

LUBBOCK: 2005

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**Community Goals  
1985-2005**

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## Introduction

Planning is the process of determining goals and designing means by which to achieve them. In municipalities, planning allows a city to discover, in a comprehensive and systematic manner, what its strong points are, what its needs and problems are, and what resources are available to meet those needs. Cities routinely engage in planning for utilities, streets, waste disposal, fire protection, land use, parks, and for a variety of other activities.

While the "Lubbock:2005" goals report is the latest long-range planning document, it is not the first. A series of reports collectively called the Lubbock Comprehensive Plan has been one of the central tools employed in urban planning in Lubbock. Originally prepared in 1973, the "Plan" contained policy guidelines in seven broad areas: Population and Economics, Transportation, Community Facilities, Housing, Neighborhood Analysis and Community Renewal, Public Works Facilities, and Land Use. Following an update in 1983, the Comprehensive Land Use Plan was endorsed by the City Council and has emerged as a tool for coordinating land use decisions. The Land Use Plan addresses the overall physical development of the community and includes strategies for orderly development in the following areas: Land Use, Transportation, Urban Design, Community Facilities, and Design Policies.

Numerous other components comprise the total municipal planning function, but the City's budget document is its ultimate planning tool.

Planning for the future is a necessary exercise, and this traditionally municipal task has become more of a community activity through the years. As the City of Lubbock has grown, so has the need for broad-based citizen input. This need has led to a growth in the number and importance of citizen boards, commissions, and committees at City Hall. There are currently some 35 permanent boards and commissions within Lubbock city government as well as a number of special ad hoc committees.

An example of such a committee is the Citizen Advisory Committee which assists with periodic capital improvements programs (CIP's). An extension of the budget process, the CIP assesses the merits of major capital expenditures and makes recommendations for City bond issues. Capital improvements are often key to essential services (such as police and fire protection) and are therefore important in the planning process. The City Council-appointed Citizen Advisory Committee assists in the evaluation of proposed capital projects and makes prioritized recommendations to the Council.

Cities have come to embrace so highly the concept of citizen participation in decision-making and planning. There are a number of reasons:

1. Citizens come to better understand the needs, opportunities, and resources of their communities and how they are related.

2. Citizen participation in decision-making can be organized on a large scale and in a productive manner and can be used to provide clear signals of the goals of citizens.
3. Contrasting viewpoints can be discussed and resolved, resulting in a meaningful and useful set of goals that enjoy broad community support.
4. A sense of direction can be felt by the community, including an idea of where the city is going, how it is going to get there, and knowing that goals are being achieved.
5. A greater sense of community is developed because the feelings of citizens become an important part of what happens in the community.

Even outside of a city government context, large-scale community participation projects have been popular. The Lubbock Chamber of Commerce sponsored two community goal-setting programs, Goals for the Seventies and Goals for the Eighties, which outlined goals in a variety of subject matter areas. These programs proved to be the catalysts in bringing about a number of significant accomplishments for Lubbock, including construction of the Memorial Civic Center, completion of the Yellowhouse Canyon Lakes Project, the emergence of Lubbock International Airport as a regional airport, and the securing of the Interstate 27 project.

Recognizing the well-established value of citizen input, the Lubbock City Council in March 1984 conducted a long-range goals project which would combine the resources of the City and the community to develop goals to guide decision-makers through the next two decades. The project mission statement defines its task:

"The purpose of "Lubbock: 2005" is to identify and develop a set of imaginative strategies to guide the actions of both public and private groups interested in ensuring that the future of Lubbock is one of quality urban growth.

Additionally, the process is aimed at developing a community consensus through which the dreams of the community --those positive though often vague images, thoughts, and emotions about what we want our community to be -- are turned into reality through the process of setting strategies and then following plans to achieve them."

