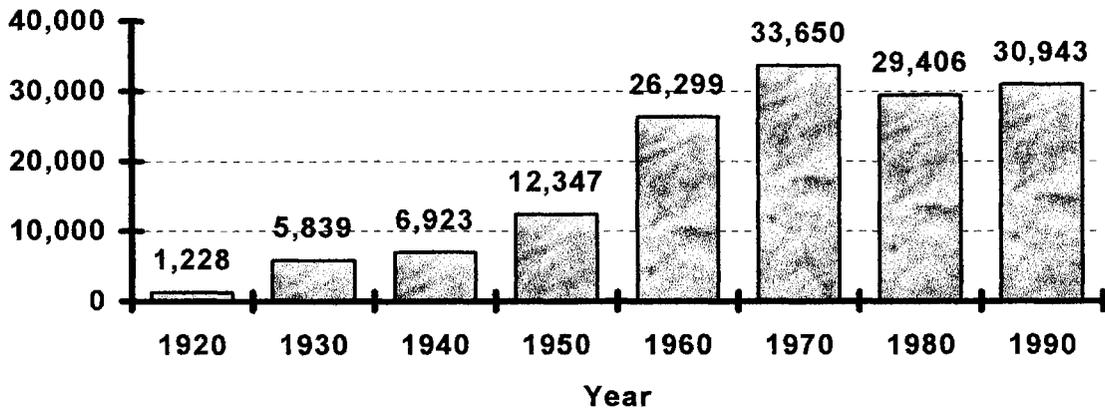
# Public Education

## Historic:

Lubbock Independent School District has the greatest number of enrolled students in school districts located in both in the City of Lubbock and Lubbock County. In 1990, 85% of the persons in the City of Lubbock and 68% of the students in Lubbock County who were enrolled in public school were enrolled in Lubbock Independent School District.

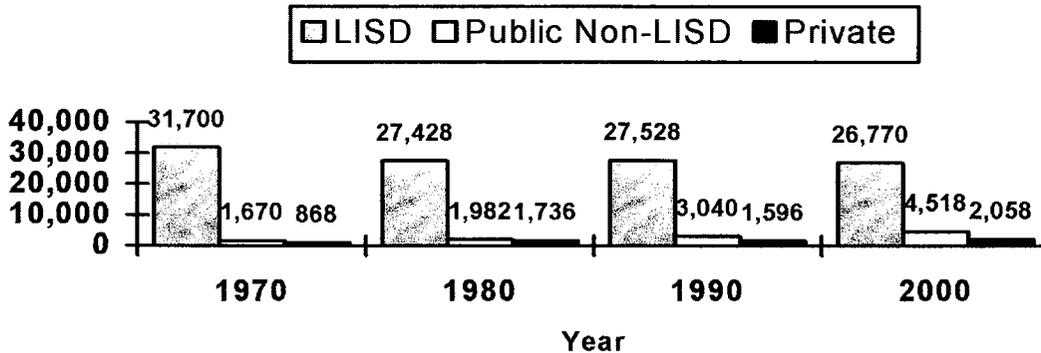
School enrollment at Lubbock Independent School District has been affected by both the population growth of the City of Lubbock as well as the effects of the demographic trend of the “baby boom” in the 1950’s and 1960’s and the demographic trend of “baby bust” in the 1970’s and 1980’s.

Lubbock Independent School District  
Enrollment 1910 - 1990



Source: Lubbock Independent School District

## City of Lubbock Elementary and High School Enrollment 1970 - 2000

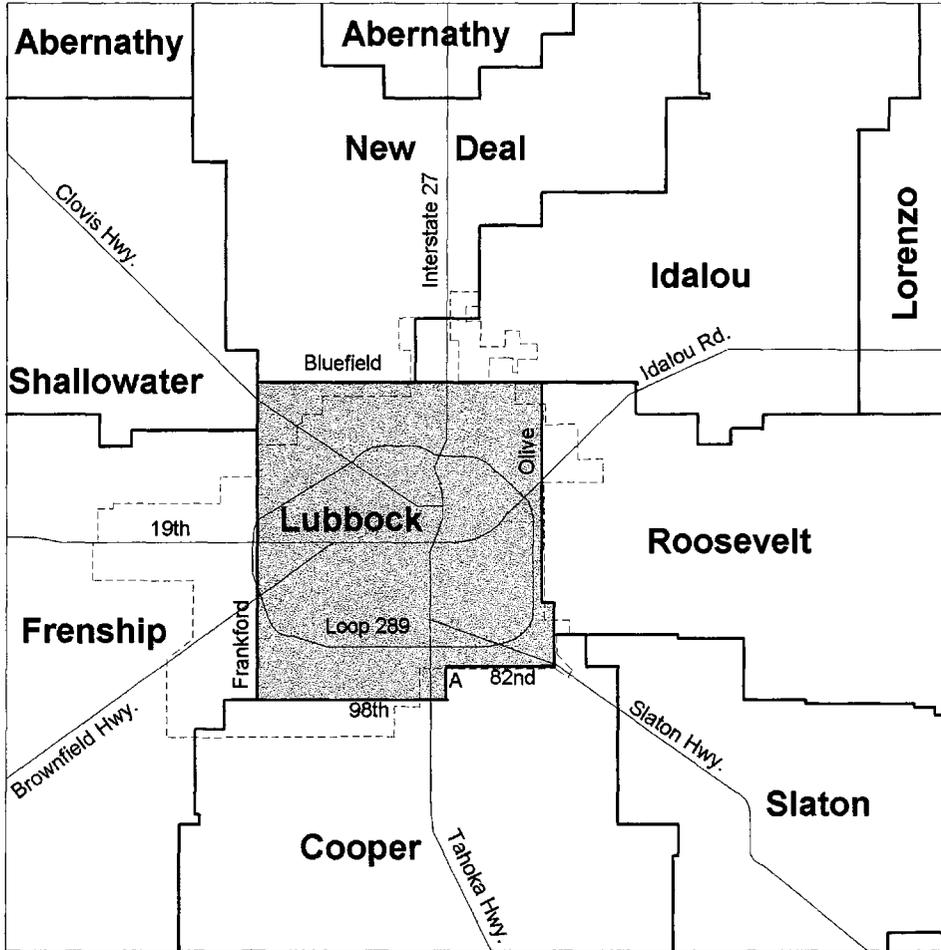


Source: U. S. Census and Lubbock Independent School District  
 Please note that these statistics include Junior High Students but exclude pre-school and kindergarten

As the City and LISD grew, the District typically built one elementary school per square mile of residential development with a separation of the junior high and high schools based upon attendance figures. The impact of school district boundaries on residential development has lessened with increased financial commitments of the Lubbock-Cooper and Frenship school districts adjacent to the Lubbock Independent School District on the south and west.

### Existing:

In 2004 Lubbock Independent School District operated thirty nine elementary, nine junior high and four high schools. Lubbock Independent School District employed over 3,500 employees of and had an operating budget of over \$225 million dollars. In 2000 there were ten private schools with an enrollment of over 2,000 students. As the city has grown to the southwest, Frenship Independent School District (to the west) and Lubbock-Cooper



# Lubbock County School Districts

- School District Boundary
- - - Lubbock City Limits
- Major Highway



Independent School District (to the south) have increasing enrollment that comes from the students living within City of Lubbock.

## **Outlook:**

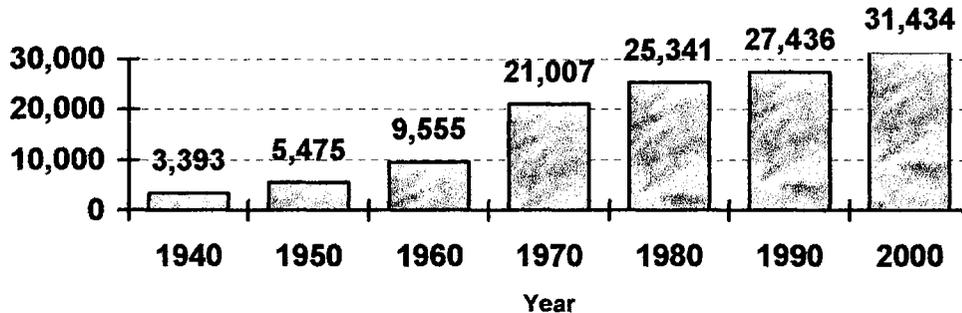
LISD elementary enrollment is projected to increase from 16,931 in 1996 to 17,169 in 2007. Junior High enrollment is projected to decrease from 7,208 in 1996 to 6,564 in 2007. High school enrollment is projected to decrease from 6,098 in 1996 to 5,668 in 2007. These statistics are the Mid- Range projections from *Demographic Analysis and Enrollment Projections for the Lubbock I.S.D. (1997 Update)* prepared by Dr. Dennis Harner of Harner and Associates. Issues that are a priority for the future include improving the quality of education, reducing the dropout rate, providing students with marketable job skills and facility utilization.

Frenship and Lubbock-Cooper school districts will continue to grow due to the predominant growth trend of Lubbock to the southwest. The boundaries between the various school districts will not have the same impact on land development as in the past.

# University Education

## Historic:

**College Enrollment  
Lubbock Texas 1940 - 2000**



The selection of Lubbock in 1923 for Texas Technological College was an important event for Lubbock. The choice established Lubbock as an educational center for the South Plains as well as a transportation and commercial center. The student enrollment has grown from 900 in 1925 to 31,000 in 2000. The courses and programs available have expanded and Texas Technological College formally became Texas Tech University in 1969. Texas Tech is an asset in the attraction of new industry and commerce to Lubbock. Texas Tech is a multi-university with a strong graduate school, a School of Law and a Medical/Allied Health Sciences School.

Lubbock Christian College was opened as a junior college in 1957. Lubbock Christian College graduated students with bachelors degrees in 1970 and became a University in 1986. Lubbock Christian University is affiliated with the Church of Christ and emphasizes quality education and character development.

The Lubbock campus of South Plains College was opened in 1978. Many students of South Plains in Lubbock are non-traditional (over the age of 25) students. A majority of students are employed full-time and over half of the student body attends

classes in the evening. South Plains College students receive an Associate of Arts degree upon completion of a two year program. South Plains College courses specialize in business and medical services as well as industrial technology.

The Lubbock branch of Wayland Baptist University began in Lubbock in the 1970's by offering criminal justice courses. Students at the Lubbock branch are generally employed and have associate degrees and are pursuing personal and career development.

### **Existing:**

Texas Tech University is a multi-purpose institution that has 150 undergraduate, 100 master and 50 doctoral degree programs. The fall 2003 enrollment was 30,649. In 2003 Texas Tech conferred 3,475 Bachelor 976 Master, 166 Doctoral and 219 Law degrees. Texas Tech University contributes to the community through continuing education programs, business seminars, legal education, agricultural research and specialized programs including the Textile Research Center and the International Center for Arid and Semi-Arid Studies.

Lubbock Christian University had a student enrollment of 1,937 in the fall of 2003. Lubbock Christian University is a liberal arts school that offers bachelors degrees in over twenty areas of specialty. A high number of Lubbock Christian graduates, according the Lubbock Christian University Catalog, pursue further education in the fields of law and medicine.

The Reese campus of South Plains College had 3,825 students enrolled in the fall of 2003. South Plains College has been particularly successful in quickly providing their students with a marketable skill.

The Lubbock branch of Wayland Baptist University had an enrollment of 700 in the fall of 2003. Wayland offers the Bachelor of Science in Occupational Education (BSOE) degree, a program which builds on a person's competence in an occupational or

technical field. Many of the courses offered by the Lubbock Branch of Wayland Baptist University are taught in the evening to accommodate the needs of their working students.

## **Outlook:**

The student enrollment at Texas Tech should continue to increase. This increase will be caused enrollment limitations at other major state universities and continued expansion of academic programs and facilities at Texas Tech. Texas Tech University will remain the major employer in the City of Lubbock. The presence of the University contributes greatly to the economic stability of our community.

It is anticipated that student enrollment at Lubbock Christian University will probably increase to about 2,200 students. The Lubbock Christian University facilities are designed for a maximum of 2,500 students. Lubbock Christian University will continue to emphasize character development and academic achievement.

South Plains College enrollment in Lubbock will continue to grow by providing students with marketable skills. A Cooperative Career and Technology Center is jointly operated with Lubbock Independent School District. The facility opened in August of 1997. Providing a skilled work force is an critical element in the attraction of new industry as well as retention and expansion of existing businesses. South Plains College will play an important role in this part of economic development efforts in Lubbock.

The Lubbock branch of Wayland Baptist University will continue to emphasize continuing education to those who are currently employed. Continuing education is becoming increasingly important in an employment environment that is rapidly changing with technological advances that occur at an accelerating rate.

# **Retail and Wholesale Trade**

## **Historic:**

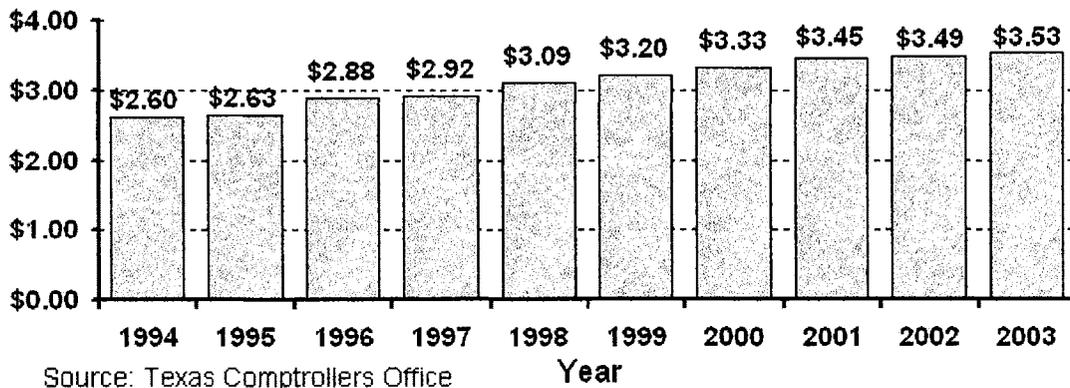
Lubbock is the retail and wholesale trade center for the South Plains. Large department stores such as Sears, Penny's Hemphill-Wells, and Dunlaps served to focus retail activity in the downtown area until the 1960s. As the city grew, commercial establishments located in strip commercial development along such street thoroughfares as 4th Street, 19th Street, Avenue Q, 34th Street, and 50th Street. The first shopping center with over 100,000 square feet was Town and Country Center at 4<sup>th</sup> Street and University Avenue built in 1955. Similar to other metropolitan areas during the last thirty years, the central business district in Lubbock has declined as a center for retail trade as suburban centers developed and became popular. The opening of South Plains Mall in 1972, the first regional shopping center with over one million square feet, solidified the position of Lubbock as a retail center for the South Plains.

Wholesale trade in Lubbock was originally located in the eastern portion of the Original Town Section adjacent to the Santa Fe Depot and along rail lines. The addition of the Fort Worth and Denver Railroad in 1928 generated a second warehouse district, the area bounded by 19th Street, Avenue A, 34th Street, and Avenue L. The large increase in agricultural production along with population increases promoted further warehouse development in two areas: 1) the area east of Avenue A and south of 34th Street, and 2) the area bounded by the Clovis Highway, North Loop 289, and North Avenue Q. With the completion of Loop 289 in the 1970's, new warehouse development has tended to locate at the intersection of Loop 289 and rail lines because these sites offer the best access to the transportation networks.

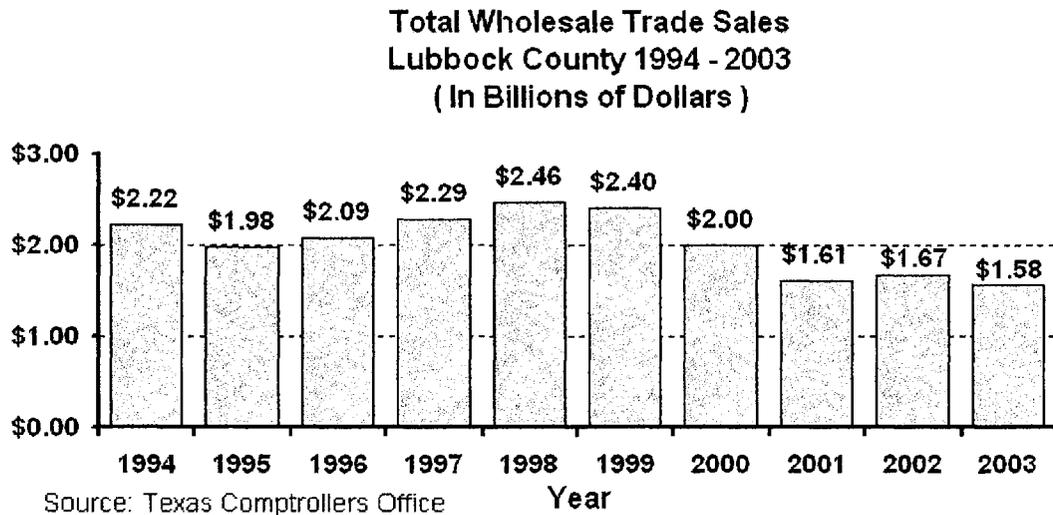
## Existing:

Lubbock has a record of strong and steady growth in retail trade. After accounting for inflation, the Lubbock rate of real growth is about 1% per year in retail sales. Lubbock has a vast retail market area of 26 counties with a population base of 1/2 million people. Growth in retail sales along with tax incentives during the late 1980's and early 1990's which encouraged the sheltering of income has resulted in a large increase in shopping center floor space. Shopping center floor area increased from four million square feet in 1985 to six million square feet in 2000. The Shopping Center Inventory of the City of Lubbock Land Use Data File reported 93 neighborhood shopping centers, eight community shopping centers and one regional shopping center in 2000. Most of the shopping centers have been built at the intersection of major thoroughfares or adjacent to South Loop 289. South Plains Mall, Lubbock's regional shopping center, completed a \$6 million expansion and renovation project in 1986 adding two additional anchor department stores and increased floor space by 400,000 square feet to a total of 1,200,000 square feet.

Total Retail Sales  
Lubbock County 1994 - 2003  
( In Billions of Dollars )



Wholesale trade sales have had recent declines. Tax abatements incentives are necessary to expand existing and attract new wholesale trade businesses



## Outlook:

The retail sales growth rate for Lubbock is projected to exceed the population growth rate, and grow at about 1% per year, excluding inflation. Shopping, particularly for rural West Texas residents, is a popular social activity. While development of direct marketing retail sales will tend to slow growth in retail trade, people still prefer to shop where they can examine merchandise and receive service on products purchased. Construction activity for shopping centers will recover as an excess of retail square footage is absorbed. New construction is generally located near strong residential development and has a greater amount of pre-construction leasing than in the past.

The attraction and retention of wholesale trade in the future will be much more competitive. Tax abatement and other economic incentives will be essential to attract wholesale trade in addition to a stable population base and excellent transportation system.

# **GOVERNMENT**

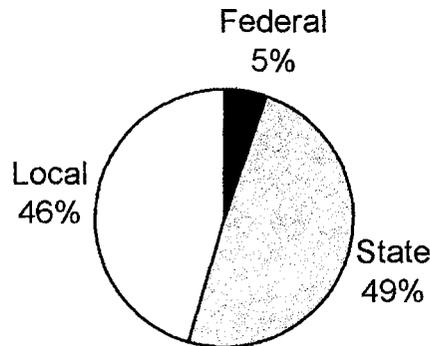
## **Historic:**

The City of Lubbock was incorporated in 1909. The Home Rule Charter was approved by the citizens in 1917. The Charter established a Council - Manager form of government. The City Council determines policy and the budget for municipal functions and the City Manager implements the Council's policies and has responsibility for day to day operations and personnel. In 1984, a Federal District Court mandated that the City Council be composed of a mayor elected at large and six council persons elected from districts.

Two notable political leaders that have represented Lubbock are the late George Mahon and Preston Smith. George Mahon represented Lubbock and West Texas in the United States House of Representatives from 1934 - 1977. Congressman Mahon became Chairman of the House Appropriations Committee in 1964 and served in this capacity until his retirement in 1977. George Mahon was highly respected because of his integrity and the responsible use of the power with which he was entrusted. Preston Smith served as Governor of the State of Texas from 1968 - 1972. He also served in the Texas House of Representatives, as a Texas Senator and Lieutenant Governor. He was particularly well known for he promotion of Texas Tech and had a very active role in the establishment of the Texas Tech School of Medicine.

## **Existing:**

### **Distribution of Government Employment Lubbock County 2000**

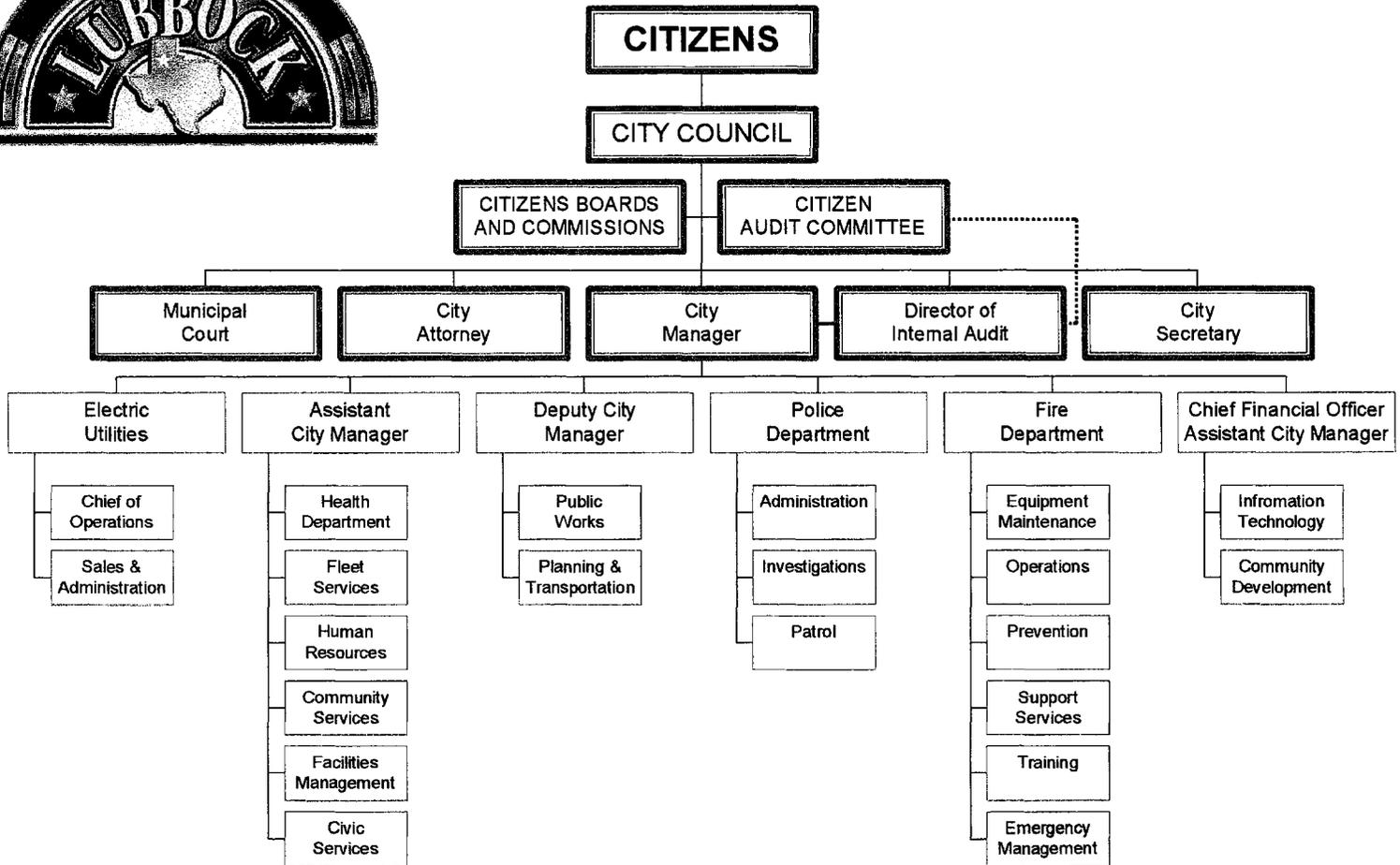
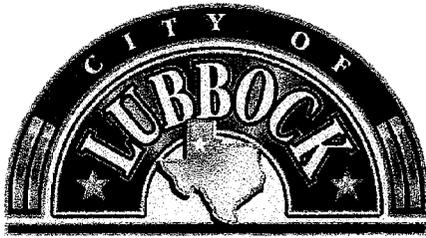


Source: Texas Workforce Commission

Lubbock citizens currently elect a mayor and six district council members. Mayoral terms are two years and district member terms are four years. The City Council is assisted by more than forty appointive boards and commissions composed of over 300 volunteer citizens. The City of Lubbock staff is composed of about 1,900 employees. The General Fund budget for the fiscal year 2000-2001 was \$88.7 million and the tax rate was \$0.57 per \$100 valuation.

The closure of Reese Air Force Base in September of 1997 created a significant challenge to successfully reuse the facilities and replace the 2,500 jobs that were at Reese. The redevelopment of Reese Center has been tremendous success. It is now a combination of research park and college campus. The Lubbock/Reese Reuse Authority is designated by the City Council to oversee reuse studies and disposition of facilities at the base. The Authority was granted autonomy as a separate governmental entity by the Texas Legislature in 1997.

# City of Lubbock Primary Organization Chart September 2004



## **Outlook:**

Funding municipal facilities and services will continue to be a major challenge for elected officials and administrators of the City of Lubbock. The increased usage of computers and new technology has greatly increased the productivity of management and technical personnel. With the exception of the Police Department, the number of City of Lubbock employees has remained virtually constant over the last 15 years. One successful strategy has been "managed competition" which provides for competitive contracts for city services and programs to reduce costs or improve services. The trend to increase user fees rather than general tax increases will continue in the future as those who benefit from various specific municipal services will be asked to pay for those services.

A greater emphasis will be placed on the maintenance of facilities and infrastructure. It has been said that "It is more fun to plant a garden than it is to cultivate it, weed it, and water it." The maintenance of existing community facilities is an important factor in sustaining the high quality of life in Lubbock. In general, maintenance costs are lower than replacement costs or new facilities.

# **Medical Services**

## **Historic:**

Increased access to and overall quality of health care services have increased the life expectancy of Americans. The average life span has increased from 47.3 years in 1900 to a life expectancy of 77.2 years in 2001, an increase of 63%<sup>1</sup>. While some of this increase is the result of improved sanitary conditions and better nutrition, most of this increase is attributable to greater medical knowledge, techniques and accessibility of a health care service delivery system.

One indicator of increased accessibility to medical services is the number of physicians, dentists and nurses per 100,000 population. In the United States, the ratio of physicians per 100,000 residents increased from 151 in 1960 to 255 in 2000. The ratio of dentists increased from 47 in 1956 to 59 in 2000, and the ratio of nurses more than doubled from 293 in 1960 to 750 in 2000<sup>2</sup>.

When Lubbock was founded, patient care was customarily in the home. Since then, treatment of the ill or injured has evolved into a network of health care delivery systems that grew from the first hospital, the Lubbock Sanitarium established in 1912, into a system of four hospitals by the end of World War II. Lubbock now has a specialized regional grouping of hospitals, long term care, and ambulatory care facilities.

The establishment of the Texas Tech School of Medicine in 1969, along with the opening of Lubbock General Hospital, solidified Lubbock's position as a medical center for West Texas and Eastern New Mexico. The Texas Tech University Health Sciences Center was officially created in 1979 consisting of a

School of Medicine, a School of Allied Health and two Schools of Nursing. There is also training available for many other medical technology specialties.

### **Existing:**

Medical services in Lubbock are a growing and important sector of our economy. Lubbock is a regional medical center just as it is a trade and transportation center. Lubbock benefits as a regional center because increased capital equipment costs and increasing medical professional specialization has caused a centralization of medical services. Medical services employment was over 17,000 in 2004 with a payroll of over \$550 million. In the Lubbock service area, comprised of 40 counties, the ratio of physicians per 100,000 population was 75 in 2001<sup>3</sup>. The following table shows the number of available services in Lubbock county in 2003:

Clinics	102
Hospitals	4
Hospital Beds	1,817
Medical Schools	1
Nursing Schools	3

Two issues affecting the health care industry are increasing costs and a high percentage of uninsured people. It is estimated nationally that 15% of the population is without health insurance. This is also probably the case in Lubbock. Nationally, health care expenditures increased from 5.3% of the Gross Domestic Product in 1960 to 14.0% of the Gross Domestic Product in 2001<sup>4</sup>. In Lubbock, health care costs were 1% below the national average in 2000. Programs such as managed health care, wellness plans, and preventative health care are being adopted by employers to reduce health care costs. Other methods such as ordinances restricting smoking in public places and alcohol/drug abuse and

awareness programs are also being utilized to improve the lifestyles and overall health status of Lubbock citizens.

## **Outlook:**

The health care industry will provide some of the best employment opportunities in the future. The Bureau of Labor Statistics projects that health services employment will account for about 20% of all job growth from 2000 - 2012<sup>7</sup>. There will be an increased demand for nurses, home health aides, nursing aides, orderlies and attendants. Home health care is a rapidly expanding sector due to shorter hospital stays caused by cost containment programs, improvements of in-home medical technologies and many patients preference for care in the home.

Medical services will continue to be the leader in new job creation in Lubbock. The rate of increase of medical services employment will probably decrease from an average annual rate of about 3.5% in the 1990's to about 2% in the early part of the next twenty years. Growth in medical services employment will be caused by the increasing elderly population and a continued trend to centralization of medical services. The high costs of medical equipment require a large population base in order to be economically feasible. Also, with the increase in medical professional specialties a larger population base is necessary to support these services. Organizational consolidations and cost containment programs are the reason for a slower projected growth rate in medical services employment.

There is an increasing emphasis placed on wellness or preventive medicine. Professionals will be trained in the professions of dietetics, exercise and physical fitness. An emerging trend is among employers is to provide employees financial incentives to live a more healthy lifestyle.

**Sources:**

1. National Center for Health Statistics, National Vital Statistics Reports, Volume 52, No. 14 page 3, February 18,2004
2. U.S. Bureau of the Census, *Statistical Abstract of the United States: 2000* (120th edition.) Washington D.C., 2000 page 380
3. Office of Health Information and Analysis, Texas Department of Health
4. U.S. Bureau of the Census, *Statistical Abstract of the United States: 2003* Washington D.C.
5. Ibid
6. Bureau of Labor Statistics web site <http://stats.bls.gov/emp>

# **Manufacturing**

## **Historic:**

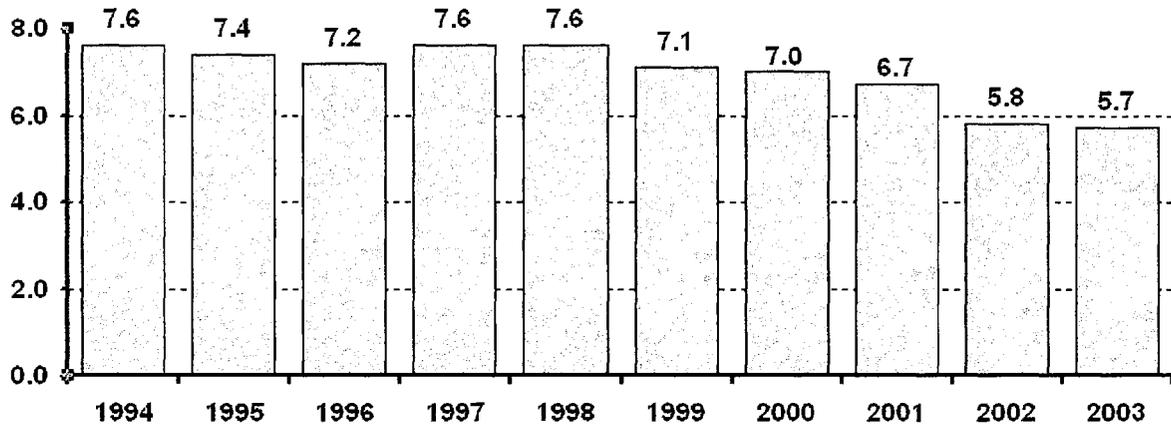
Manufacturing has traditionally been categorized as either durable, products, which last longer than three years; or non-durable goods, products which last less than three years from production. Durable goods production in Lubbock has generally been either agricultural machinery and implements or construction related for buildings, water and sewer systems, and highway construction machinery. The manufacturing of non-durable goods in Lubbock has been concentrated in food processing and printing based upon Texas Workforce Commission employment statistics.

Employment in the manufacturing sector of Lubbock grew from 707 in 1939 to a peak of 13,350 in 1980. The largest percentage increase in manufacturing employment occurred in the late 1940's and early 1950's as a result of the increased demand for the machinery necessary for mechanized agricultural irrigation and production. Manufacturing employment declined by about 40% in the early 1980's due to decreased demand for construction products and increased foreign competition.

The location of sites for manufacturing and warehousing facilities were originally located in the eastern side of the Central Business District, followed by development in the area between the Clovis Highway and North Avenue Q. Since the 1960's manufacturing and warehousing facilities have tended to locate along Loop 289.

## Existing:

**Manufacturing Employment - Annual Average  
Lubbock County 1994 - 2003  
( In Thousands )**



Source: Texas Workforce Commission Year

Manufacturing employment trends in Lubbock are similar to the national trends manufacturing employment is declining. The major reason for the decline is the lower labor costs that exist in foreign countries such as Mexico and China. These recently developing foreign countries have a large and inexpensive labor pool which results in lower labor costs. Only through major increases in productivity or product quality can American labor remain competitive.

Lubbock established three Enterprise Zones in the 1990's to promote development in economically depressed areas. These zones offer a number of incentives, the most popular incentive is tax abatement for new "value added" to the real property tax base by new or existing businesses. These zones have been successful in retaining and expanding existing manufacturing, promoting new retail development and slowing the rate of population decline in targeted geographic areas.

## **Outlook:**

Lubbock has many factors that are positive for retaining and attracting manufacturing including:

1. Lower prevailing wage rates
2. Good labor relations
3. Low cost industrial site availability & costs
4. Low cost housing and availability
5. Exceptional educational facilities
6. Lack of personal and corporate income taxes
7. Many cultural and recreational opportunities
8. Low cost of living
9. Regional center for medical services
10. Excellent transportation system

Manufacturing employment is projected to decrease by 700 from 5,700 in 2003 to 5,000 in 2030. Most of this decrease will be in durable goods manufacturing. This is similar to projections for manufacturing employment in the United States.

## Financial Center

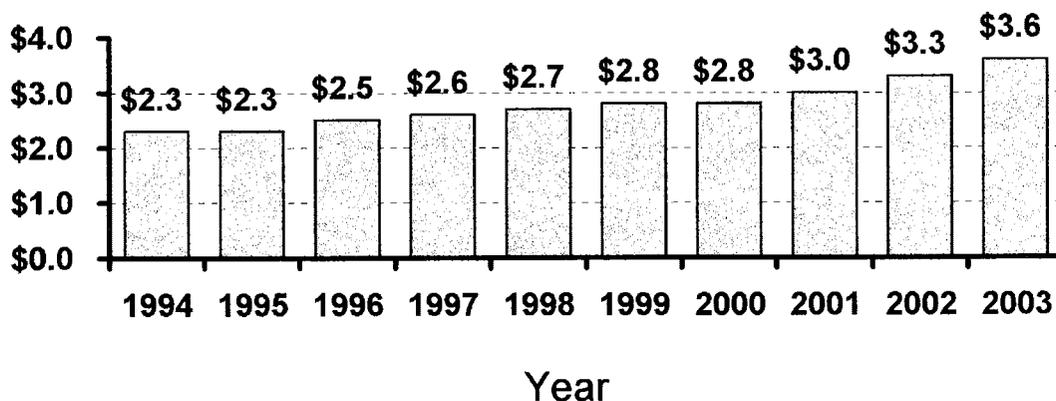
### Historic:

When Lubbock was incorporated in 1909 there were three banks in Lubbock. Bank deposits, reflecting the economic growth and vitality of a developing community have increased from \$300,000 in 1910 to almost \$3 billion today. Similar to retail establishments, banks developed on the perimeter of the Court House square during the early years of Lubbock.

Financial services have remained strong in the central business district in Lubbock. Most retail trade in the downtown has moved to suburban shopping centers. Population shifts and the increasing size of Lubbock have promoted location of banks and savings and loans outside of the central business district. The new financial institutions have located along major thoroughfares generally near areas of strong commercial activity.

### Existing:

Lubbock County Bank Deposits  
1994 - 2003  
In Billions of Dollars



Source: Federal Deposit Insurance Corporation

In 2003, there were eight national and five state banks in Lubbock. Advances in technology, especially the automated teller machine, have had a major impact on financial institutions. In Lubbock, automatic teller machines are generally operated as kiosks in shopping centers. Also, the location of bank branches in grocery supermarkets is a development that has been successful in Lubbock

## **Outlook:**

Competition will be strong in the financial services sector of the Lubbock economy. The development of bank holding companies and the merging of banks will continue. Services provided by these institutions are particularly attractive to large companies in different geographic areas. Remaining independent banks will emphasize their local roots and the local market will remain their most important source for commerce.

The rapid technological development and reduced costs of computerized processing of data will impact financial services. There will be more linking with customer computer systems to enhance financial transactions. The increased presence of computers in households also will cause changes in financial services.

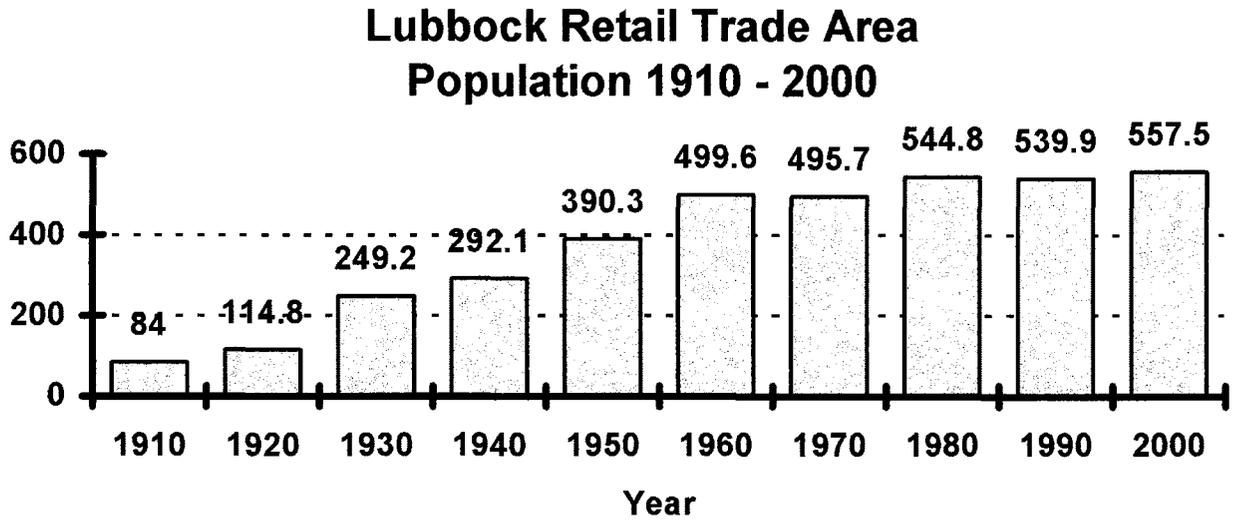
# POPULATION

*"God gave us the country.  
The skill of man hath built the town."*

**VARRO**

## Lubbock Retail Trade Area Population Trends

**Historic:**



Source: U.S. Census of Population and Housing 1910 - 2000

The 26 County Retail Trade Area (see page 46) is used to profile regional population trends because it is linked to the trade and services sectors of the Lubbock economy. West Texas was not settled until the late 1880's. The strongest growth rates occurred during the 1920's, 1940's, and 1950's and was related to the growth in agriculture. The population growth rate slowed after the 1950's as increased mechanization reduced the amount of labor needed for agricultural production. In the 1990's over half of the population growth of the Lubbock Retail Trade Area was the result of new prison construction by the Texas Department of Criminal Justice.

## Lubbock Retail Trade Area Population 1910 - 2000

COUNTY	1910	1920	1930	1940	1950	1960	1970	1980	1990	2000
Lubbock	3,624	11,906	39,104	51,782	101,048	156,271	179,295	211,651	222,636	242,628
Bailey	312	517	5,186	6,318	7,592	9,090	8,487	8,168	7,064	6,594
Borden	1,386	965	1,505	1,396	1,106	1,076	888	859	799	729
Cochran	65	67	1,963	3,735	5,928	6,417	5,326	4,825	4,377	3,730
Cottle	4,396	6,901	9,395	7,079	6,099	4,207	3,204	2,947	2,247	1,904
Crosby	1,765	6,084	11,023	10,046	9,582	10,347	9,085	8,859	7,304	7,072
Dawson	2,320	4,309	13,573	15,367	19,113	19,185	16,604	16,184	14,349	14,985
Dickens	3,092	5,876	8,601	7,847	7,177	4,963	3,737	3,539	2,571	2,762
Floyd	4,638	9,758	12,409	10,659	10,535	12,369	11,044	9,834	8,497	7,771
Gaines	1,255	1,018	2,800	8,136	8,909	12,267	11,593	13,150	14,123	14,467
Garza	1,995	4,253	5,586	5,678	6,281	6,611	5,289	5,336	5,143	4,872
Hale	7,566	10,104	20,189	18,813	28,211	36,798	34,137	37,592	34,671	36,602
Hockley	137	137	9,298	12,693	20,407	22,340	20,396	23,230	24,199	22,716
Kent	2,655	3,335	3,851	3,413	2,249	1,727	1,434	1,145	1,010	859
King	810	655	1,193	1,066	870	640	464	425	354	356
Lamb	540	1,175	17,452	17,606	20,015	21,896	17,770	18,669	15,072	14,709
Lynn	1,713	4,751	12,372	11,931	11,030	10,914	9,107	8,605	6,758	6,550
Motley	2,396	4,107	6,812	4,994	3,963	2,870	2,178	1,950	1,532	1,426
Parmer	1,555	1,699	5,869	5,890	5,787	9,583	10,509	11,038	9,863	10,016
Scurry	10,924	9,003	12,188	11,545	22,779	20,369	15,760	18,192	18,364	16,361
Stonewall	5,320	4,086	5,667	5,589	3,769	3,017	2,397	2,406	2,013	1,693
Terry	1,474	2,236	8,883	11,160	13,107	16,286	14,118	14,581	13,218	12,761
Yoakum	602	504	1,263	5,534	4,339	8,032	7,344	8,299	8,786	7,322
Curry, N.M.	11,443	11,236	15,809	18,159	23,351	32,691	39,517	42,019	42,207	45,044
Lea, N.M.	N/A	3,545	6,144	21,154	30,717	53,429	49,554	55,634	55,765	55,511
Roosevelt, N. M.	12,064	6,548	11,109	14,549	16,409	16,198	16,479	15,695	16,702	18,018
<b>TOTALS</b>	<b>84,047</b>	<b>114,775</b>	<b>249,244</b>	<b>292,139</b>	<b>390,373</b>	<b>499,593</b>	<b>495,716</b>	<b>544,832</b>	<b>539,894</b>	<b>557,458</b>

Source: U. S. Census of Population & Housing 1910 – 2000. Please note that Lea County New Mexico did not exist as a legal county in 1910.

## **Existing:**

The Lubbock Retail Trade Area population is similar to other agricultural areas in the Plains states of America with slow growth in the overall population while the regional center city has a dramatic increase. Regional centers such as the City of Lubbock have seen a population increase as trade and professional services have become more centralized. To a degree, growth in Lubbock has been at the expense of outlying areas. Centralization is often related to the increased specialization of professional services that require a larger population base in order to be economically viable. The Lubbock Retail Trade Area increased by 3% compared to 9% for Lubbock County from 1990 to 2000. Other examples of regional centers in agricultural areas where this type of centralization occurred in the 1990's include: Oklahoma City OK., Wichita and Topeka KS., Lincoln NE., Sioux Falls S.D. and Bismarck N.D.

## **Outlook:**

The Retail Trade Area population is projected to increase by about 15.8% from the year 2000 to the year 2050. This slow growth is the result of an increasing elderly population, reduced rate of prison construction and an uncertain agricultural economy. Job creation is the key to population growth in this economic environment.