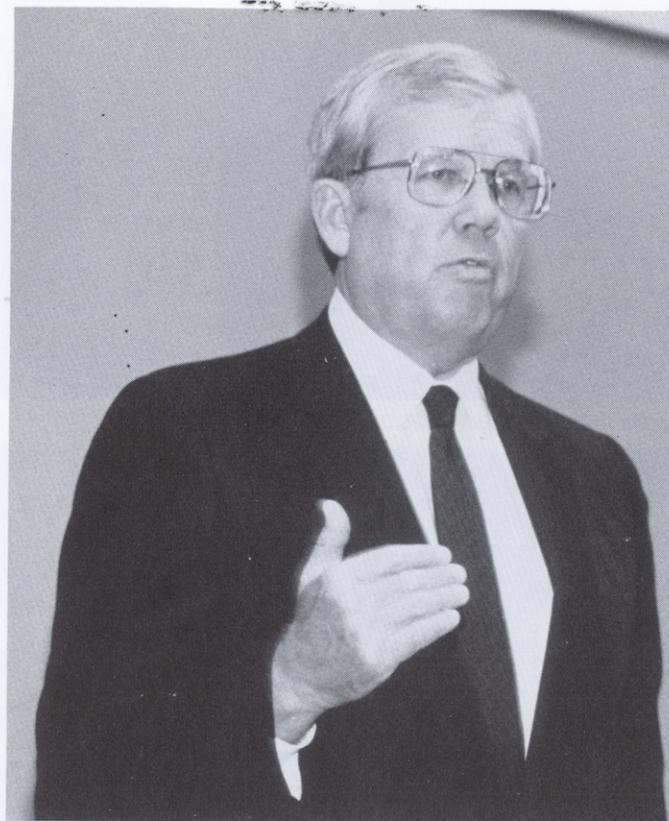
With all of the City's prior planning and goals efforts, one might question the need for yet another citizen advisory panel charged with establishing goals for the city. "Lubbock:2005" is a continuing effort on the part of the Lubbock community to define and refine the

direction its multiple planning entities should take. Further, it is an effort to identify strategies to achieve communitywide goals for a 20-year period. This attempt to link implementation activities to a goals program is a new element in the traditional goal-setting process.

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## "LUBBOCK:2005" GOALS PROJECT

The "Lubbock:2005" project was established by the City Council on March 8, 1984. As outlined in Resolution 1609, a citizen committee was formed and, together with City of Lubbock staff and members of the community, was charged with developing a set of long-range goals for Lubbock. In order to accomplish this task, the City Council directed that the "Lubbock:2005" Committee be divided into nine study sub-committees:



- Economic Development
- Government Structure
- Health, Education, Safety, and Human Services
- Housing and Neighborhoods
- Land Use and Environment
- Recreation, Open Space, and Cultural Affairs
- Transportation
- Urban Design
- Utilities

Each subcommittee was composed of ten individuals - a chairman (appointed by unanimous consent of the Council) and nine members. Citizen input was a key element of the "Lubbock: 2005) goals project, and efforts were made to include citizen participation throughout the project. This input began with an invitation by the Mayor to organizations, institutions, and individuals in the community to submit nominations for membership on the goals committee. The response was overwhelming, with almost 500 names submitted for consideration. From this list of nominees, nine subcommittee chairman were selected



on July 26, 1985 and, on August 9, the City Council appointed the remaining 81 members to the "Lubbock: 2005 Committee. The Mayor named J.C. Chambers to serve as "2005" Chairman on August 14.

Following a training and orientation session conducted in late August, the "Lubbock:2005" Committee initiated its study. Working within parameters determined by their mission statements, the subcommittees evaluated issues and proposed preliminary goal statements to address problems, needs, and opportunities which they had identified. To assist in the development of preliminary goals, each subcommittee received information in its subject-matter area by a variety of resource persons, including both City personnel and professionals from within the community.

In an effort to make the public aware of the work of "Lubbock: 2005", a 12-page newspaper supplement was circulated in the November 2, 1984 editions of the LUBBOCK AVALANCHE-JOURNAL and EVENING JOURNAL. The tabloid was also made available to libraries and community centers around the City and was provided to members of City Boards and Commissions with jurisdictions in the Committee's study areas. To encourage citizen input into the goals process, a survey was included in the newspaper supplement and 133 citizens used the survey to communicate their opinions to the Committee.

During the months of November and December 1984, each subcommittee conducted a public hearing, providing citizens with another forum to express their concerns about the future of Lubbock. Attendance at these hearings ranged from sparse

to near capacity and testimony focused on support for issues already identified by the subcommittees. However, several new concerns were also raised and this input was helpful to the subcommittees as they began to formulate their goal proposals.

To further obtain some measure of those issues which were deemed important within the community, "Lubbock:2005" contracted with United Marketing Services to perform a telephone survey of Lubbock citizens. UMS presented project participants with the results of its study on December 20, 1984. Priority areas identified by the survey include economic development, transportation, water, and essential safety services (police and fire protection).