## Lubbock Retail Trade Area Population Projections 2010 – 2050

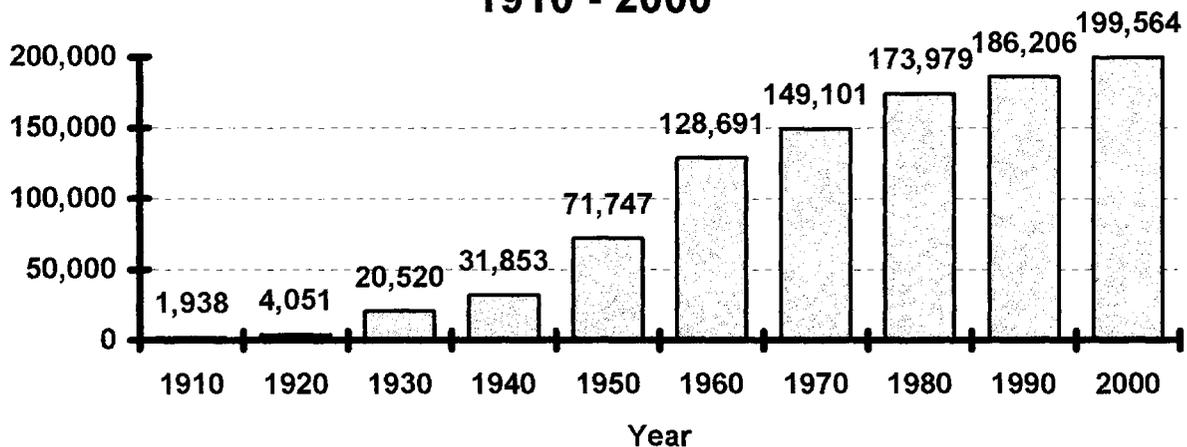
<b>County</b>	<b>2010</b>	<b>2020</b>	<b>2030</b>	<b>2040</b>	<b>2050</b>
Lubbock	265,168	286,965	304,642	320,209	335,259
Bailey	6,350	6,175	6,025	5,975	5,950
Borden	690	640	600	580	560
Cochran	3,335	3,025	2,775	2,625	2,500
Cottle	1,810	1,695	1,600	1,550	1,500
Crosby	6,940	6,830	6,750	6,700	6,675
Dawson	14,410	13,970	13,675	13,450	13,300
Dickens	2,655	2,510	2,460	2,430	2,300
Floyd	7,555	7,210	6,750	6,500	6,300
Gaines	14,275	14,105	14,000	13,950	13,900
Garza	4,775	4,650	4,600	4,575	4,550
Hale	37,800	38,790	39,400	39,000	38,750
Hockley	23,275	22,920	22,750	22,600	22,500
Kent	750	675	625	600	600
King	325	310	300	290	285
Lamb	14,725	14,830	14,725	14,500	14,400
Lynn	6,375	6,280	6,200	6,150	6,000
Motley	1,360	1,300	1,250	1,225	1,200
Parmer	10,750	11,250	11,100	11,000	10,975
Scurry	15,750	14,950	14,500	14,300	14,100
Stonewall	1,450	1,300	1,200	1,150	1,100
Terry	12,550	11,975	11,600	11,200	10,900
Yoakum	6,520	5,975	5,650	5,400	5,300
Curry, N.M.	47,250	48,885	50,200	51,000	51,000
Lea, N.M.	55,025	54,650	54,500	54,400	54,300
Roosevelt, N.M.	19,000	19,875	20,750	21,500	21,250
<b>Totals</b>	<b>580,868</b>	<b>601,740</b>	<b>618,627</b>	<b>632,859</b>	<b>645,454</b>
<b>% Change</b>	<b>+ 4.2%</b>	<b>+ 3.6%</b>	<b>+ 2.8%</b>	<b>+ 2.3%</b>	<b>+ 2.0%</b>

Source: City of Lubbock Planning Department Estimates

# City of Lubbock Population Trends

## Historic:

### City of Lubbock Population 1910 - 2000



Source: U.S. Census of Population and Housing 1910 - 2000

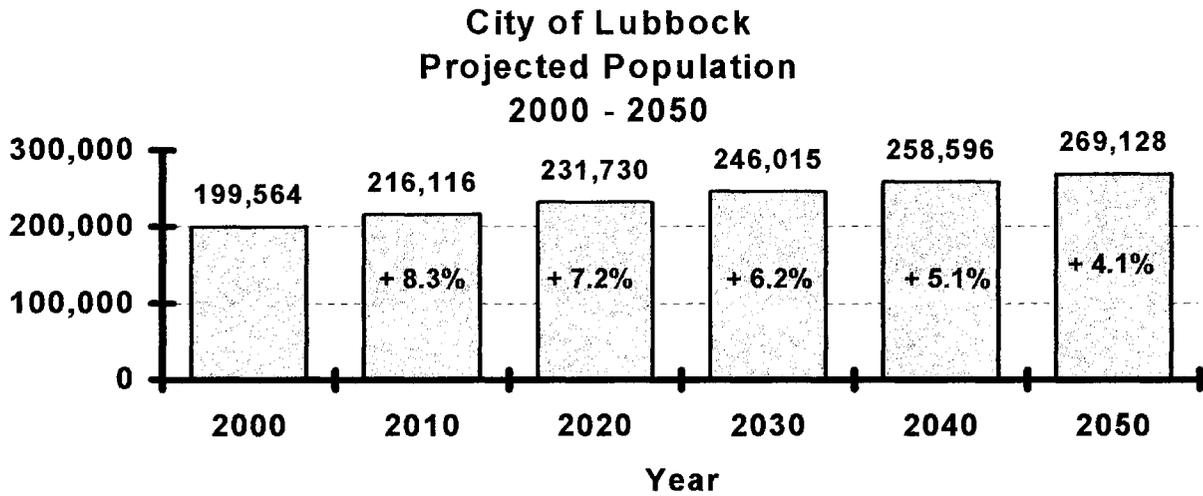
The City of Lubbock incorporated in 1909 and had an extremely strong rate of growth until the 1960's. This growth was directly linked to the development of agriculture on the High Plains, because Lubbock was the center for transportation in this area, and the establishment of Texas Tech University in 1923 and Lubbock Christian University in 1957. The availability of higher education facilities in Lubbock has always been a major contributor to population growth. Since 1960, the growth rate has slowed due to a decline in manufacturing employment and a slower growth rate of college enrollment.

## **Existing:**

The population for the City of Lubbock has grown at about 0.5% to 0.7% per year since the mid 1980's. The estimated population for the City of Lubbock in 2004 was 204,737. Employment growth is the primary factor affecting the City Of Lubbock's population trends. New job creation is necessary to retain the population growth from natural increase (number of births minus number of deaths). Without increased employment Lubbock will have a net out-migration of people. Similar to other Texas Metropolitan Areas, the City of Lubbock is growing at a slower rate than the suburban areas.

The City of Lubbock Planning Department prepares annual population estimates based on the following factors: residential postal deliveries, register vehicles, employment trends, historical trends, and the City of Lubbock Land Use Data File.

## Outlook:



Source: City of Lubbock Planning Department Estimates

The City of Lubbock Planning Department produces only one population projection rather than a high, medium, and low series of projections. The problem with a series is that the difference between the high and the low projections can be so great as to render the projections ineffective for practical applications. The growth rate of the Lubbock population is related to the employment trends and to a lesser degree growth in college enrollment. Lubbock is projected to have a population growth rate of about 0.6% annually for the next forty years.

## Age Composition

### Historic:

Lubbock has historically had a comparatively young population, probably influenced most by college enrollment. As illustrated in the table on historic age composition, the growth of college enrollment helped lower the median age of the city from 26.1 in 1940 to 23.2 in 1970. The demographic phenomena of the "baby boomer", those persons born between 1945 and 1960, has also contributed to the historic youthful aspect of the community. With a slower growth rate for college enrollment and a significant increase in the older population groups during the 1970s, the median age increased to 28.4 in 1990 compared with a median age of 32.8 for the United States in 1990. The city's over 65 population has increased from 3.4% in 1940 to 9.8% in 1990. The increase of people over 75 has also been dramatic growing from 1% in 1940 to 4.1% in 1990.

**Median Age 1940 - 1980  
United States & City of Lubbock**

	1940	1950	1960	1970	1980	1990
United States	29.0	30.2	29.5	28.0	30.0	32.8
City of Lubbock	26.1	25.7	23.5	23.2	25.2	28.4

### City of Lubbock Age Composition 1940 - 1990

Age	1940	1950	1960	1970	1980	1990
UNDER 5	2,636	8,800	17,663	13,651	14,373	14,276
5 - 9	2,361	6,144	14,650	14,995	12,848	13,872
10-14	2,530	4,661	11,623	14,720	12,406	12,561
15-19	3,226	6,250	11,385	17,208	19,338	16,197
20-24	3,934	8,942	12,848	20,221	27,216	23,858
25-29	3,480	7,683	10,024	10,819	17,771	17,994
30-34	3,036	5,927	9,049	8,397	12,639	15,582
35-39	2,412	5,160	8,299	7,881	9,252	13,624
40-44	2,120	4,554	7,111	7,885	7,593	10,867
45-49	1,757	3,643	6,613	7,450	7,601	8,592
50-54	1,473	2,931	5,612	6,435	7,157	7,047
55-59	1,087	2,322	4,377	5,538	6,909	6,978
60-64	722	1,787	3,140	4,694	5,385	6,509
65-69	484	1,341	2,422	3,439	4,689	6,063
70-74	287	824	1,769	2,398	3,771	4,486
75+	308	778	2,106	3,370	5,031	7,750
<b>TOTAL</b>	<b>31,853</b>	<b>71,747</b>	<b>128,691</b>	<b>149,101</b>	<b>173,979</b>	<b>186,206</b>

Source: U. S. Census of Population and Housing 1940 - 1990

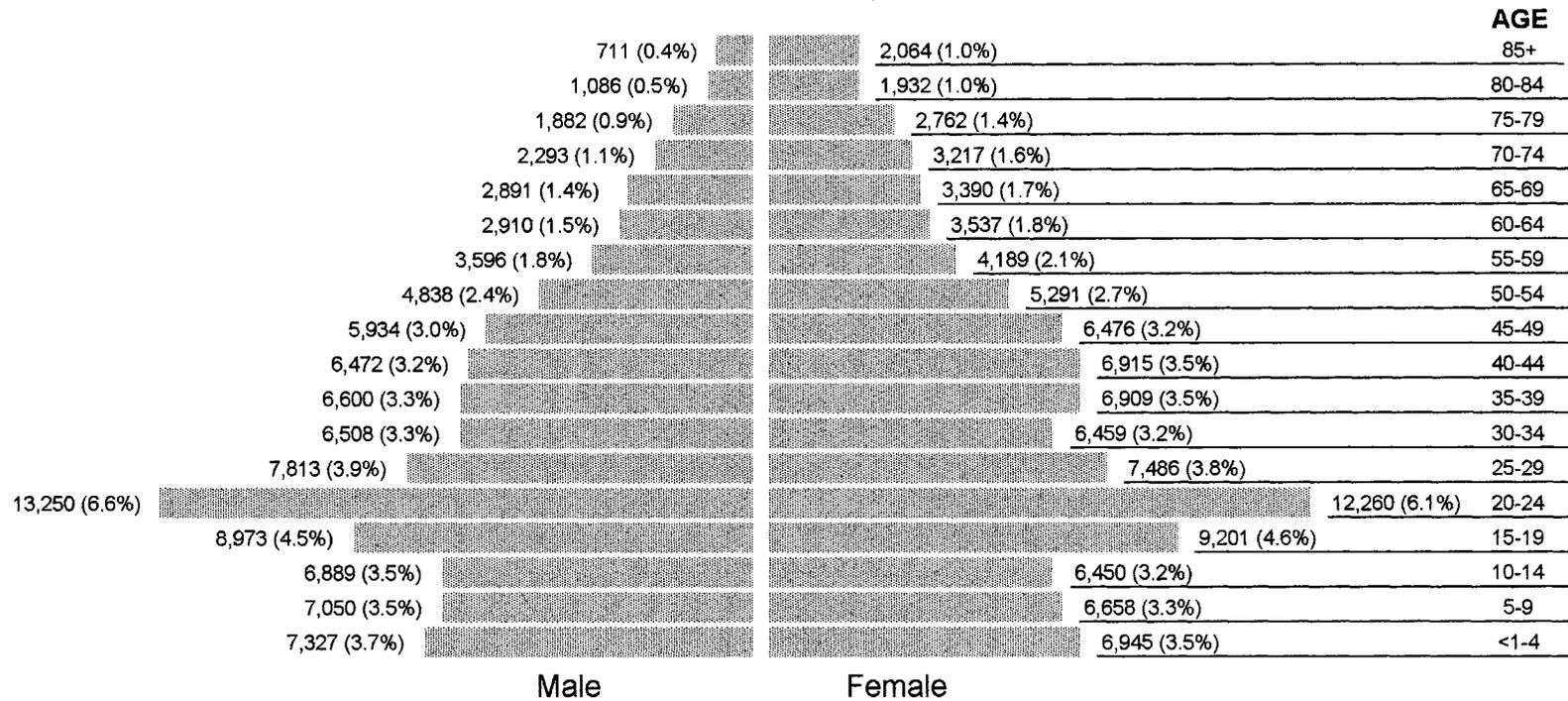
## EXISTING:

2000 City of Lubbock Age Composition

<b>Age</b>	<b>&lt;1 - 4</b>	<b>5 - 9</b>	<b>10 - 14</b>	<b>15 - 19</b>	<b>20 - 24</b>	<b>25 - 29</b>
<b># People</b>	14,272	13,708	13,339	18,174	25,910	17,944
<b>Age</b>	<b>30 - 34</b>	<b>35 - 39</b>	<b>40 - 44</b>	<b>45 - 49</b>	<b>50 - 54</b>	<b>55 - 59</b>
<b># People</b>	15,582	13,624	10,867	8,592	7,047	7,785
<b>Age</b>	<b>60 - 64</b>	<b>65 - 69</b>	<b>70 - 74</b>	<b>75+</b>		
<b># People</b>	6,447	6,063	4,486	10,397		

The City of Lubbock experienced an increasing older population between 1990 to 2000. The median age increased from 28.4 years in 1990 to 29.7 years in 2000. The median age for the United States increased from 32.8 years in 1990 to 35.3 years in 2000. This was the result of the over 65 segment of the city's population increasing from 7.8% in 1980 to 9.7% in 1990 and to 11.1% in 2000.

## City of Lubbock 2000 Population Pyramid



Note: % is a percentage of the Lubbock City Total Population (199,564)

Source: 2000 Census of Population and Housing

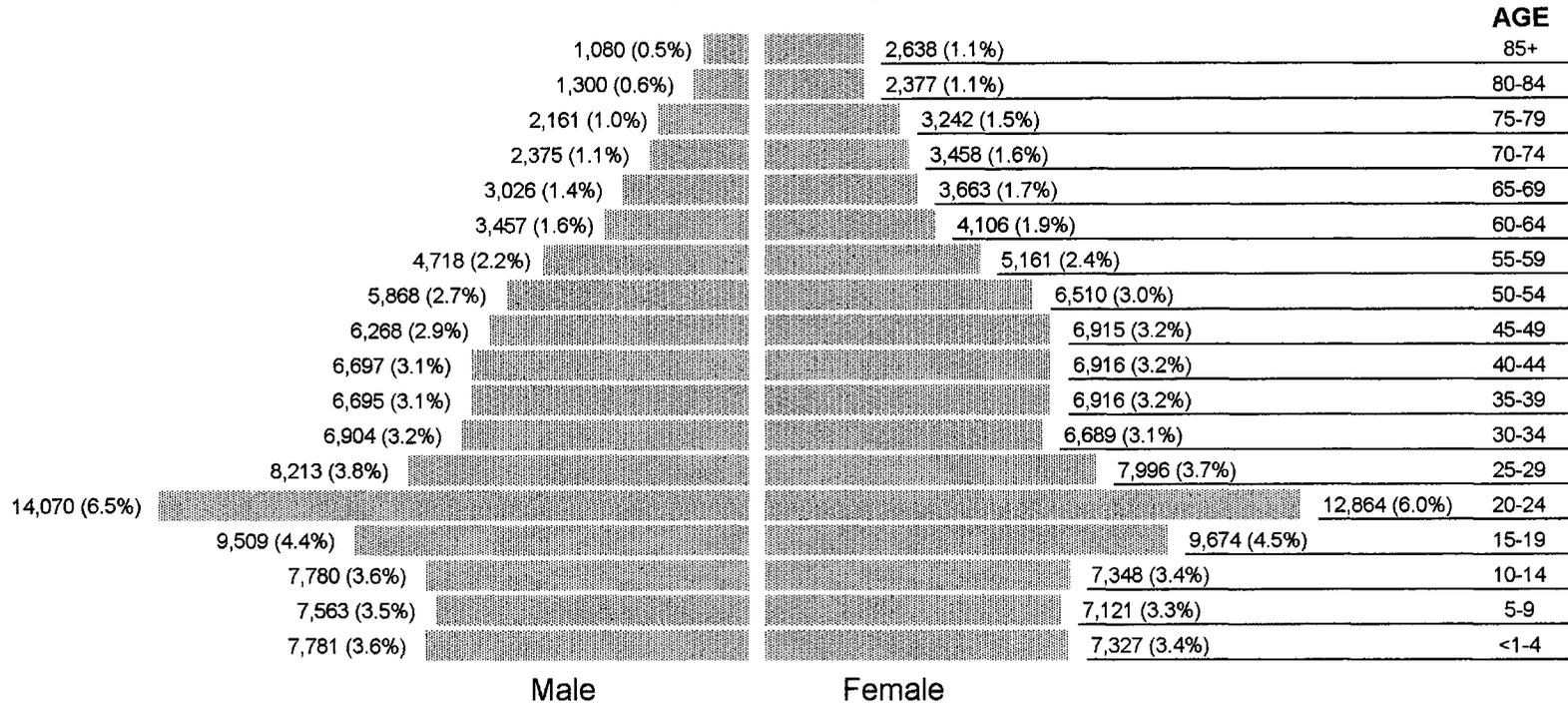
## Outlook:

The older age groups will increase at a faster rate than the younger age groups in the next twenty five years. The population age 75 and above is projected to increase by 43% from 10,437 in 2000 to 14,875 in 2030. The median age is projected to increase from 29.7 in 2000 to 34.0 years in 2030. Lubbock will continue to develop as a regional retirement center, which will also add to the average age of our population.

### City of Lubbock Projected Population

Age	Year 2010	Year 2020	2030
<1 - 4	15,108	16,224	17,224
5 - 9	14,684	15,750	16,722
10 - 14	15,128	15,757	16,728
15 - 19	19,183	20,160	21,303
20 - 24	26,934	28,510	29,768
25 - 29	16,209	16,915	17,958
30 - 34	13,593	14,829	15,744
35 - 39	13,611	14,601	15,501
40 - 44	13,613	13,672	14,515
45 - 49	13,183	12,977	13,777
50 - 54	12,378	12,746	13,530
55 - 59	9,879	11,586	12,350
60 - 64	7,563	10,194	10,855
65 - 69	6,689	7,879	8,400
70 - 74	5,833	6,256	6,765
75 - 79	5,403	5,794	6,300
80 - 84	3,677	3,939	4,300
85 & Over	3,448	3,939	4,275
Median Age	31.4 Years	33.0 Years	34.0 Years

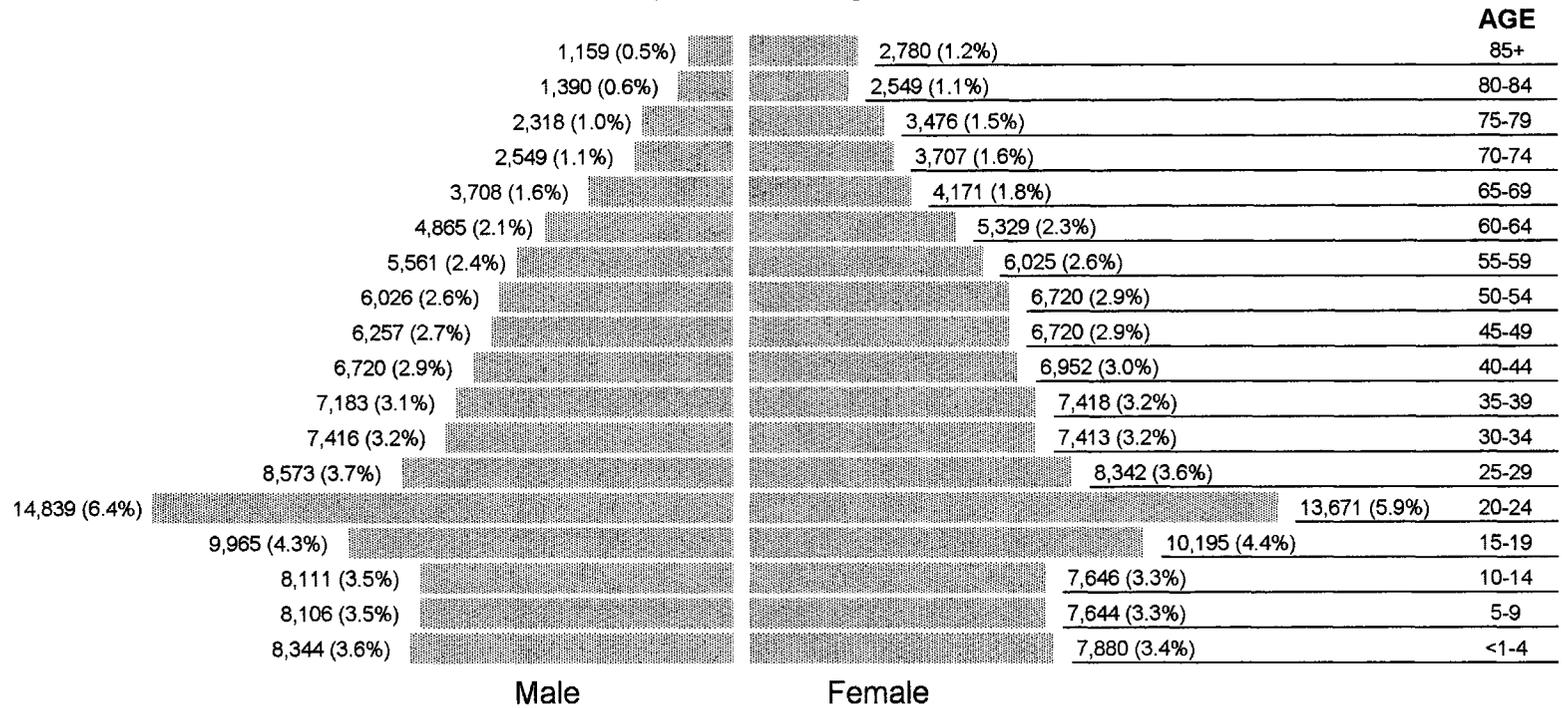
## City of Lubbock 2010 Population Pyramid



Note: % is a percentage of the Lubbock City Projected Total Population (216,116)

Source: City of Lubbock Planning Department Estimates

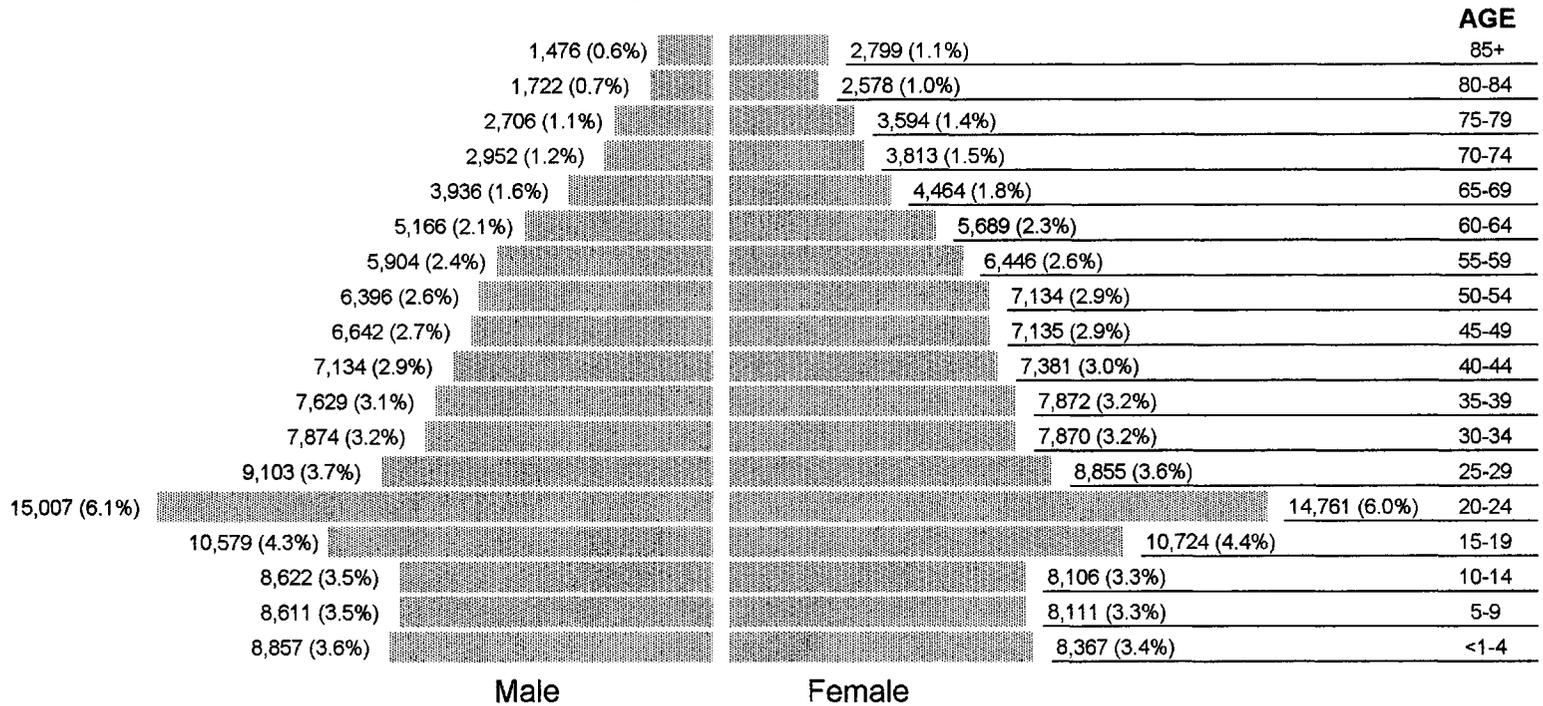
## City of Lubbock 2020 Population Pyramid



Note: % is a percentage of the Lubbock City Projected Total Population (231,730)

Source: City of Lubbock Planning Department Estimates

## City of Lubbock 2030 Population Pyramid



Note: % is a percentage of the Lubbock City Projected Total Population (246,015)

Source: City of Lubbock Planning Department Estimates

## Minority Population

### Historic:

Year	African American	% Of City	Hispanic	% Of City
1920	63	1.6%	N/A *	N/A *
1930	1,100	5.4%	720	3.5%
1940	2,229	7.0%	N/A *	N/A *
1950	6,229	8.7%	3,193	4.5%
1960	10,287	8.0%	10,878	8.5%
1970	10,912	7.3%	23,883	16.0%
1980	14,204	8.2%	32,791	18.8%
1990	15,939	8.6%	41,916	22.5%
2000	17,292	8.7%	54,786	27.5%

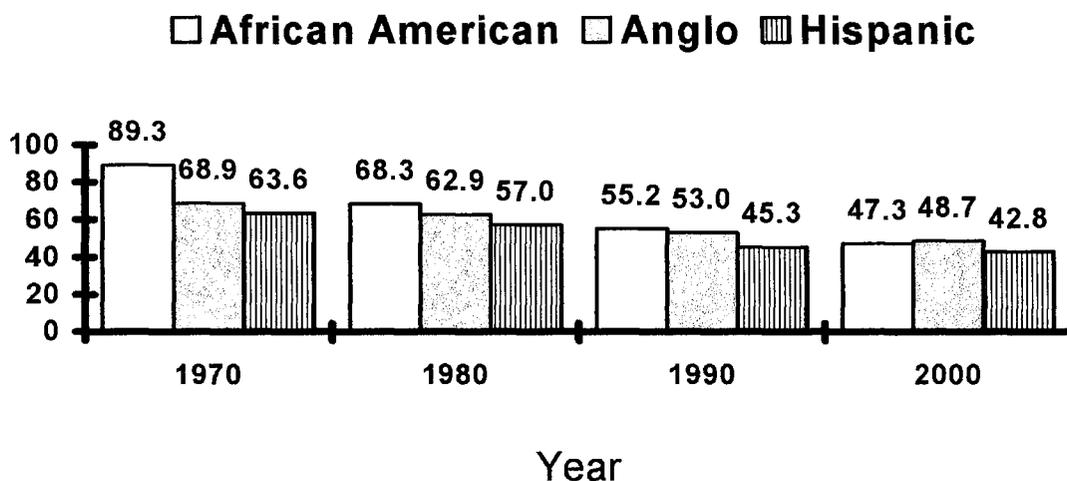
Source: U. S. Census of Population and Housing for the City of Lubbock 1920 - 2000 \*Hispanic Population not reported by Census Bureau

The since the 1940's the African American population, as a percent of the City of Lubbock's population, has been stable. The greatest percent increase was between 1920 to 1930. African Americans were attracted to Lubbock by employment opportunities created within the agricultural sector of the economy.

There is greater difficulty in obtaining historical information on the growth of the Hispanic population because the U. S. Census Bureau did not always separate the Anglo and Hispanic population statistics. While the African American population has remained relatively stable between 5.4% to 8.7%, the Hispanic percentage of the Lubbock population doubled in both the 1950's and 1960's. Hispanic residents were attracted to Lubbock by employment opportunities in the agricultural, manufacturing, and service sectors of the city's economy.

One measure of change related to ethnicity is an index of segregation that shows the degree to which a city is segregated. Values can vary from 0, which indicates absolute integration, to 100, which indicates complete segregation. The index of segregation for the entire city is determined by analyzing the racial/ethnic composition at the Census Tract (Census Tracts are similar to neighborhoods) level then compiling these statistics into the city - wide result. The level of African American population segregation has declined from 89.3 in 1970 to 47.3 in 2000. The level of Anglo population segregation declined from 68.9 in 1970 to 48.7 in 2000. The level of Hispanic population segregation has declined from 63.6 in 1970 to 42.8 in 2000. The following chart illustrates the changes that have occurred in Lubbock in the level of segregation, by using Census Tract analysis, from 1970 to 2000.

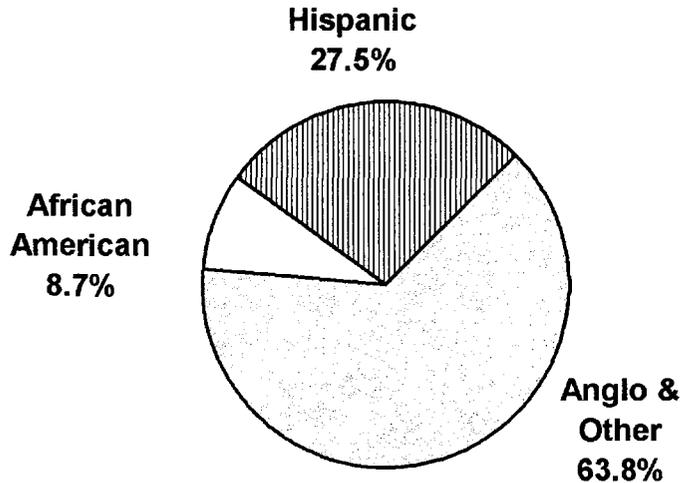
**Index of Segregation  
City of Lubbock  
1970 - 2000**



Source: City of Lubbock Planning Department Analysis of Census Tract Data

**Existing:**

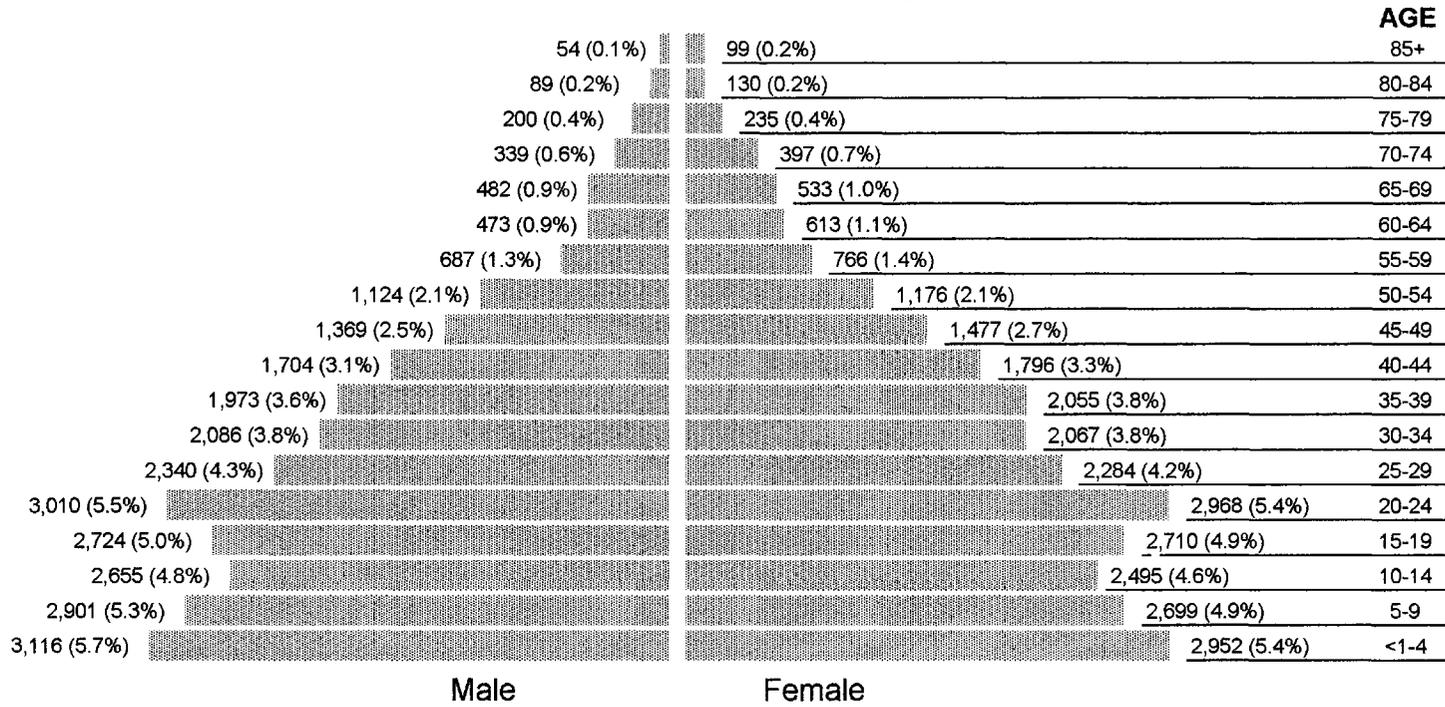
### **City of Lubbock 2000 Racial/Ethnic Composition**



Source: U. S. Census of Population and Housing 2000

One example of increased minority influence was the implementation of the Council/District system. The federal courts because of changes to the Voting Rights Act mandated this system in many communities. A Federal District Court found that the previous at-large system in Lubbock did not provide the minority population an adequate opportunity for election to City Council. While the Court found that the original intent of the at-large system was not discriminatory and that the City of Lubbock did not discriminate in the administration of municipal functions, the result of the at-large system did dilute the political influence of minorities. The district system has been in effect since 1984.

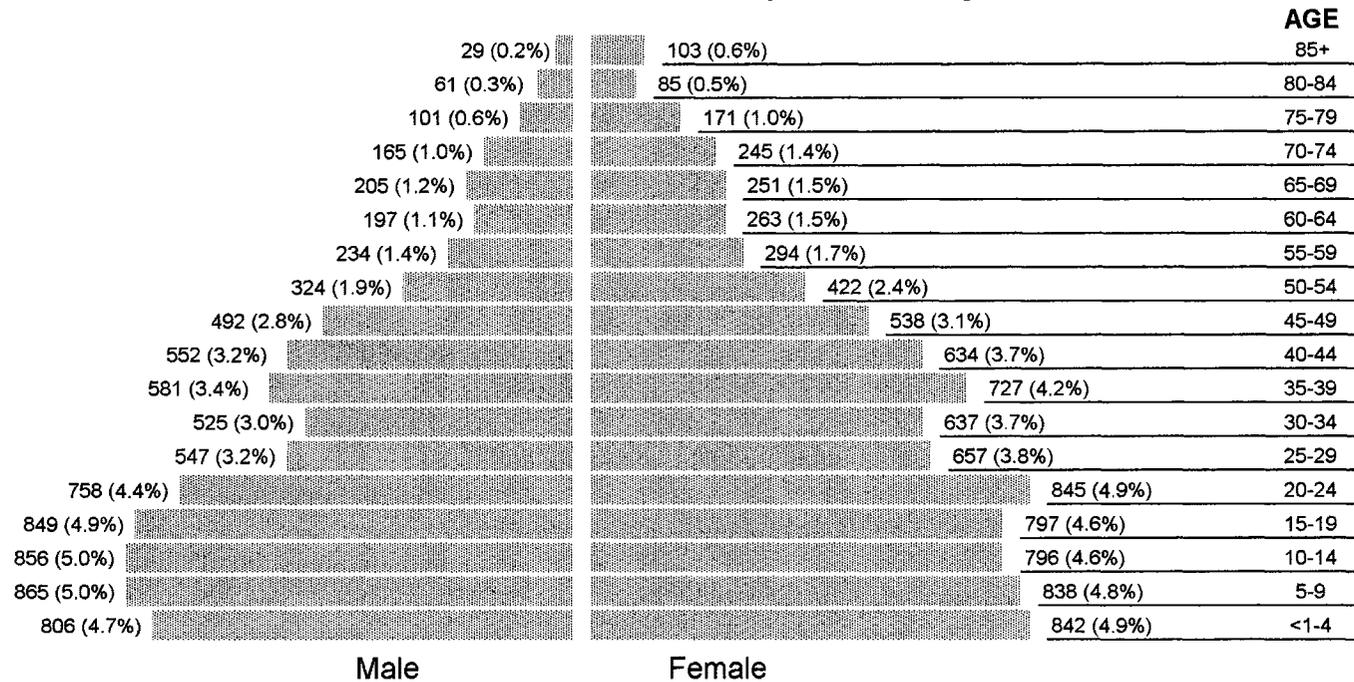
## City of Lubbock 2000 Hispanic Population Pyramid



Note: % is a percentage of the City of Lubbock Total Hispanic Population (54,786)

Source: 2000 Census of Population and Housing

## Lubbock City 2000 African American Population Pyramid



Note: % is a percentage of the Lubbock City Total African American Population (17,292)

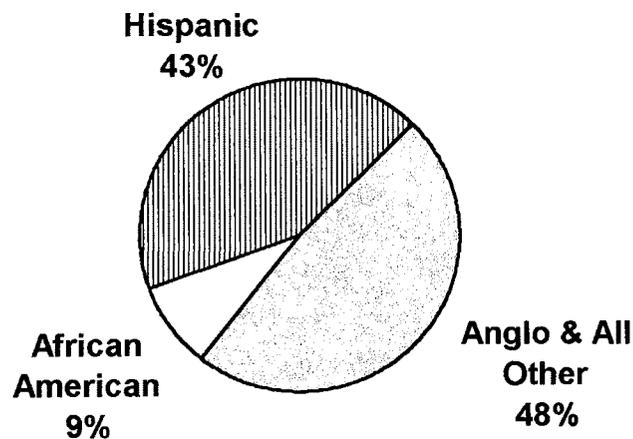
Source: 2000 Census of Population and Housing

## Outlook:

Similar to the State of Texas by 2030 Lubbock will become minority/majority. That is to say that the Anglo population, which has historically been the majority, will now be below 50% of the population. The Hispanic population is projected to be the fastest growing group the African American population is projected to also increase as a percentage of the entire city. For 2030 the projections are:

	Population	% Of City Population
Anglo & All Other	118,087	48%
Black	22,141	9%
Hispanic	105,786	43%

### City of Lubbock Racial/Ethnic Composition 2030



Source: City of Lubbock Planning Department Projections

# **Sector Analysis**

## **Introduction**

The Lubbock study area has been divided by 34th Street (east/west) and Indiana Avenue (north/south) for the purpose of sector analysis. This division reflects the cardinal compass points and will give more comparable geographic sectors than used in past studies. The choice of 34th Street and Indiana Avenue was because these are the two closest thoroughfares to the center of population, 38th Street and Hartford Avenue. The major development factors of these four sectors will be presented followed by detailed tables and charts documenting historic and projected population changes for 1960 - 2030. Generally the study area is one mile beyond the Lubbock City limits as of 2000.

## **North East Sector - North of 34th Street and East of Indiana Avenue**

### **Major Developmental Influences**

1. The Central Business District is located in this sector. It has an employment base of over 12,000 people. Governmental and financial services are concentrated in the Central Business District.
2. Texas Tech University is located in this sector. Texas Tech has generally about 28,000 students and employs about 6,000 people.
3. The north east sector has been an area of historic population decline due to the 1970 tornado that destroyed several residential neighborhoods, residential displacement due to Interstate 27 construction, and a lack of new residential construction. The highly successful North Overton

Revitalization project along with recent municipal programs will reverse the historic population declines.

4. Lubbock International Airport is located in the northern part of this sector that limits residential construction outside of Loop 289.

5. Interstate 27 was completed in 1992. Interstate 27 should encourage some new commercial development generally associated with interstate highways such as hotels, restaurants, and service stations.

6. There is a relatively low level of commercial retail activity in this sector.

## **South East Sector - South of 34th Street and East of Indiana Avenue**

### **Major Developmental Influences**

1. East of Interstate 27 inside of Loop 289 is primarily a warehouse and industrial area with pockets of residential development.

2. West of Interstate 27 is generally middle income residential and commercial development.

3. New residential development will occur outside of Loop 289 and west of Avenue P.

## **North West Sector - North of 34th Street and West of Indiana Avenue**

### **Major Developmental Influences**

1. Medical services sector center with three major hospitals and auxiliary support services.

2. Generally middle to upper income residential and commercial development.

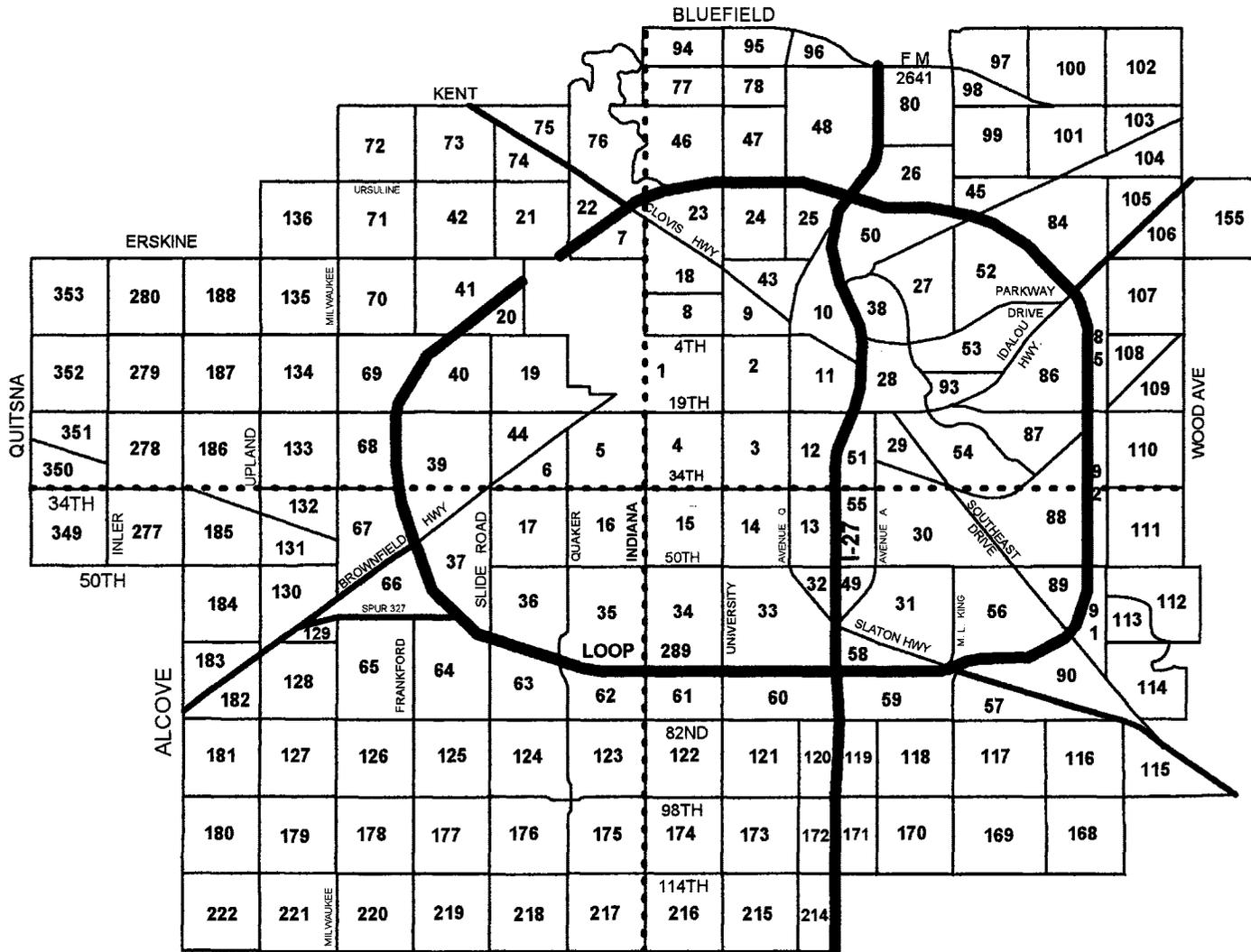
3. The highly successful adaptive reuse of Reese AFB has had a positive impact on this sector.