Using all the information obtained from resource persons, surveys, and public hearings, the subcommittees drafted preliminary goal statements to address the major issues which had been identified. Each subcommittee prioritized its goals and submitted them to the City Council on January 24, 1985 as part of a progress report on the goals project. Following City Council review, the goals proposals were turned over to the Steering Committee for final study and recommendations.

The Steering Committee was composed of the chairmen of each of the study subcommittees and the overall project chairman. This ten-member panel was charged with reviewing the goal statements for duplication and conflict and then preparing a final goals package for the City Council. In the process of its review, the Steering Committee held a public hearing to

allow citizens a last opportunity to present issues to the "Lubbock:2005" Committee. Many of the recommendations aired during the public hearing were incorporated into the Committee's final report.

On April 11, 1985, the "Lubbock:2005" chairman presented the City Council with the final report of the Committee. In making this report. J.C. Chambers urged adoption of the goals and encouraged the Council to continue support of the project through three activities: (1) conduct an annual evaluation and update of the goal package to ensure that the goals are responsive to changing conditions in the community, (2) conduct an effective implementation effort which includes participation by different entities within the community, and (3) conduct an awareness campaign to increase public understanding and support of the goals.

On April 25 the City Council officially accepted, by resolution, the final report of the "Lubbock:2005" Committee and directed the City staff to begin development of an implementation plan. The implementation plan will form the basis for a capital improvements program and will provide direction for a number of organizations entities within the community.

## Definitions

### GOALS OBJECTIVES STRATEGIES

GOALS are abstract statements of ideals and action-oriented statements. A goal is an ideal and is often expressed in abstract terms; it is a value to be sought after. Goals are universal and long-lasting (objectives change under varying circumstances). Goals are desired end results and should lead to the development of objectives and strategies. Goal statements should challenge and inspire.

OBJECTIVES are specific statements which are the outgrowth of goals. Objectives are stated to allow some form of measurement of the degree to which they have been achieved. In other words, an objective is capable of both attainment and measurement. Objectives will change under varying circumstances. Once goals are established, they must be discussed in terms of definitive objectives so that the rest of the planning process can follow.

STRATEGIES are courses of action adopted and pursued in attaining goals or achieving objectives. Strategies will describe specific implementation techniques and activities.

## Profile of Lubbock

For the past 25 years Lubbock has enjoyed a steady and consistent growth.

The population is increasing at an average rate of 1.7 per cent a year. Officials estimate our current 1985 population at 187,000. Our average growth rate will place our population at more than 193,000 in two years. That's an additional 3,000 people per year.

It's important to know how many people need water and fire protection and recreation opportunities and housing. It's even more important to know something about the type of people to be served.

Projecting into the next 20 years shows some important shifts in population age groups. People between the ages of 20 and 34 will increase from 20 per cent of the population to 22 per cent. Two per cent increase doesn't sound like much. But put the calculator to it and it amounts to 56,000 singles and young married couples looking for an apartment or that first home.

The growing number of single parents will have an impact on the housing market. Population figures for 1970 and 1980 tell the story.