4. Growth and development will occur just outside of Loop 289.

## **South West Sector - South of 34th Street and West of Indiana Avenue**

### **Major Developmental Influences**

1. Growth in Lubbock has been historically to the southwest.
2. South Plains Malls is located in this sector. In the early 1970's this development correctly anticipated the growth direction and potential market for a regional (over 1 million square foot) center. Once the South Plains Mall was successful it acted as a catalyst for further residential and commercial development.
3. This sector is generally upper income residential and commercial development.
4. New residential development will occur outside of Loop 289 and is no longer inhibited by school district boundaries.



# Planning Unit Index Map



F.M. 1585

**Population by Planning Unit  
North of 34th Street and East of Indiana Ave.**

UNIT	1960	1970	1980	1990	2000	2010	2020	2030
1	3,368	6,418	6,713	5,631	4,470	5,200	5,500	6,000
2	7,650	7,064	7,943	8,190	7,281	7,000	7,400	7,800
3	5,694	4,950	4,692	4,715	5,093	5,000	4,900	4,800
4	6,146	5,194	4,567	4,641	4,615	4,625	4,650	4,650
8	3,519	5,040	5,113	4,197	4,147	4,100	4,100	4,100
9	3,960	3,772	3,427	2,939	2,162	2,150	2,125	2,100
10	6,389	2,988	1,236	715	814	925	1,050	1,150
11	3,364	2,140	1,161	1,263	1,194	500	700	800
12	3,753	3,374	3,334	2,909	3,141	3,100	3,100	3,000
18	5,201	5,648	5,144	4,457	3,985	3,925	3,875	3,825
23	35	136	33	62	62	100	150	150
24	27	5	25	15	11	0	0	0
25	44	145	39	47	37	20	0	0
26	1,735	1,688	1,332	1,278	1,314	1,250	1,200	1,150
27	289	745	771	554	482	700	800	900
28	78	73	76	37	0	0	0	0
29	5,569	1,322	1,241	744	1,032	1,200	1,300	1,400
38	21	0	133	0	1	0	0	0
43	2,202	1,540	1,247	682	564	550	525	500
45	7	0	0	0	0	0	0	0
46	30	177	594	436	470	450	450	450
47	35	41	6	6	5	0	0	0
48	243	732	748	736	804	850	900	950
50	408	166	193	88	53	30	10	0
51	926	435	403	414	380	370	350	330
52	1,693	2,765	4,890	4,253	4,371	4,300	4,200	4,100
53	2,917	3,387	2,994	2,487	2,173	2,200	2,250	2,300

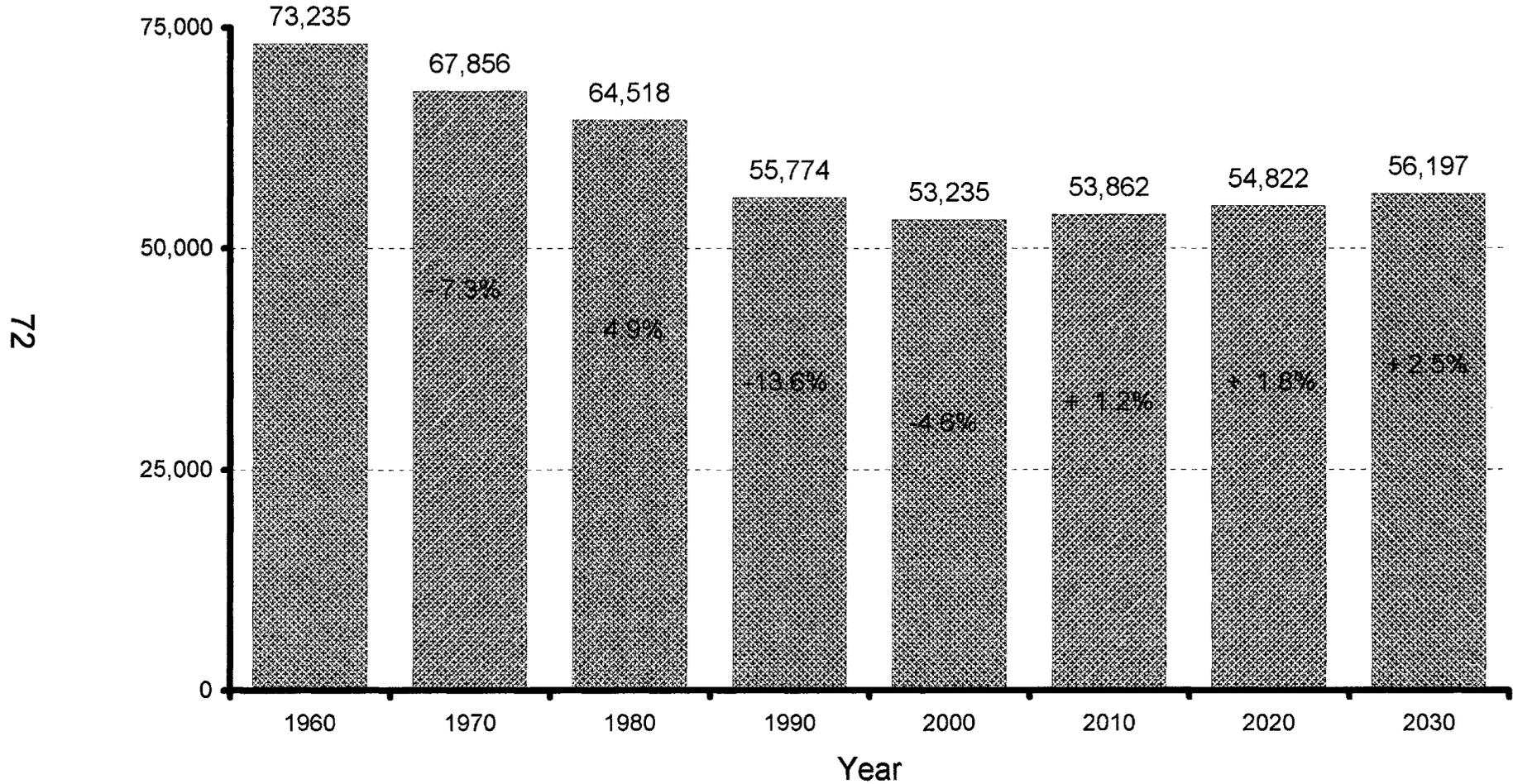
**Population by Planning Unit  
North of 34th Street and East of Indiana Ave.**

UNIT	1960	1970	1980	1990	2000	2010	2020	2030
<b>54</b>	2,608	2,866	1,911	1,003	943	925	900	900
<b>77</b>	59	84	127	142	137	130	125	115
<b>78</b>	17	14	14	13	0	0	0	0
<b>80</b>	774	891	874	527	562	500	450	400
<b>84</b>	153	59	70	76	71	65	55	55
<b>85</b>	444	273	291	231	214	200	175	175
<b>86</b>	2,478	2,078	1,485	1,118	1,002	950	900	875
<b>87</b>	117	56	28	20	29	50	60	100
<b>93</b>	1,147	882	715	391	304	275	275	275
<b>96</b>	10	6	3	12	2	0	0	0
<b>97</b>	4	5	6	5	7	0	0	0
<b>98</b>	6	12	144	101	0	0	0	0
<b>99</b>	39	160	74	106	116	100	75	75
<b>100</b>	6	18	7	2	0	0	0	0
<b>101</b>	3	4	0	0	164	1,100	1,300	1,800
<b>102</b>	4	7	16	12	2	2	2	2
<b>103</b>	45	175	35	30	50	25	10	10
<b>104</b>	6	11	74	20	68	70	60	60
<b>105</b>	N/A	N/A	130	86	269	275	300	300
<b>106</b>	N/A	N/A	N/A	75	155	150	150	150
<b>107</b>	12	310	459	308	479	500	450	450
<b>TOTAL</b>	<b>73,235</b>	<b>67,856</b>	<b>64,518</b>	<b>55,774</b>	<b>53,235</b>	<b>53,862</b>	<b>54,822</b>	<b>56,197</b>
<b>% CHANGE</b>		-7.3%	-4.9%	-13.6%	-4.6%	1.2%	1.8%	2.5%

71

Sources : 1960 - 2000 U. S. Census of Population; 2010 - 2030 are Planning Department Projections  
Prepared September 2004

## Population North of 34th Street and East of Indiana Avenue



Source: 1960 - 2000 U. S. Census of Population; 2010 - 2030 Planning Department Projections September 2004

**POPULATION BY PLANNING UNIT**  
**South of 34th Street and East of Indiana Ave.**

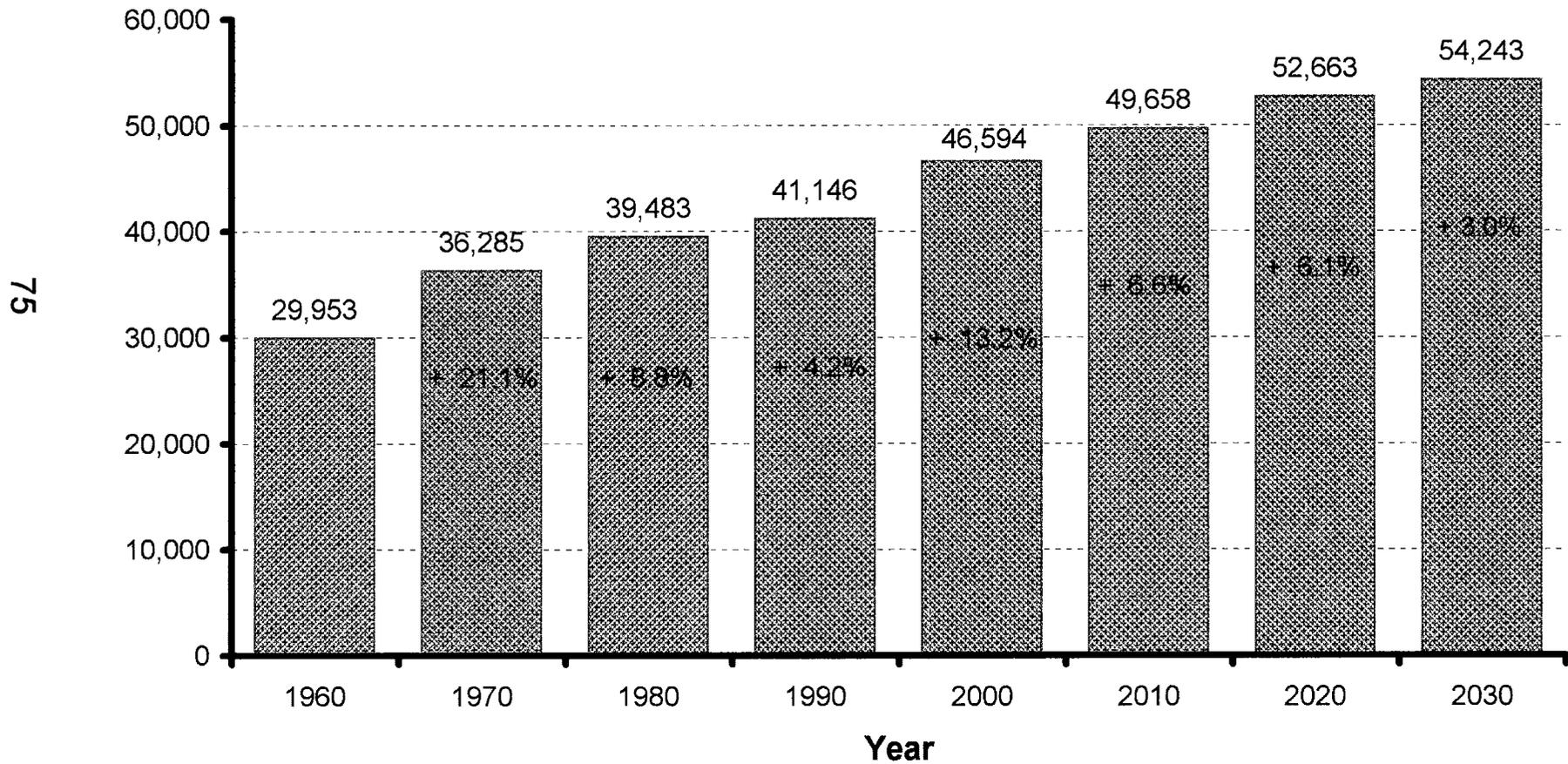
<b>UNIT</b>	<b>1960</b>	<b>1970</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>2010</b>	<b>2020</b>	<b>2030</b>
<b>13</b>	1,997	3,150	2,885	2,549	2,729	2,600	2,500	2,400
<b>14</b>	4,747	4,673	3,905	3,964	4,260	4,100	4,000	3,950
<b>15</b>	6,667	5,575	4,801	4,766	4,938	4,900	4,850	4,800
<b>30</b>	1,802	1,482	1,298	887	881	850	825	800
<b>31</b>	681	490	296	196	176	165	155	150
<b>32</b>	226	237	782	658	873	800	750	750
<b>33</b>	3,806	8,243	7,483	7,007	7,455	7,400	7,300	7,200
<b>34</b>	4,104	6,012	5,622	5,289	5,395	5,000	4,850	4,750
<b>49</b>	1,518	1,683	1,562	1,695	1,730	1,700	1,600	1,600
<b>55</b>	2,456	2,276	2,012	1,832	1,770	1,700	1,650	1,625
<b>56</b>	77	38	13	4	8	0	0	0
<b>57</b>	18	6	8	1	0	0	0	0
<b>58</b>	10	9	3	1	0	0	0	0
<b>59</b>	561	621	802	954	1,008	1,000	950	900
<b>60</b>	278	613	1,712	2,389	2,655	3,400	3,700	4,000
<b>61</b>	110	23	2,436	2,576	2,498	2,400	2,300	2,300
<b>88</b>	661	336	232	9	2	0	0	0
<b>89</b>	4	0	1	0	0	0	0	0
<b>90</b>	8	21	5	0	2	0	0	0
<b>91</b>	11	10	3	2	0	0	0	0
<b>92</b>	0	14	9	0	0	0	0	0
<b>111</b>	4	3	3	10	0	0	0	0
<b>112</b>	3	3	3	0	5	0	0	0
<b>113</b>	144	335	232	150	154	125	110	100
<b>114</b>	N/A	N/A	N/A	20	0	0	0	0
<b>115</b>	9	16	12	4	8	5	5	5

**POPULATION BY PLANNING UNIT**  
**South of 34th Street and East of Indiana Ave.**

<b>UNIT</b>	<b>1960</b>	<b>1970</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>2010</b>	<b>2020</b>	<b>2030</b>
<b>116</b>	8	11	5	4	949	1,200	1,500	1,700
<b>117</b>	4	4	44	84	153	200	250	300
<b>118</b>	5	17	76	297	315	325	350	375
<b>119</b>	9	9	8	0	10	5	5	5
<b>120</b>	10	98	239	144	320	400	500	600
<b>121</b>	9	76	314	1,271	2,696	4,000	3,900	3,800
<b>122</b>	6	25	2,267	3,730	4,572	4,300	4,100	4,000
<b>168</b>	N/A	N/A	N/A	5	3	3	3	3
<b>169</b>	N/A	N/A	N/A	15	12	25	50	75
<b>170</b>	N/A	N/A	N/A	47	60	80	90	100
<b>171</b>	N/A	N/A	N/A	46	50	75	95	105
<b>172</b>	N/A	7	8	6	16	50	100	125
<b>173</b>	N/A	21	23	37	271	500	1,500	2,500
<b>174</b>	0	12	22	15	13	1,500	3,500	3,400
<b>214</b>	N/A	14	132	184	209	250	275	350
<b>215</b>	N/A	78	109	229	239	350	400	475
<b>216</b>	N/A	44	116	69	159	250	500	1,000
<b>TOTAL</b>	<b>29,953</b>	<b>36,285</b>	<b>39,483</b>	<b>41,146</b>	<b>46,594</b>	<b>49,658</b>	<b>52,663</b>	<b>54,243</b>
<b>% CHANGE</b>		21.1%	8.8%	4.2%	13.2%	6.6%	6.1%	3.0%

Sources : 1960 - 2000 U. S. Census of Population; 2010 - 2030 are Planning Department Projections Prepared September 2004

## Population South of 34th Street and East of Indiana Avenue



Source: 1960 - 2000 U. S. Census of Population; 2010 - 2030 Planning Department Projections September 2004

**POPULATION BY PLANNING UNIT**  
**North of 34th Street and West of Indiana Ave.**

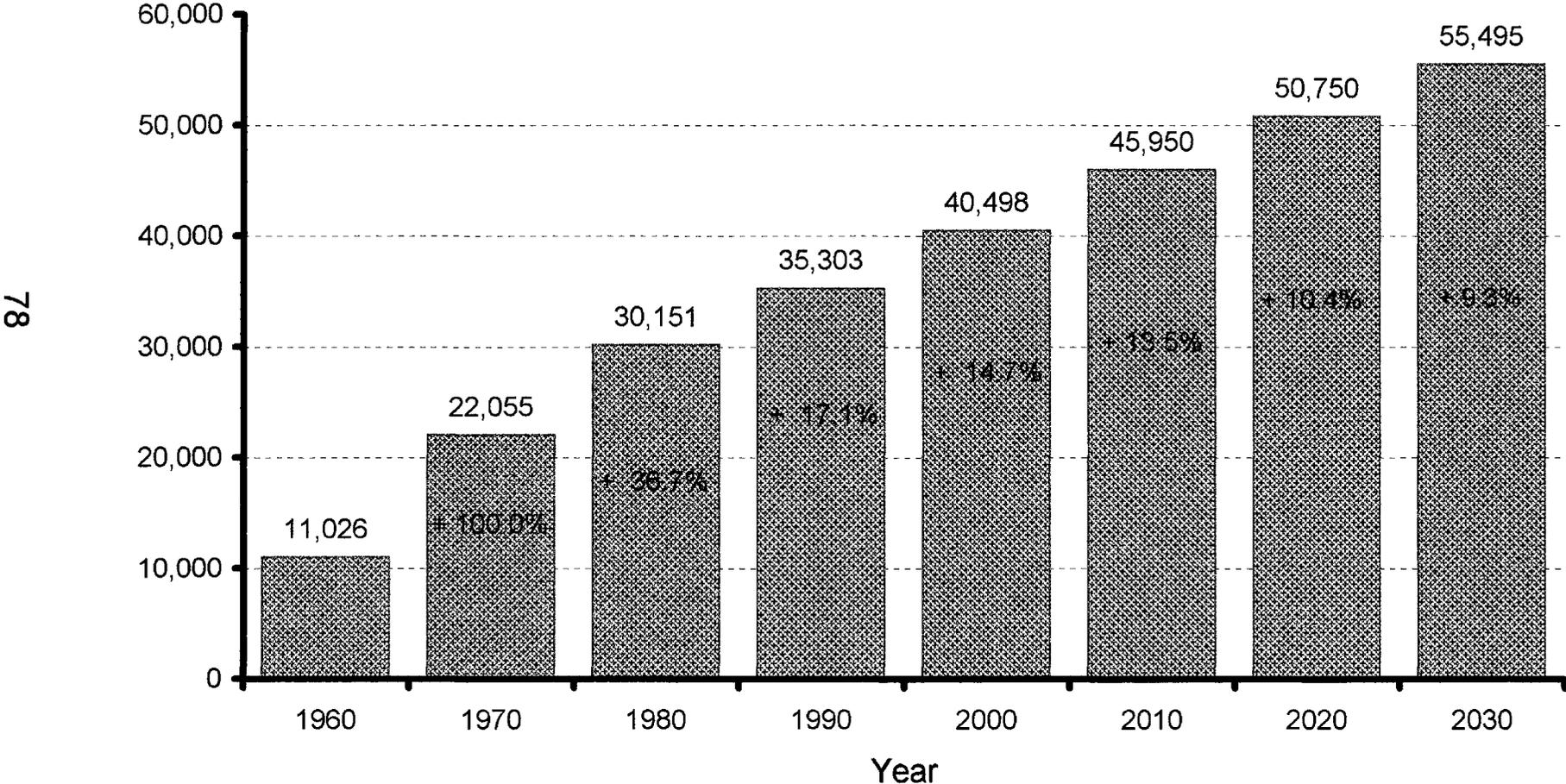
<b>UNIT</b>	<b>1960</b>	<b>1970</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>2010</b>	<b>2020</b>	<b>2030</b>
<b>5</b>	5,346	4,653	3,962	3,350	3,303	3,100	3,000	2,900
<b>6</b>	462	1,965	1,707	1,964	1,842	1,750	1,700	1,650
<b>7</b>	152	167	97	509	1,153	1,250	1,150	1,100
<b>19</b>	2,235	3,940	5,037	4,671	4,427	4,600	4,600	4,600
<b>20</b>	7	4	820	1,140	1,594	1,600	1,500	1,400
<b>21</b>	80	114	953	1,343	1,493	2,000	3,300	3,750
<b>22</b>	1	4	6	0	3	0	0	0
<b>39n.pt.</b>	863	3,059	3,875	4,515	4,474	4,300	4,200	4,100
<b>40</b>	623	4,280	5,164	4,836	4,444	4,300	4,200	4,100
<b>41</b>	34	97	1,675	2,581	2,685	3,500	3,600	3,700
<b>42</b>	19	21	500	559	584	1,500	2,300	3,300
<b>44</b>	636	1,541	1,689	1,406	1,384	1,350	1,300	1,200
<b>68</b>	493	458	1,196	1,868	2,388	2,600	2,800	3,000
<b>69</b>	48	27	671	1,715	4,489	5,200	5,300	4,900
<b>70</b>	20	16	20	512	1,196	1,700	2,000	1,900
<b>71</b>	N/A	25	19	26	70	150	300	700
<b>72</b>	N/A	15	22	14	69	100	150	350
<b>73</b>	N/A	N/A	5	5	18	15	15	100
<b>74</b>	N/A	N/A	0	31	10	20	30	50
<b>75</b>	4	3	4	23	41	40	25	40
<b>76</b>	3	0	0	328	532	550	500	500
<b>133</b>	N/A	N/A	786	975	1,182	1,500	2,000	3,000
<b>134</b>	N/A	73	140	137	177	1,500	2,700	3,200
<b>135</b>	N/A	N/A	0	266	587	750	1,250	2,300
<b>136</b>	N/A	N/A	N/A	6	20	20	25	50

**POPULATION BY PLANNING UNIT**  
**North of 34th Street and West of Indiana Ave.**

<b>UNIT</b>	<b>1960</b>	<b>1970</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>2010</b>	<b>2020</b>	<b>2030</b>
<b>186</b>	N/A	1,006	887	770	681	700	700	700
<b>187</b>	N/A	587	916	574	598	600	650	700
<b>188</b>	N/A	N/A	N/A	201	259	275	300	500
<b>278</b>	N/A	N/A	N/A	186	172	200	225	450
<b>279</b>	N/A	N/A	N/A	108	138	150	175	350
<b>280</b>	N/A	N/A	N/A	68	55	75	75	100
<b>350</b>	N/A	N/A	N/A	12	20	25	50	75
<b>351</b>	N/A	N/A	N/A	174	386	500	600	700
<b>352</b>	N/A	N/A	N/A	14	11	15	15	15
<b>353</b>	N/A	N/A	N/A	416	13	15	15	15
<b>TOTAL</b>	<b>11,026</b>	<b>22,055</b>	<b>30,151</b>	<b>35,303</b>	<b>40,498</b>	<b>45,950</b>	<b>50,750</b>	<b>55,495</b>
<b>% CHANGE</b>		100.0%	36.7%	17.1%	14.7%	13.5%	10.4%	9.3%

Sources : 1960 - 2000 U. S. Census of Population; 2010 - 2030 are Planning Department Projections Prepared September 2004

# Population North of 34th Street and West of Indiana Avenue



Source: 1960 - 2000 U. S. Census of Population; 2010 - 2030 Planning Department Projections September 2004

**POPULATION BY PLANNING UNIT**  
**South of 34th Street and West of Indiana Ave.**

<b>UNIT</b>	<b>1960</b>	<b>1970</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>2010</b>	<b>2020</b>	<b>2030</b>
<b>16</b>	6,168	5,981	5,009	4,497	4,655	4,500	4,400	4,300
<b>17</b>	6,019	7,089	5,928	5,512	5,402	5,200	5,000	4,900
<b>35</b>	374	7,287	6,696	5,686	5,576	5,200	5,100	5,100
<b>36</b>	65	1,170	4,681	5,097	5,205	4,800	4,700	4,700
<b>37</b>	320	3,320	5,366	6,288	6,365	6,200	6,000	6,000
<b>39s.pt.</b>	25	1,024	1,665	1,562	1,612	1,500	1,400	1,400
<b>62</b>	16	0	1,412	1,260	1,297	1,200	1,100	1,100
<b>63</b>	11	6	3,137	4,113	4,089	3,700	3,600	3,600
<b>64</b>	83	96	4,583	5,668	6,393	5,750	5,500	5,400
<b>65</b>	30	3	4	1,849	3,049	4,000	3,800	3,700
<b>66</b>	17	22	16	2	2	0	0	0
<b>67</b>	32	90	1,096	1,373	1,536	1,400	1,600	1,700
<b>123</b>	18	18	3,146	4,170	4,145	4,200	3,800	3,700
<b>124</b>	8	3	733	2,492	3,322	3,200	3,100	3,000
<b>125</b>	24	20	637	5,426	6,175	5,500	5,300	5,300
<b>126</b>	6	4	4	3	374	2,200	3,500	3,700
<b>127</b>	N/A	3	1	65	287	2,300	3,600	3,500
<b>128</b>	N/A	45	184	305	472	1,000	3,000	3,300
<b>129</b>	N/A	14	14	23	10	0	0	0
<b>130</b>	N/A	22	13	80	233	500	1,000	1,500
<b>131</b>	N/A	0	0	0	7	9	200	750
<b>132</b>	N/A	0	0	0	0	50	200	750
<b>175</b>	N/A	6	118	823	1,189	2,400	3,500	3,700
<b>176</b>	N/A	4	5	6	357	2,500	3,400	3,300
<b>177</b>	N/A	10	9	8	153	1,400	3,300	3,300
<b>178</b>	N/A	0	4	8	0	750	1,750	3,500

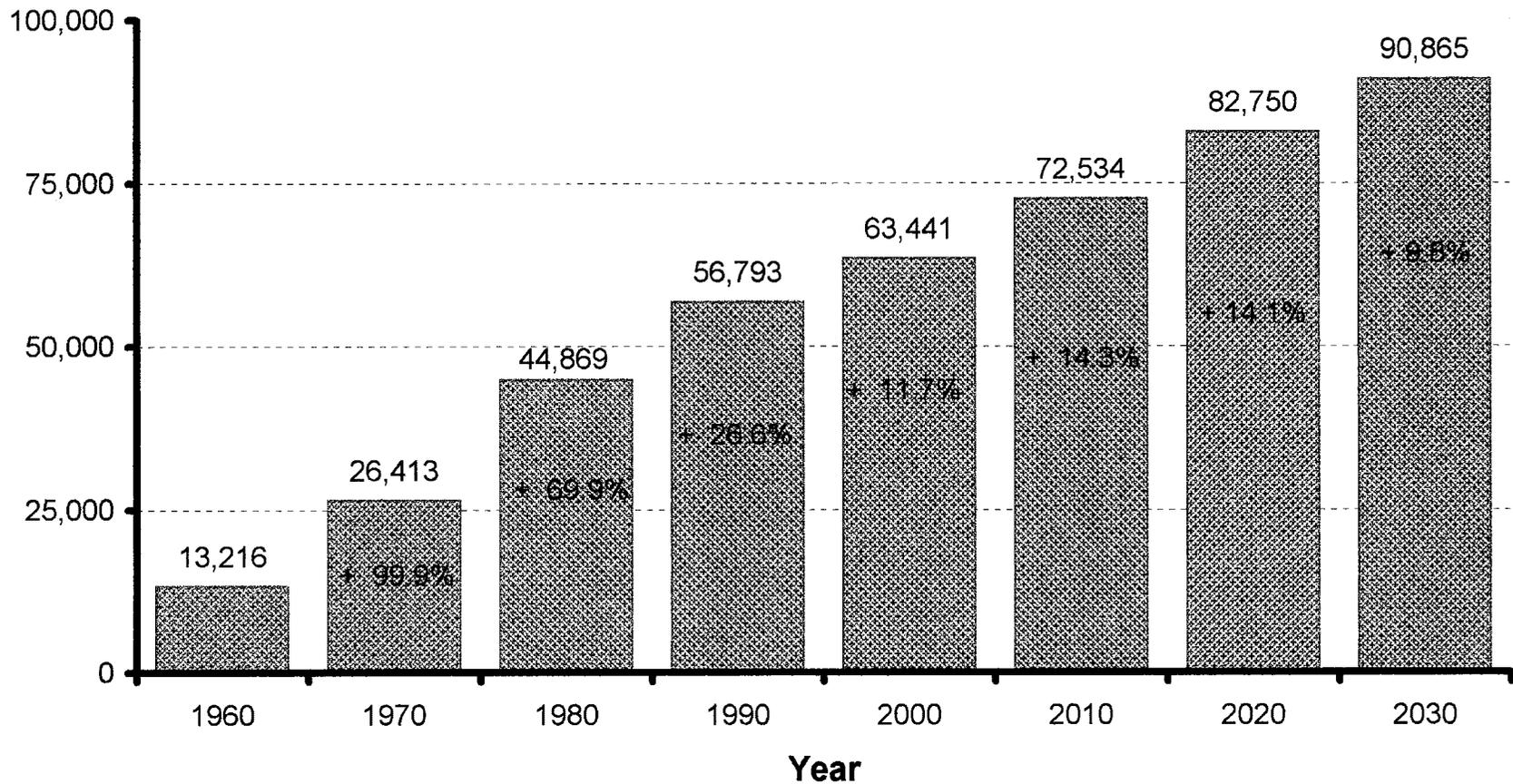
**POPULATION BY PLANNING UNIT**  
**South of 34th Street and West of Indiana Ave.**

<b>UNIT</b>	<b>1960</b>	<b>1970</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>2010</b>	<b>2020</b>	<b>2030</b>
<b>179</b>	N/A	4	49	43	120	250	500	900
<b>180</b>	N/A	N/A	18	8	7	50	100	500
<b>181</b>	N/A	N/A	6	0	346	600	750	1,400
<b>182</b>	N/A	5	33	61	233	500	750	750
<b>183</b>	N/A	36	30	18	41	100	250	500
<b>184</b>	N/A	19	26	14	97	200	400	800
<b>185</b>	N/A	22	53	13	7	15	15	15
<b>217</b>	N/A	7	8	7	2	75	150	500
<b>218</b>	N/A	15	26	36	75	200	300	900
<b>219</b>	N/A	19	84	80	270	500	750	1,400
<b>220</b>	N/A	13	45	48	160	300	500	900
<b>221</b>	N/A	36	30	98	104	150	175	400
<b>222</b>	N/A	N/A	N/A	0	0	50	150	300
<b>277</b>	N/A	N/A	N/A	44	64	75	100	200
<b>349</b>	N/A	N/A	N/A	7	10	10	10	200
<b>TOTAL</b>	<b>13,216</b>	<b>26,413</b>	<b>44,869</b>	<b>56,793</b>	<b>63,441</b>	<b>72,534</b>	<b>82,750</b>	<b>90,865</b>
<b>% CHANGE</b>		99.9%	69.9%	26.6%	11.7%	14.3%	14.1%	9.8%

Sources : 1960 - 2000 U. S. Census of Population; 2010 & 2030 are Planning Department Projections Prepared September 2004

## Population South of 34th Street and West of Indiana Avenue

81



Source: 1960 - 2000 U. S. Census of Population; 2010 - 2030 Planning Department Projections September 2004

# Housing

## Historic:

In Lubbock new housing construction has accommodated the growth in population. In the last twenty years the growth rate of new housing construction has exceeded the population growth rate. One reason for the faster growth of new housing construction is fewer persons in more units, including a declining population per household, a higher percentage of single parent families, and more college students living in apartments.

Affordability of housing in Lubbock is noteworthy. The cost for housing in Lubbock is typically 15% to 20% less than the national average. Two reasons for the lower cost of housing in Lubbock are the low cost of land and generally lower costs for labor. There has been a more than adequate supply of land which normally has very few constraints for development.

### Housing Year Built City of Lubbock (Excluding Mobile Homes)

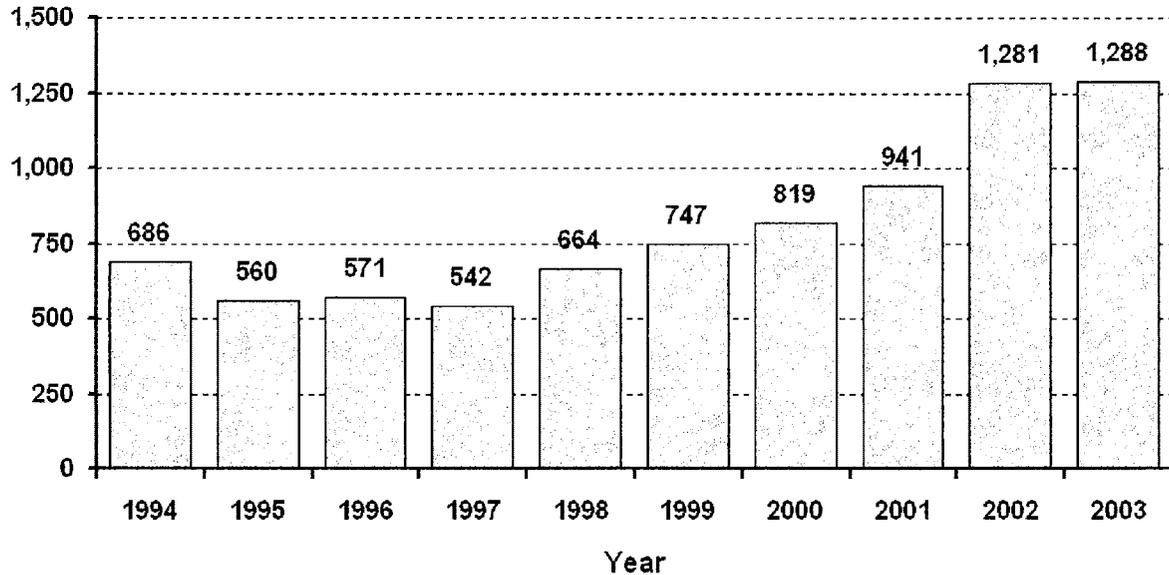
Year	Single Family	Duplexes	Apartments
1900 - 1909	91	14	43
1910 - 1919	29	6	6
1920 - 1929	1,024	288	169
1930 - 1939	2,095	410	298
1940 - 1949	5,571	598	443
1950 - 1959	16,320	888	815
1960 - 1969	9,430	884	4,077
1970 - 1979	10,024	942	8,663
1980 - 1989	7,234	704	4,157
1990 - 2000	7,157	182	1355

Source: City of Lubbock Land Use Data File 2000

## Existing:

### Number of New Single Family Homes City of Lubbock 1994 - 2003

Source: City of Lubbock Building Inspection Department *Monthly Statistical Report*



The housing market in Lubbock has recovered from overbuilding in the 1980's. The apartment vacancy rate has decreased from over 17% in 1985 to about 10% in 2004. The value of housing has also recovered as vacancy rates for single family units has decreased. The 2000 Census reported a 1.7% vacancy rate for homeowners. There is also an increased emphasis on remodeling of existing older homes.

Town and garden home construction has also become more popular in Lubbock. The senior population is particularly attracted to this style of housing because of less yard maintenance and the proximity of neighbors provides a greater sense of community and security. Town and garden homes have also been marketed to the parents of college students as a means of reducing housing costs.

## **Outlook:**

. Based upon a population growth rate of 0.6% per year there should be about 600 - 800 single family housing units built per year and 300 - 400 apartment units built per year. Transitional group housing to accommodate the growing elderly population will continue to be strong. Older homes will be rehabilitated for younger households.

Future housing values will not appreciate as rapidly as in the 1960's and 1970's. Housing values increased rapidly in the 1960s and 1970's due to the baby boomers buying homes and increased numbers of new household formation. Once the baby boom was accommodated the demand for housing decreased. This decreased demand resulted in a leveling off of prices when the rate of inflation is included. Home purchases in the future will be for longer periods of time and there will not be as much speculative development due to increased financial loan requirements. However, the advantages of home ownership including the accumulation of equity, mortgage tax incentives and the fact that owners generally have more living space for less cost than renters will still make home ownership a desired goal of most households.

# Land Use Development

## Historic:

Since the incorporation of the City of Lubbock in 1909 the predominant direction of development has been to the southwest. The Yellowhouse Canyon was originally a physical barrier to transportation and development to the northeast. Development of rail yards along the south Canyon rim reinforced the barrier. Establishment of Texas Tech in 1925 added to the southwest growth directional trend. In the 1960's site selection for the South Plains Mall not only anticipated growth to the southwest but also acted as a catalyst for development. Successful developers and financial investors are attracted to growth areas due to greater financial returns and lower levels of risk.

Other trends in land use development in Lubbock are the location of commercial nodes at the intersection of major thoroughfares rather than strip commercial development, the use of apartments and duplexes to buffer single family residences from more intense land uses and a modified rather than pure grid form of residential street patterns. The purpose of locating commercial nodes at the intersection of major thoroughfares is to improve traffic flow and enhance access to these commercial facilities as traffic slows for signals. Policy for commercial development within the Comprehensive Land Use Plan provides for ten acres of commercial development at each corner of the intersection.

The concept of buffering is used to protect less intense land development from more intense land uses such as industrial and commercial. In Lubbock apartments and duplexes are often used for this transitional development. Buffering is particularly important adjacent to commercial areas at the intersection of major thoroughfares.

The flatness of the terrain in Lubbock creates a challenge to develop drainage systems. To improve drainage, streets are designed to facilitate flow from developed land into playa lakes.

This is a modified grid street system and can be found in the more recent subdivisions. This type of street design also creates a more interesting, safer and varied type of development.

**Existing:**

**Land Use Comparisons  
City of Lubbock  
1973 & 2000**

Classification	1973 Area (SQ. MI.)	Acres Per 100 People	2000 Area (SQ. MI.)	Acres Per 100 People
Residential	13.7	5.6	20.9	6.7
Right of Way	10.7	4.4	17.0	5.5
Public Use	5.3	2.2	8.1	2.6
Commercial	4.1	1.7	6.3	2.0
Industrial	2.1	0.9	3.3	1.1
Transportation & Utilities	0.2	0.1	5.3	1.7
Open Space	3.2	1.3	5.9	1.9
Vacant	40.6	16.6	48.2	15.5
<b>Totals</b>	<b>79.9</b>	<b>32.8</b>	<b>115.0</b>	<b>36.9</b>

A comparison of the 1973 land uses with the 2000 land uses for the City of Lubbock shows that in all categories of developed acreage there was an increase in the area of land per 100 people. This increase is caused by the declining population per household and development of land annexed in 1958. The major increase in transportation land use was a result of annexation of a majority of the Lubbock International Airport in 1983.

Most development that has occurred in the 1990's has been outside of Loop 289. This is due to the very limited remaining amount of residential vacant land inside of Loop 289 in the

traditional south and southwest growth areas. For example in the area bounded by 4th Street, Avenue A, 50th Street and Slide Road only 6% of the land area is vacant. The cost of utility extension and private developers emphasis on rapid usage of subdivided land has resulted in generally compact development and discouraged sprawl in Lubbock.

## Outlook:

It is projected that there will be an additional seven square miles of land developed by the year 2030. The following table illustrates the projected additional land necessary of accommodate development by the year 2030:

Land Use Classification	Projected Additional Land Area in Square Miles
Residential	7.0
Right of Way	4.9
Public Use	2.2
Commercial	2.0
Industrial	0.8
Transportation & Utilities	0.6
Open Space	2.2

A listing of the current City of Lubbock Land Use Development Policies from the "Lubbock Comprehensive Plan" follows to encourage their use and promote knowledge of these policies:

## **Comprehensive Land Use Development Policies**

### **Streets**

1. Thoroughfares should be placed on section lines
2. Collector streets should be on half section lines
3. Street intersections shall be as near to right angles as possible, and four-way intersections of residential streets shall be avoided unless recommended by the City Engineer for drainage purposes.
4. On thoroughfares, multiple driveway openings should be avoided, and no driveway access to low or medium density residential development should be allowed.
5. Cul-de-sacs should be used to minimize intersections of residential streets with thoroughfares.
6. The arrangement, character, extent, width, grade, and location of all streets shall conform to the Master Thoroughfare Plan and other Master Plans of the city and shall be considered in their relation to existing and planned streets, to topographical conditions, to public convenience and safety, and in their appropriate relation to the proposed uses of the land to be served by such streets.

### **Residential Development**

1. Residential lots should not front on thoroughfares or expressways. Where a subdivision abuts or contains an existing or proposed thoroughfare or expressway, the subdivider shall provide for abutting lots to side on the street in question.
2. Medium density (duplex) residential development should be used as a buffer between single-family residential development and high density residential or commercial development.

3. High density residential development should be near a thoroughfare so that traffic flows directly onto the thoroughfare rather than through lower density residential neighborhoods.
4. A population ratio of 8,000-10,000 people per square mile is desired for the optimum traffic handling capability of the adjacent streets and the service capabilities of utilities.
5. Large concentrations of high density residential development should be avoided so that traffic congestion is reduced.
6. Factors including topography, aesthetics, and traffic flow should be considered in the design of a residential street system. The grid pattern should be avoided where possible within neighborhoods.
7. Residential street arrangement should discourage use by non-local traffic.

#### **Commercial and Industrial Development:**

1. Strip commercial development should be avoided. Commercial development which extends more than 660 feet from the intersection of major thoroughfares shall be considered to be strip development.
2. In newly developing areas, a maximum of 10 acres of commercial zoning should be allowed on each corner at the intersection of major thoroughfares, serving neighborhoods within 1/2 to 1 mile radius. Once low density residential zoning occurs adjacent to a thoroughfare, commercial zoning should be avoided directly across the thoroughfare.
3. Commercial land uses which serve a city wide or regional market shall be located on regional thoroughfares or expressways.
4. A small neighborhood shopping area may be permitted at the center of a square mile of residential development with proper site planning.

5. Where the possibility exists for adverse effects on adjacent residential areas, commercial or industrial zoning may take place only in accordance with approved site plan.
6. Industrial or commercial zoning adjacent to Loop 289 and major entry corridors to the city should be granted only in accordance with an approved site plan.

### **Public Facilities**

1. Generally, each square mile of residential development should include one elementary school site and one neighborhood park site. All school land acquisition is made by the appropriate school district.
2. Playas, or dry lakes, should be viewed as a source for aesthetic amenity, whether privately or publicly maintained. Prior to the recording of a plat containing a playa the Parks Board shall determine if the lake area will be accepted for public maintenance.
3. Churches should be placed adjacent to major thoroughfares.