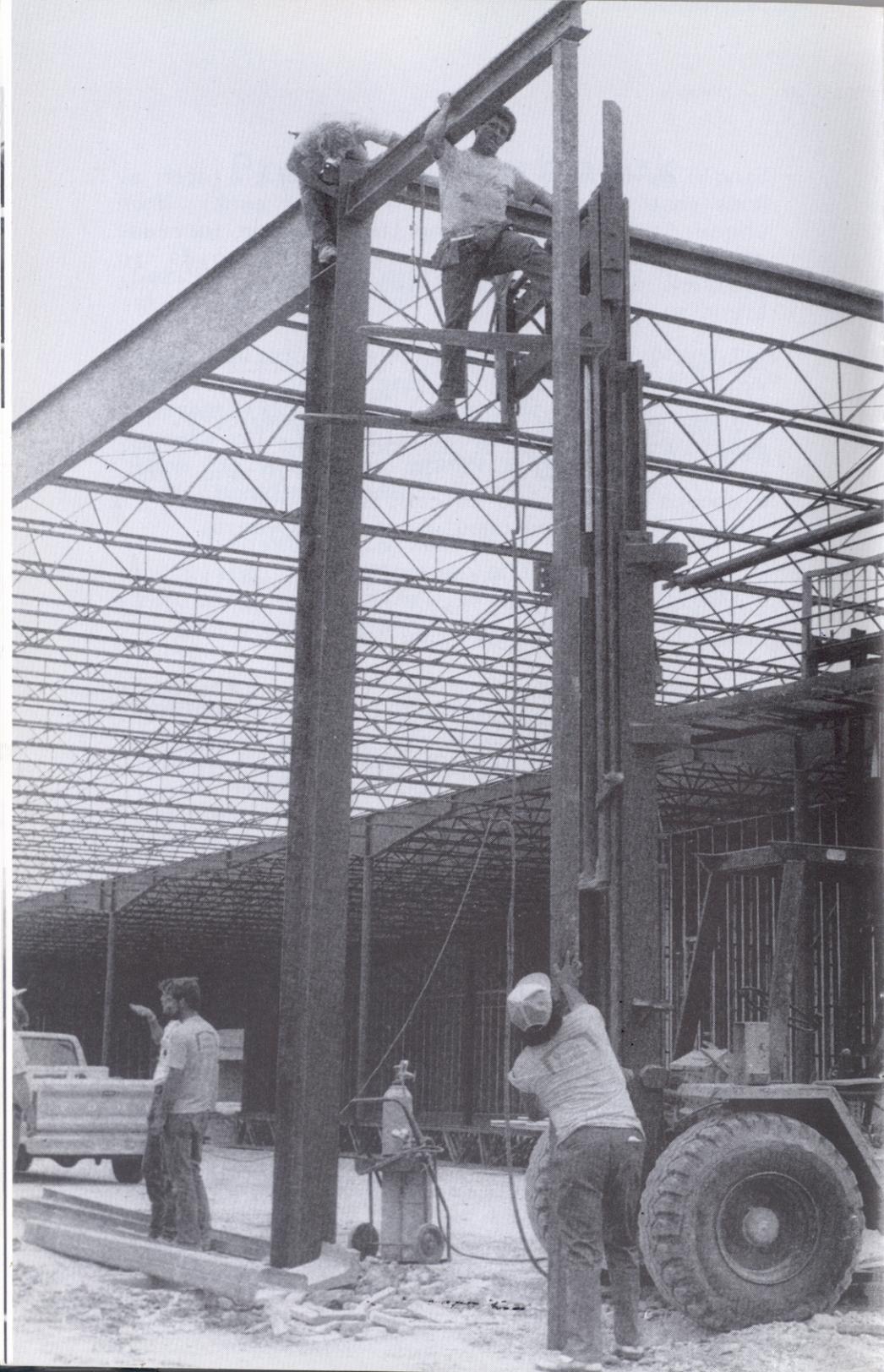
The percentage of married couples in Lubbock dropped from 88.9 per cent in 1970 to 84.7 per cent in 1980. The percentage of single parents with children in the home increased. Female heads of households with children at home increased from 9.1 per cent to 12.1 per cent.

Single male heads of households with children at home rose from 2 per cent to 3.2 per cent. When these figures are combine there was an increase of 25 hundred single parent households in Lubbock during that 10-year period, and the trend will continue.

Another shift in the makeup of Lubbock's population will provide a growing market for town-houses and retirement apartment complexes. The people over the age of 65 increased to 7.9 per cent of our community between 1970 and 1980. Planners expect this to continue increasing to 10 per cent of the population in 20 years.

With this sort of profile in mind, committees of Lubbock:2005 worked hard to plan the type of community Lubbock should be in 20 years.

This document is a complete report on the goals and objectives recommended by Lubbock:2005. Hopefully it will serve to inspire, challenge, and create enthusiasm within Lubbock citizens for years to come.



# Economic Development

## Economic Development Subcommittee

Alan White, Chairman

Mark Barron

Tom Battin

Conrado Cavazos

Larry Elliott

Dan Law

H.A. Sessions

Dr. Carl Stem

Carl Webb

GOAL 1.0 - DEVELOP A STRATEGIC PLAN FOR LUBBOCK'S ECONOMIC DEVELOPMENT AND GROWTH.

Objective 1.1 - Create and develop a Business and Industrial Development Commission, staffed by professionals, whose sole responsibility is economic development. The Commission would be accountable to the Board of City Development, which, in turn, is accountable to the City Council.