# **Culture and Recreation**

## **Historic:**

Lubbock and West Texas is renowned as the birthplace of many performing artists. Perhaps the most celebrated is the late Buddy Holly who was a pioneer of “Rock and Roll” and an especially gifted composer. Performing artists have the opportunity to learn, practice and perfect their craft at numerous social and cultural activities.

Texas Tech University is an important element of culture and recreation in Lubbock. On-campus attractions include The Museum, Moody Planetarium and The Ranching and Heritage Center. Texas Tech also promotes the arts by providing performances by guest artists, faculty, and students. Athletics are a major attraction in Lubbock by having youth, school and collegiate programs with football, basketball and baseball attracting the most spectators.

Municipal government in Lubbock has had an active role in the development of parks and other community facilities. Development of parks as public open spaces began in the 1920's. Mackenzie State Park was developed in the 1930's. Generally, park development was in conjunction with residential development. Parks are often developed around playa or dry lakes and typically there is at least one park in a square mile of residentially developed land. As part of the redevelopment of the area devastated by the 1970 tornado a \$22.7 million Civic Center was opened in 1976, the central library was relocated to the Mahon Library and the linear Canyon Lakes Project was begun.

The Lubbock Chamber of Commerce has a positive impact on culture and recreation through the Lubbock Cultural Affairs Council and the Lubbock Visitors and Convention Bureau. Funding for many programs and projects is provided by a

hotel/motel tax to promote conventions and tourism. Social civic and professional clubs and organizations are also active in the promotion of recreational and cultural activities in Lubbock.

**Members of the Lubbock  
“Walk of Fame”  
September 2004**

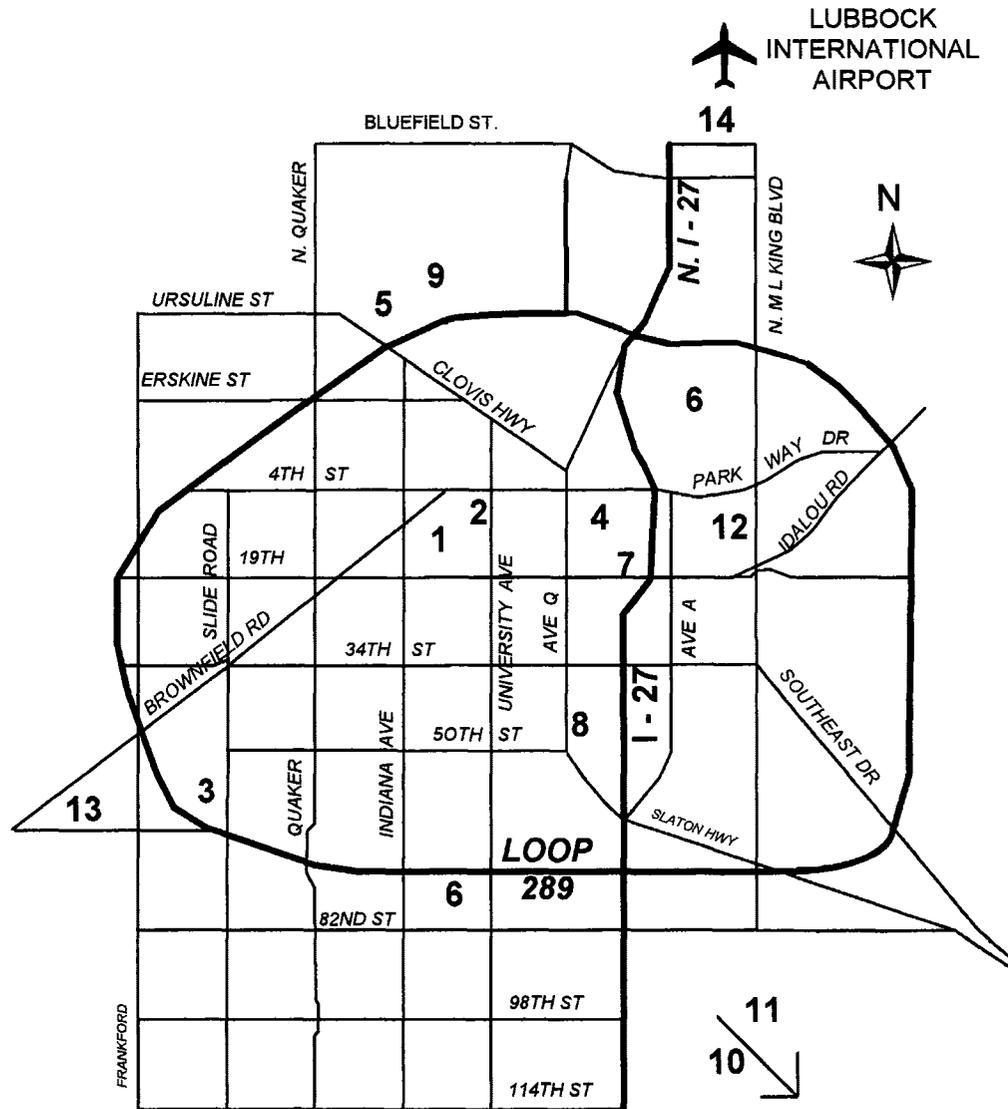
Buddy Holly	Roy Orbison
Waylon Jennings	Bob Wills
Mac Davis	The Gatlin Brothers
Jimmy Dean	“Snuff” Garrett
Bobby Keys	Maines Brothers Band
Ralna English	Virgil Johnson
G. W. Bailey	Buddy Knox
Barry Corbin	Glen D. Hardin
Niki Sullivan	Gary P. Nunn
Jerry Allison	Woody Chambliss
Joe B. Mauldin	The Hometown Boys
Sonny Curtis	Bob Montgomery
Tanya Tucker	Paul Milosevich
Joe Ely	Terry Allen
Dan Blocker	Glenda Maxey Goodacre
Dirk West	Jimmie Dale Gilmore
Butch Hancock	Eddie Dixon
Delbert McClinton	Fireballs
Brad Maule	Helen Wagner
Alvin G. Davis	Billy Walker
Cliff Magness	Richie McDonald

## **Existing:**

Cultural events and athletic events at Texas Tech are numerous and attendance is high. Over 800,000 fans attended Texas Tech athletic events in 2004 with football and basketball being the favorite spectator sports. Entrance into the Big 12 Conference as well as highly successful programs are important reasons for the popularity of athletics at Texas Tech. Over 200,000 people visited the Museum of Texas Tech University and Ranching Heritage Center in 2004. The annual Carol of Lights where the Spanish - Renaissance architecture of the campus is accented by thousands of Christmas lights is a favorite event of students, members of the community and visitors to Lubbock.

A listing of park facilities in Lubbock for the year 2004 indicates 115 parks (covering 4.7 square miles), 18 recreation centers, 9 golf courses and 11 public swimming pools. The mild summer evenings in Lubbock are particularly conducive for outdoor recreational activities. The Lubbock Memorial Civic Center and Municipal Coliseum and Auditorium host 800 events a year with an attendance of 800,000 people. Lubbock has a public library system with a main library and three branches. The system had a total of 363,853 volumes and a circulation of 926,472 items and total patron services of over 2.6 million in fiscal year 2002-2003.

The addition of the Omnimax Theater and Science Spectrum Museum, Lubbock Lake Landmark State Historical Park, The Cotton Kings hockey club and National Windmill Museum has increased the choices for recreational activities. The Science Spectrum is a museum dedicated to science and technology education. The Omnimax Theater shows films on a domed screen that provides the audience with a sensation of actually being a part of the movie. Lubbock Lake Landmark State Historical Park features an interpretative center and trails that inform the visitor of an archeological site that has artifacts showing the

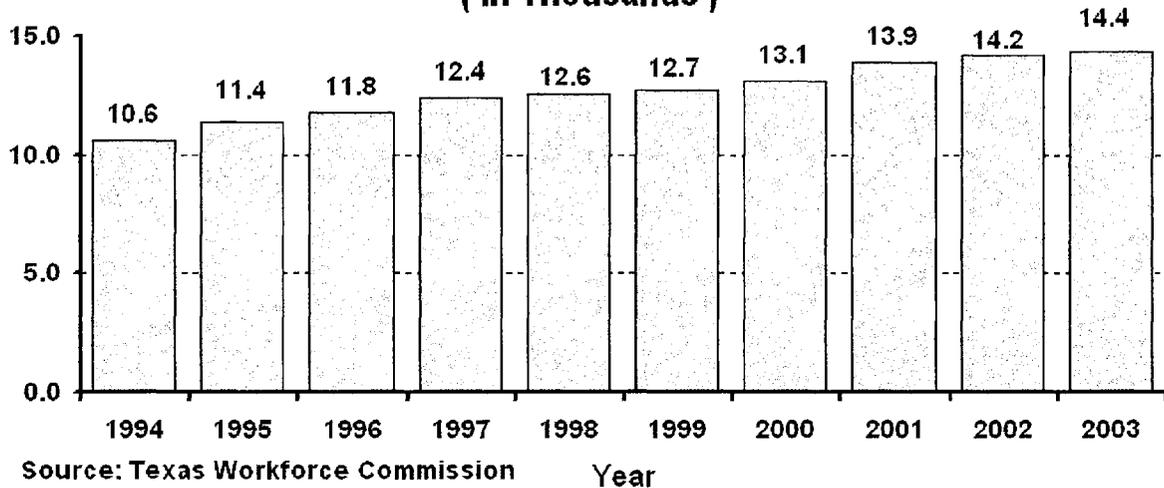


# CITY OF LUBBOCK MAJOR TOURIST ATTRACTIONS

1. TEXAS TECH UNIVERSITY  
MUSEUM & PLANETARIUM  
RANCHING/ HERITAGE CENTER  
JONES SBC STADIUM  
UNITED SPIRIT ARENA
2. MUNICIPAL AUDITORIUM  
& COLISEUM
3. SOUTH PLAINS MALL
4. CIVIC CENTER
5. LUBBOCK LAKE LANDMARK  
STATE HISTORICAL PARK
6. SCIENCE SPECTRUM  
& OMNIMAX THEATER
7. DEPOT DISTRICT
8. GARDEN & ARTS CENTER  
& ARBORETUM
9. HUFFMAN ATHLETIC COMPLEX
10. CAPROCK WINERY
11. LLANO ESTACADO WINERY
12. NATIONAL WINDMILL MUSEUM
13. LEGACY VILLAGE
14. SILENT WINGS MUSEUM

presence of people for over 12,000 years. The Lubbock Cotton Kings have had a successful debut and have attracted excellent fan support.

**Leisure and Hospitality Services Employment  
Annual Average Lubbock County 1994 - 2003  
( In Thousands )**



Leisure and Hospitality Services employment is primarily those people employed by food service and accommodations but also includes those working in the arts, entertainment and recreation. In the last ten years employment in this sector has increased by more than one third.

## **Outlook:**

The continued development of the Jim Bertram Canyon Lakes System will be a major priority for the City of Lubbock in the next thirty years. Current proposals call an investment of \$50 to \$75 million to fully develop the project into a regional and national attraction. Funding is the key to the success of this proposal. Funding requirements also means that this project will have to be done in stages over a long period of time. Possible funding

sources include capital improvement programs, outside grants and public/private partnerships.

The completion of The United Spirit Arena, a \$60 million facility at 18th and Indiana Avenue on the Texas Tech campus, has given Lubbock a major entertainment facility. The United Spirit Arena will attract many of the more popular entertainers that have not considered Lubbock in the past for performances. The United Spirit Arena is similar to other athletic facilities such as Amerquest Field in Arlington where a premium has been placed on design and architectural features. The United Spirit Arena exhibits the Spanish - Renaissance style that is predominant at Texas Tech University.

In Lubbock, cultural and recreational activities will compliment the retail trade sector of our economy and play an important role in the attraction of new businesses to the city. Personal expenditures of income on recreation are generally about 6% - 7%. One Texas city that has been highly successful in marketing itself as tourist destination is San Antonio. It would be in Lubbock's best economic interest to develop as the tourist destination for West Texas.

# **GOALS**

*"Forever the dream is in the mind, realization in the hand."*

**LOUIS L'AMOUR**

## Goals

Today our society lives in a world of rapidly changing technology which creates both many opportunities and problems. The Conference Board and the U. S. Bureau of Census have produced an excellent publication ***How We Live, Then and Now***, which statistically illustrates the changes that have occurred within our country in the 20th Century. Americans today are more mobile, have a greater variety of employment opportunities, are more affluent, and are healthier than our counterparts of the turn of the century. There are many examples in ***How We Live, Then and Now*** that show the effect that change and progress have had upon our lives. The first automobile trip across the United States took 65 days at the turn of the century and today with our excellent interstate system and high speed vehicles this trip can be done in four or five days. Our life expectancy has increased by 30 years since the turn of the century. As productivity increases our wealth increases. This is particularly true with regard to agriculture. The cost in work time to purchase one dozen eggs has decreased from 13 minutes in 1960 to 6 minutes in 1985. The cost of apparel and home appliances has also had substantial reduction in work time cost, for example the work time cost to purchase a toaster has decreased from 5.6 hours in 1960 to 2.1 hours in 1985. In 1915 60% of a household's income was spent on the necessities of food, shelter, and clothing. In 1985, 45% of our household income was spent on necessities, which results in increased discretionary income. The prosperity that has been produced by progress has been distributed throughout society and while there is still a significant segment of our population that lives in poverty most Americans have benefited handsomely from the changes in our society.

The citizens of Lubbock have taken an active role in determining goals for progress and development of our city. Committees composed of a wide cross section of citizens of Lubbock participated in the preparation of ***Goals for Lubbock: A***

***Vision Into The 21st Century.*** This process is an example of what John Naisbett in his book ***Megatrends*** called " participatory democracy", where citizens take an active role in determining how to enhance Lubbock. ***Goals for Lubbock: A Vision Into The 21sr Century*** was adopted by The Lubbock City Council, the County Commissioners Court, and the Lubbock Independent School District Board of Trustees in August 1995. The following are the goals and objectives from ***Goals for Lubbock: A Vision Into The 21st Century.***

## **Economic Development**

Goal 1: Execute a cohesive and well coordinated Economic Development program which emphasizes business retention, business expansion, small business development, international trade and industrial attraction.

Objective 1.1: Establish a cohesive and well-coordinated structure for various economic development entities.

Objective 1.2: Retain and expand existing Lubbock business.

- Conduct an annual personal survey of businesses to determine problems, concerns or expansion opportunities.
- Promote and expand Lubbock's medical/health care industry.

Objective 1.3: Ensure retention of Reese AFB.

Objective 1.4: Increase Lubbock's manufacturing base.

Objective 1.5: Involve the private sector more in the promotion of growth in Lubbock.

Objective 1.6: Reach a community-wide consensus on economic development priorities.

Objective 1.7: Create more high paying jobs.

Objective 1.8: Increase private sector involvement in the financing of economic development initiatives.

Objective 1.9: Promote small business opportunities in International Trade. (see Intergovernmental Coordination, Objective 3.2)

**Goal 2:** Establish and market and aggressive and highly competitive Business Retention and Attraction Program with a variety of Economic Development incentives and financial options which meet or exceed those of other cities.

Objective 2.1: Increase financial resources for economic development in order to make Lubbock competitive with other cities.

Objective 2.2: Maintain a local government which is pro-business.

Objective 2.3: Maintain the lowest possible tax structure.

Objective 2.4: Create an innovative financing program to assist new and existing companies with expansion and/or relocation.

- Keep businesses informed of financing opportunities

Objective 2.5: Promote legislation which reduces the impact of legal/environmental regulations.

Objective 2.6: Support worker's compensation reform.

Objective 2.7: Adopt the freeport tax exemption.

Objective 2.8: Support State trucking regulation reform.

**Goal 3:** Expand the supply of skilled labor for existing and new businesses located in Lubbock and the Region through enhanced education and training opportunities. (see Education, Goal 5)

Objective 3.1: Expand technical training and education.

- Develop a rapid response to labor/training needs of business.
- Identify targeted occupations for ongoing training.
- Increase financial support for all higher education.

Objective 3.2: Increase public school involvement in technical training.

Objective 3.3: Expand Adult Literacy Training Programs.

Objective 3.4: Establish night degree programs at Texas Tech.

Objective 3.5: Broaden minority employment opportunities.

Objective 3.6: Increase investment in educational technology.

**Goal 4: Provide and maintain support services and networking for existing and targeted businesses with attractive, accessible, cost-competitive, high-quality infrastructure.**

Objective 4.1: Develop additional support services for existing businesses.

Objective 4.2: Increase availability of jet service connections to national and international destinations. (see Recreation, Parks, Entertainment & Cultural Affairs, Objective 4.1 and Transportation, Objective 1.2)

Objective 4.3: Develop an ongoing networking system for businesses.

Objective 4.4: Improve City's water quality.

**Goal 5: Maintain and market Lubbock as a safe, progressive City, offering balanced growth, revitalization efforts and a wide variety of multi-cultural and leisure activities.**

Objective 5.1: Enhance community pride.

- Objective 5.2: Improve Lubbock's image both state and nation-wide.
- Objective 5.3: Support the creation of more jobs for the youth and elderly.
- Objective 5.4: Maintain a low crime rate.
- Objective 5.5: Promote balanced growth throughout the City. (see Land Use and Urban Design, Goal 2)
- Develop additional businesses along the I-27 corridor.
  - Revitalize North and East Lubbock.
  - Increase downtown development opportunities.
  - Retain businesses displaced by construction of the East-West freeway.
- Objective 5.6: Expand cultural amenities available in the City.
- Objective 5.7: Establish adequate childcare for working families. (see Education, Objective 4.12 and Health, Safety and Human Services, Objective 4.4)

## **Education**

Goal 1: Increase cooperation among all school districts, all post-secondary education entities, and the public and private sector.

- Objective 1.1: Explore the utilization of school facilities for a variety of activities/services. (see Education, Objective 4.11)
- Objective 1.2: Promote the coordination of information resources.
- Objective 1.3: Aggressively pursue fixed funding sources.

**Goal 2:** Reduce the number of children entering schools in the City of Lubbock without the basic skills to allow them to learn in a school environment.

**Objective 2.1:** Eliminate the number of children with little or no exposure to any type of structured/group environment.

**Objective 2.2:** Improve parental knowledge in basic skills (reading, writing, math) and expand adult illiteracy programs to eliminate the number of illiterate parents.

**Objective 2.3:** Improve parental knowledge regarding child development.

**Objective 2.4:** Establish neighborhood school readiness centers where the need clearly exists.

- Organize and mobilize volunteers.
- Utilize neighborhood facilities where available.
- Encourage business sponsorships.
- Provide child care for parents and teachers.
- Expand transportation availability.

**Objective 2.5:** Implement “Discovery” mobile classrooms that go directly to the neighborhoods.

**Objective 2.6:** Increase public awareness of pre-school programs currently in place.

**Objective 2.7:** Develop bilingual pre-school programs.

**Goal 3:** Reduce the distractions to an effective learning environment by making every Lubbock school safe, secure and alcohol/drug free environment.

**Objective 3.1:** Increase parental involvement in all aspects of safe school areas (i.e. weapons, alcohol, drugs, violence).

- Objective 3.2: Develop more preventive-oriented programs focusing on substance abuse, violence and gang involvement
- Objective 3.3: Increase teacher training on how to spot and address problem areas in students.
- Objective 3.4: Increase interaction between private businesses and schools.
- Objective 3.5: Eliminate the number of weapons in the Lubbock schools.
- Objective 3.6: Enhance current programs dealing with safe school areas.
- Objective 3.7: Improve methods for identifying and treating students involved in substance abuse.
- Objective 3.8: Seek grant funding to develop programs/facilities for drug and alcohol rehabilitation.

**Goal 4:** Ensure all citizens of Lubbock have access to public and private elementary and secondary education characterized by parental involvement, a safe environment, and the goal for its students to compete in a free enterprise economy.

- Objective 4.1: Increase the awareness of existing, successful programs which support school completion.
- Objective 4.2: Increase parent, family and mentor involvement in school-sponsored activities.
- Objective 4.3: Increase early childhood involvement in programs which provide enhanced and additional learning opportunities.
- Objective 4.4: Provide school programming which facilitates effective learning for all students.
- Objective 4.5: Increase/improve the use of technology in the classroom

- Objective 4.6: Improve the opportunities for teachers to continually update their skills.
- Objective 4.7: Increase the number and percentage of students obtaining a high school diploma or its equivalent.
- Objective 4.8: Provide career information and education throughout the educational process.
- Objective 4.9: Provide education which teaches students the required skills for lifelong learning.
- Objective 4.10: Improve student performance on standardized testing.
- Objective 4.11: Explore the utilization of school facilities for a variety of activities/services. (see Education, Objective 1.1)
- Objective 4.12: Provide before and after school child care. (see Economic Development, Objective 5.7 and Health, Safety and Human Services, Objective 4.4)
- Objective 4.13: Cooperate with existing agencies to provide adult education programs.

Goal 5: Improve and expand technical skill training to address current and future needs of Lubbock citizens and businesses. (see Economic Development, Goal 3)

- Objective 5.1: Establish a sustainable funding source for technical training programs and facilities.
- Objective 5.2: Identify the job skills anticipated in the next decade and develop training programs to teach these skills.
- Objective 5.3: Develop a program training local workers to fill jobs in businesses moving to Lubbock.

- Objective 5.4: Provide a source for continual updating of skills and re-training programs for Lubbock workers.
- Objective 5.5: Reduce the most common barriers to attending technical training.
- Expand child care opportunities.
  - Improve transportation availability.
  - Develop scholarships or other means of reducing economic barriers.
  - Schedule programs to maximize student access (i.e. nights, weekends, after business hours).
- Objective 5.6: Increase community awareness of the technical training programs already in place.
- Objective 5.7: Evaluate existing training programs to ensure students are prepared to fill real job needs.
- Objective 5.8: Improve the opportunities for faculty members to continually update their skills.

## **Health, Safety, and Human Services**

Goal 1: Eliminate violence and criminal activities associated with gangs.

- Objective 1.1: Remove dangerous youth from the street.
- Objective 1.2: Provide alternate classrooms to remove disruptive children from schools.
- Objective 1.3: Increase rehabilitation programs.
- Objective 1.4: Increase county and state incarceration facilities for juvenile offenders.
- Objective 1.5: Develop programs to address the issues of disruptive children.

**Objective 1.6:** Revise the state law that pertains to offenders under 18 years of age.

- Develop state-wide depository for juvenile criminal records.
- Allow juvenile probation officers to hold detention hearings.
- Lower the age for youth to be tried as an adult for violent crimes.
- Retain adult status involving future crime, once certified as an adult.
- Include civil/criminal responsibility of parents in the Family Code.
- Increase penalties for violence shown against educators (teachers, school staffs and school administration) and law enforcement officials.

**Objective 1.7:** Enhance public awareness of the extent of youth crimes.

**Objective 1.8:** Increase juvenile justice system resources.

**Objective 1.9:** Develop and enhance programs for reclaiming youth from gang activities.

**Goal 2:** Enhance intervention programs to address problems related to youth (i.e. teenage pregnancies, substance abuse, school issues, etc.)

**Objective 2.1:** Enhance parental accountability for the activities of their children.

**Objective 2.2:** Assure sufficient programs and facilities for youth treatment and rehabilitation.

**Objective 2.3:** Expand and improve mental health services for juvenile offenders.

**Objective 2.4:** Increase youth activities to deter initial gang involvement

Objective 2.5: Increase intervention programs to prevent crime.

Objective 2.6: Improve attitude among our young people

Goal 3: Enhance law enforcement and crime prevention programs to address societal changes within the community.

Objective 3.1: Improve and expand law enforcement and crime prevention resources such as:

- Facilities
- Operational Units
- Administrative Units

Objective 3.2: Improve and expand county and state incarceration facilities.

Objective 3.3: Adequately address destructive behavior when it occurs, including both adult and youth offenders.

Objective 3.4: Reduce violent crime related to crack cocaine and other substance abuse by:

- Increasing incarceration capacity
- Increasing severity of penalties

Objective 3.5: Improve crime prevention through public education and intervention.

Goal 4: Develop a comprehensive system for delivery of human services.

Objective 4.1: Increase coordination between agencies which provide human services

Objective 4.2: Increase and enhance basic life and job skills programs.

Objective 4.3: Enhance substance abuse prevention programs.

Objective 4.4: Ensure adequate day care for those in need.  
(see Economic Development, Objective 5.7  
and Education, Objective 4.12)

Objective 4.5: Ensure adequate housing for those in need.

Objective 4.6: Provide transportation for those in need.

Goal 5: Provide a comprehensive health information system to increase public education and effective administration and planning of health services.

Objective 5.1: Develop community-owned health information database which contains at least:

- Patient Demographics
- Chronic Diseases
- Hospital Discharges and Admittance
- Births and Deaths
- Injuries
- Disabilities
- Communicable Diseases
- Preventable Diseases
- Mental Disorders
- Available Services

Objective 5.2: Increase and enhance preventive health programs.

Objective 5.3: Educate the general public about the effects of lifestyles

Objective 5.4: Start education in early childhood.

Objective 5.5: Hold parents accountable for the neglect of the health of their children.

Objective 5.5: Increase efficiency of the health care system by:

- Improving accessibility to health services and emergency care
- Providing services which are age-appropriate
- Eliminating duplication of services
- Enhancing public education regarding mentally ill.

Objective 5.7: Enhance service for the mentally ill.

- Medical Care
- Dental Care
- Housing
- Inpatient Beds

Goal 6: Protect life and property through efficient delivery of fire protection, fire prevention and public safety programs.

Objective 6.1: Improve protection of life and property and reduce costs through technology and other means.

- Increase the use of smoke detectors and residential sprinkler systems.
- Improve CAD (Computer Aided Dispatch) and management information systems for the fire department.
- Establish backup emergency communications capabilities area-wide.
- Provide for a mobile communication vehicle for on-scene coordination and command at major emergencies.

Objective 6.2: Improve protection of life and property through public safety education

- Increase public awareness of common fire prevention methods.
- Increase public awareness of smoke detectors and sprinkler systems for saving lives and property when fire occurs.

**Objective 6.3:** Manage fire prevention and fire control resources to meet changes in the City.

- Analyze and plan for appropriate location of fire stations, present and future.
- Continued analysis and planning for improvement in equipment, procedures, training, management and facilities to improve effectiveness and efficiency.
- Improvements through intergovernmental cooperation or consolidation of services.

**Objective 6.4:** Enhance training levels of the fire department to assist EMS ( Emergency Medical Services) in urgent, life-threatening situations.

**Objective 6.5:** Develop an early warning system for disasters.

## **Intergovernmental Coordination**

**Goal 1:** Create a common vision shared by governing entities (county, cities, schools, colleges and universities).

**Goal 2:** Provide the best possible service at the lowest possible cost through consolidation and shared services between local and governing entities.

**Objective 2.1:** Establish a committee to critically examine the potential for consolidation and shared services between local governing entities.

- Actively pursue agreements to share or provide services.
- Encourage cooperation/coordination among law enforcement agencies.
- Coordinate technology/computer and other public sector services to avoid duplication (i.e. 9-1-1 service, G.I.S. mapping capabilities, and fiber optic networks).
- Develop record-keeping system for shared service agreements.

Objective 2.2: Determine the feasibility of establishing alternative forms of government in Lubbock County

- Assure diverse representation at all levels.

Objective 2.3: Create a strong network of communication among the county, cities, and school districts.

- Increase number and improve effectiveness of joint meetings between governing entities.
- Coordinate taxation issues to include setting of tax rates, bond and other elections.
- Develop alternative sources of public revenue other than property and sales taxes.

Objective 2.4: Improve coordination between the cities and county on land use and development issues in the unincorporated areas of the county.

Goal 3: Establish a strong West Texas presence at the state and federal levels in order to create a regional identification for West Texas.

Objective 3.1: Support Texas Tech University/TTU Health Sciences Center's mission of becoming a

national leader in medicine, education and research.

Objective 3.2: Develop the South Plains as an international trade center (NAFTA, GATT). (see Economic Development, Objective 1.9) Explore establishing an international bank.

## **Land Use and Urban Design**

Goal 1: Ensure a high quality visual image and compatible land uses for Lubbock through development standards and codes enforcement.

Objective 1.1: Increase enforcement of environmental codes for junk vehicles, weeds, alleys, parking on unpaved surfaces and substandard structures. (see Objective 1.2 and Neighborhood and Citizen Involvement, Objective 3.2)

Objective 1.2: Encourage business and homeowners to take greater pride in maintaining properties, including improved landscaped maintenance.

Objective 1.3: Create better access to neighborhood commercial from adjacent residential areas.

Objective 1.4: Revise zoning landscape standards to provide incentives for tree planting and use of water conserving landscaping (xeriscaping)

Objective 1.5: Promote communications between various government entities and private developers.

Objective 1.6: Consider a revised Medical District chapter of the zoning ordinance.

Goal 2: Assure compatible land use development for efficient use of infrastructure, compact, rounded-out land use patterns and a variety of housing types and costs. (see Economic Development, Objective 5.5)

- Objective 2.1: Evaluate proposed land uses in the Comprehensive Land Use Plan in term of expected demand of land for residential, commercial and industrial growth.
  - Objective 2.2: Integrate a variety of housing types and costs and neighborhood retail in a neighborhood setting.
  - Objective 2.3: Evaluate current annexation policies to insure balanced growth.
  - Objective 2.4: Increase accessibility to all land uses for persons with disabilities.
- Goal 3: Ensure quality urban design
- Objective 3.1: Improve the image of transportation corridors into and throughout the City. (see Transportation, Objective 1.9)
  - Objective 3.2: Work with the development community to design and develop a model, mixed use development incorporating different types of residential uses, open space and commercial development.
  - Objective 3.3: Establish cooperation between the development community, government agencies and utilities in placement and maintenance of facilities in alleys and the public right-of-way.
  - Objective 3.4: Evaluate the role of the alley system, including the need for alley paving in existing areas and in new developments. (see Transportation, objective 1.10)
  - Objective 3.5: Develop programs for local business participation in public landscaping projects on, or adjacent to the public right-of-way.
  - Objective 3.6: Encourage the use of underground electrical utilities in all areas of the City.

**Goal 4: Promote the preservation and revitalization of older buildings, neighborhoods and commercial areas and the development of vacant land within the current city limits.**

**Objective 4.1: Provide incentives for new development in areas with existing infrastructure and for revitalization and preservation of older areas.**

**Objective 4.2: Support appropriate commercial development and affordable housing efforts in north and east Lubbock, including the areas adjacent to the Canyon Lakes.**

**Objective 4.3: Find creative land use and transportation circulation solutions to reducing traffic and crime in neighborhoods.**

**Objective 4.4: Educate the development community, design professionals and property owners on appropriate infill, scale and other urban design issues for the older areas of the City.**

**Goal 5: Establish a positive identity for downtown Lubbock, including the Central Business District, Broadway Corridor and the Depot District, as the civic, cultural, entertainment, governmental and financial center of the City. (see Recreation, Parks, Entertainment and Cultural Affairs, Goal 1)**

**Objective 5.1: Provide incentives for revitalization and preservation of downtown Lubbock.**

**Objective 5.2: Enhance the visual and architectural character of unique areas of downtown Lubbock by preparing architectural and landscape guidelines that address restoration, renovation, new construction, traffic circulation and pedestrian scale streetscape for each specific area.**

**Objective 5.3:** Implement “review and comment” architectural design review as a condition of building permit approval in certain areas of downtown.

**Objective 5.4:** Create a Central Business District chapter of the zoning ordinance.

**Goal 6:** Provide adequate, high quality park land and facilities (including athletic facilities, jogging paths, benches and playground equipment) to serve the needs of new and existing neighborhoods. (see Recreation, Parks, Entertainment and Cultural Affairs, Goal 3)

**Objective 6.1:** Provide additional public and private greenbelt development as part of stormwater drainage management plan to promote continuous bicycle, jogging and roller blade paths and provide other public open space.

**Objective 6.2:** Create incentives for developers to provide parks and amenities in new subdivisions.

**Objective 6.3:** Conserve ecology and natural features in the Canyon Lakes and other City parks.

**Objective 6.4:** Integrate more parks and open space into existing neighborhoods.

**Goal 7:** Recognize, preserve and protect Lubbock’s heritage and historic resources.

**Objective 7.1:** Promote the unique character of the Llano Estacado region.

**Objective 7.2:** Educate the development community, design professionals and property owners on local history, historic preservation programs, tax incentives and urban design issues for historic and potentially historic areas.

**Objective 7.3:** Develop a local history and historic preservation curriculum of Lubbock schools that emphasize the built environment and the role of all groups in Lubbock’s history.

Objective 7.4 Enhance the Lubbock Historic Site Survey to reflect the City's ethnic diversity and the full range of building types found within the City.

Objective 7.5: Provide educational and intergovernmental coordination opportunities for heritage and historic preservation groups in the community.

## **Neighborhood and Citizen Involvement**

Goal 1: Achieve safer communities through partnerships of parents, church, school, businesses, neighborhoods, service organizations, government, and the criminal justice system.

Objective 1.1 Reduce criminal activity through cost-effective education, prevention and intervention measures.

Objective 1.2 Enforce strict compliance of local curfew laws.

Objective 1.3 Foster neighborhood/police partnerships to reduce crime and gang activities.

Objective 1.4 Provide adequate prison space and detention facilities for criminals to carry out their sentences.

Objective 1.5 Deliver more police services at the neighborhood level.

Goal 2: Maintain an open, supportive and caring community with confidence in government, access to resources and a high level of participation.

Objective 2.1 Alter the perception of hopelessness and the inability to influence issues, which are the root of many problems (i.e. crime, poverty, inadequate education, substance abuse, voter apathy).

- Objective 2.2 Provide the means for neighborhoods and individual citizens to help themselves.
- Objective 2.3 Revitalize the family and its value system.
- Objective 2.4 Achieve active church participation in neighborhoods.
- Objective 2.5 Involve professionals as role models.
- Objective 2.6 Achieve maximum citizen involvement in neighborhood associations.
- Objective 2.7 Include neighborhood events in a community-wide calendar.

**Goal 3: Ensure safe, decent, accessible and affordable housing for all citizens of Lubbock.**

- Objective 3.1 Increase home ownership and provide resources to assist with maintenance and repairs.
- Objective 3.2 Take strong action against property owners and tenants who do not maintain their properties. (see Objective 5.2 and Land Use and Urban Design, Objectives 1.1, 1.2)
- Objective 3.3 Coordinate programs throughout the City that provide resources for housing.

**Goal 4: Create an environment which maintains distinctive, identifiable, high quality, stable neighborhoods and reflects community pride.**

- Objective 4.1 Develop and maintain organized and well-functioning neighborhood associations which are resourceful, proactive, self-sustaining, and self-reliant (i.e. including activities, block parties, workshops).
- Objective 4.2 Increase resources and commitment for Lubbock United Neighborhood Association

(L.U.N.A.) and neighbor associations from private, public, and non-profit sources.

- Objective 4.3 Achieve a common vision through shared values and goals with and between neighborhood associations.
- Objective 4.4 Coordinate service delivery and utilize existing facilities at the neighborhood level.
- Objective 4.5 Facilitate the organization of neighborhood associations across all sectors of the City.
- Objective 4.6 Strengthen the capacity of neighborhood associations to identify, access and participate more effectively in those processes which will bring about positive change by connecting identifiable needs to available resource.
- Objective 4.7 Require participation of citizens and neighborhood associations as a condition for the receipt of all programs, funds and services (i.e. matching funds, volunteer hours, private/public partnerships).

Goal 5: Ensure coordinated community action to prevent and correct causes of neighborhood deterioration.

- Objective 5.1 Leverage local resources, rather than federal funds, to maintain quality housing and neighborhoods.
- Objective 5.2 Improve neighborhood appearance through increase code enforcement. (see Objective 3.2 and Land Use and Urban Design, Objectives 1.1, 1.2)
- Objective 5.3 Encourage and attract investment activities within the neighborhoods.
- Objective 5.4 Provide incentives for development of vacant tracts in existing neighborhoods.

## **Recreation, Parks, Entertainment, and Cultural Affairs**

**Goal 1: Revitalize Downtown Lubbock as a focal point for entertainment, arts and business. (see Land Use and Urban Design, Goal 5)**

- Objective 1.1 Create a unique entertainment complex in the depot District for tourism and convention attraction.**
- Objective 1.2 Build a multi-purpose arena.**
- Objective 1.3 Relocate and upgrade the Fine Arts Center.**
- Objective 1.4 Create a permanent site to store and display the Buddy Holly Memorabilia.**
- Objective 1.5 Create a West Texas Music Museum.**
- Objective 1.6 Create a Visitor's Information Center.**
- Objective 1.7 Renovate the Civic Center.**
- Objective 1.8 Increase exhibit space and meeting rooms in the Civic Center.**
- Objective 1.9 Create a unique, consolidated "theme" retail shopping area.**

**Goal 2: Develop creative and aggressive programs to position Lubbock as a major destination for spectator and participatory sports events.**

- Objective 2.1 Develop practice and game fields for a variety of youth and adult sports.**
- Objective 2.2 Create sports authority.**
- Objective 2.3 Attract minor league sports teams.**

**Goal 3: Enhance the quality of life for Lubbock citizens through a comprehensive system to plan, acquire, develop and maintain public lands and recreation programs. (see Land Use and Urban Design, Goal 6)**

- Objective 3.1** Develop dedicated sources of renovation/maintenance funds for parks and cultural facilities (i.e. endowments, set-asides, percentages of program income, etc.)
- Objective 3.2** Provide security/safety for public lands and recreation programs.
- Objective 3.3** Create “sense of ownership” by neighborhoods adjacent to neighborhood parks (i.e. Friends of the Parks Associations).
- Objective 3.4** Develop “Trees for Lubbock” program (a reforestation initiative).
- Objective 3.5** Provide adequate programs and facilities for the senior population (i.e. sports, tennis, swimming, jog/walk tracts, cultural events, etc.).
- Objective 3.6** Develop leisure programs to include special needs groups (physically challenged individuals, at-risk youths).
- Objective 3.7** Complete development of McAlister Park (compliment Mackenzie Park development).
- Objective 3.8** Develop multi-purpose “activity center” (aquatics, rec. center, classrooms, etc.) 50,000+ population center.
- Objective 3.9** Incorporate leisure-time programs into public libraries.

**Goal 4: Coordinate and consolidate marketing efforts for the promotion of Lubbock and the region as a visitor destination.**

- Objective 4.1 Retain/expand jet service at Lubbock International Airport. (see Economic Development, Objective 4.2 and Transportation, Objective 1.2)
- Objective 4.2 Create a centralized marketing entity for Lubbock and the region.
- Objective 4.3 Provide additional hotel rooms.
- Objective 4.4 Develop a coordinated, current regional events calendar.
- Objective 4.5 Capitalize on ecology/tourism opportunities.
- Objective 4.6 Develop an Outlet Mall.

Goal 5: Develop the Canyon Lakes, Mackenzie Park and South Plains Fairgrounds as major recreation areas for citizens and visitors.

- Objective 5.1 Create a major outdoor amphitheater site.
- Objective 5.2 Encourage perimeter development around Canyon Lakes area.
- Objective 5.3 Complete development of the Canyon Lakes system.
- Objective 5.4 Develop a continuous roadway/pedestrian system in Canyon Lakes (grade separations).
- Objective 5.5 Create a Mackenzie Park/South Plains Fairground entertainment complex (equestrian center, RV park, show facilities, Lake #5).

Goal 6; Position the visual and performing arts as a vital part of Lubbock's quality of life, to establish the City as a regional center for the arts.

- Objective 6.1 Enact long-term commitment to public art through:
  - Community policy and resources.

- Passage of an ordinance for a percent of publicly-funded capital projects designed for art.
- Incentives for community public/private development.

Objective 6.2 Relocate and upgrade the Fine Arts Center to provide support for visual and performance arts and artists; actively integrate community arts, and provide an appropriate community image.

Objective 6.3 Secure a large performing arts facility which may function within a multi-purpose arena.

Objective 6.4 Develop and foster appreciation for the arts through educational programs focused on various age/ethnic groups.

Objective 6.5 Create community support systems to recognize and develop artists in the area, and provide continuing education for artists.

## **Transportation**

Goal 1: Expand and improve the transportation system within and beyond the City of Lubbock for local, interstate and international movement of goods, services and people.

Objective 1.1 Complete the East/West Freeway and associated extensions.

Objective 1.2 Improve the quality of air service by attracting carriers that provide jet service. (see Economic Development, Objective 4.2 and Recreation, Parks, Entertainment and Cultural Affairs, Objective 4.1)

Objective 1.3 Seek alternative sources of funding to replace declining federal transit funds.

- Objective 1.4 Connect major international and domestic markets with four-lane divided highways.
- Objective 1.5 Establish and maintain communications between the City, County, Texas Department of Transportation and Texas Tech University for planning and coordinating transportation and economic development activities.
- Objective 1.6 Improve the integration of all transportation facilities to effectively transfer both people and goods within and through the Lubbock Metropolitan Area.
- Objective 1.7 Pursue an Outer Loop to relieve traffic congestion on local streets.
- Objective 1.8 Develop and implement a comprehensive bicycle plan.
- Objective 1.9 Enhance aesthetics of major thoroughfares. (see Land Use and Urban Design, Objective 5.1)
- Objective 1.10 Provide a mechanism to pave the unpaved streets and alleys in the City. (see Land Use and Urban Design, Objective 3.4)

**Goal 2: Improve management and control of the City's Stormwater system.**

- Objective 2.1 Implement projects to reduce flooding. (see Utilities, Objective 4.1)
- Objective 2.2 Ensure water quality in the City's playa lakes and the Canyon Lakes.

**Goal 3: Expand and maintain safe transportation management systems that provide for efficient and effective methods of transporting goods, services and people throughout the City of Lubbock and beyond.**

**Objective 3.1** Improve the traffic system.

- Update the computerized traffic signal system.
- Connect all traffic signals to the computerized system.
- Re-evaluate the need to add or remove traffic signals to ensure safe and efficient vehicle and pedestrian movement.

**Objective 3.2** Improve traffic signage by installing more frequent and more legible signs for guidance throughout Lubbock.

**Goal 4:** Enhance the preservation and replacement of the entire transportation infrastructure.

**Objective 4.1** develop policies and programs for timely reconstruction and maintenance of:

- Streets and Highways
- Transit Facilities and Vehicles
- Airport Facilities

## **Utilities**

**Goal 1:** Ensure that the method of solid waste disposal is the most cost-effective in accordance with approved disposal standards.

**Objective 1.1** Construct and operate sanitary landfills in a safe and aesthetically-pleasing manner, in compliance with all applicable regulations and in coordination with surrounding communities.

**Objective 1.2** Explore alternative disposal methods to sanitary landfills.

- Objective 1.3 Explore alternative methods for waste disposal (oil, chemicals, grease, tree limbs, etc.) in order to eliminate current problems, in coordination with various governmental entities and with the citizens.
- Objective 1.4 Maximize citizen participation in recycling programs.

**Goal 2: Ensure safe, cost-effective and environmentally-sound disposal of effluent and wastewater sludge.**

- Objective 2.1 Explore alternative uses for treated effluent.
- Objective 2.2 Provide cost-effective and environmentally-safe means of wastewater sludge disposal.

**Goal 3 Ensure water supply alternatives which provide the most dependable and reasonable cost sources.**

- Objective 3.1 Explore various water supply alternatives, including North Panhandle Ground Water Project, in order to ensure an adequate supply of good drinking water at a reasonable cost.
- Objective 3.2 Postpone the need for additional water supplies through added promotion of the wise and efficient use of water.

**Goal 4: Operate an effective stormwater utility in accordance with applicable regulations.**

- Objective 4.1 Plan and implement a flood control program. (see Transportation, Objective 2.1)

**Goal 5: Establish and maintain more effective guidelines and coordination among utility companies to encourage appropriate infrastructure and business development at the lowest cost.**

**Objective 5.1** Ensure that the citizens of Lubbock receive safe and reliable utility services and rates at the lowest possible price.

**Objective 5.2** Solicit input and establish guidelines regarding the privatization of utilities in the interest of service and cost-effectiveness.

**Goal 6:** Ensure that City government maintains an environment which will provide access for the greatest number of citizens to telecommunications and related services offered by the widest number of service providers.