1.1(1) - Assure adequate and aggressive funding for the Business and Industrial Development Commission through utilization of tax monies dedicated to the Board of City Development.

1.1(2) - Increase Lubbock's manufacturing base.

2.2(3) - Encourage Lubbock's expansion as a high-tech center.

1.1(4) - Promote minority business enterprises.

1.1(5) - Promote Lubbock as a retirement area.

1.1(6) - Improve the exposure of Lubbock to industrial prospects.

1.1(7) - Evaluate the feasibility of enterprise zones for central or east Lubbock areas.

Objective 1.2 - Coordinate and intensify the resources to expand Lubbock's economic base.

1.2(1) - Pursue the task of economic development on a unified front by combining the public resources available - the Chamber of Commerce, Texas Tech University, the City of Lubbock, and Lubbock County - and by encouraging private resources.

1.2(2) - Recognize the resources of Texas Tech and utilize them to assist in economic development.

1.2(3) - Work with the railroads to encourage development of their industrial land holdings.

Objective 1.3 - Maximize existing conditions in order to facilitate economic development.

1.3(1) - Promote and expand existing industry in Lubbock.

1.3(2) - Develop Lubbock's medical facilities to capitalize on med-health growth.

1.3(3) - Capitalize on the economic shift to the "Sunbelt".

1.3(4) - Improve the attitude of the citizens of Lubbock toward Lubbock.

Objective 1.4 - Evaluate municipal activities for potential strategies to enhance Lubbock's economic development.

1.4(1) - Emphasize City staff cooperation and assistance in dealing with prospective businesses and industry.

1.4(2) - Ensure that economic development is an ongoing and major consideration in all transportation planning.

- Encourage public/private parking facilities in the central business district.
- Ensure that all transportation modes will promote/encourage industry.

1.4(3) - Upgrade wastewater treatment plant effluent in an effort to attract more industries to Lubbock.

1.4(4) - Arrange for the cost of utility capital improvements to be paid by systemwide users.

1.4(5) - Encourage community growth regardless of the cost of providing utility services.

1.4(6) - Pursue development of a countywide government structure to enhance economic development for the entire county area.



# Government Structure

## Government Structure Subcommittee

Warlick Carr, Chairman  
M.J. (Bud) Aderton  
Richard Baker  
Alton Brazell  
Joan Ervin  
J. Owen Gilbreath  
Ruth Lauer  
Cathy Morton  
De Pierce

Goal 2.0 - OBTAIN THE HIGHEST LEVEL OF GOVERNMENT SERVICES, WITHOUT DUPLICATION, AND WITH MAXIMUM EFFICIENCY AND CITIZEN PARTICIPATION.

## Objective 2.1 - Provide certain government functions through interlocal cooperative agreements.

2.1(1) - Meet the water needs of the Lubbock area through interlocal contracting.

2.1(2) - Dispose of solid waste through entities contracting with the City of Lubbock for use of its facilities.

2.1(3) - Dispose of sewage through independent city operations and interlocal contracting.

2.1(4) - Provide fire protection on an individual city basis, either through independent fire department operations or through interlocal contracts.

## Objective 2.2 - Provide certain governmental functions through a government acting countywide.

2.2(1) - Reduce crime and increase police protection through a countywide police department.

2.2(2) - Improve public health and provide health services through creation of a countywide health department.

2.2(3) - Approach land use planning and control on a countywide scale.

Objective 2.3 - Examine thoroughly city and county government activities to identify areas 1) where duplication exists, 2) where inefficiencies occur, 3) where government services can be eliminated without substantial injury to citizens, 4) where needed government services are not supplied, and 5) where greater efficiencies and savings could be accomplished.

2.3(1) - Conduct in-house studies at both city and county government levels.

2.3(2) - Create a blue ribbon study committee to examine the issue of government efficiency and make recommendations for achieving it.

Objective 2.4 - Educate citizens about municipal government structures and encourage citizen participation in government.

2.4(1) - Provide information to citizens about City boards and commissions, including 1) their functions, 2) their members, 3) their meeting times, 4) their City staff liaison(s), and 5) when and how to place an item on their agendas.



# Health, Education, Safety and Human Services

## Health, Education, Safety, and Human Services Subcommittee

Betty Anderson, Chairman  
Dr. Leslie Ansley  
Gary Boren  
Dr. John Brown  
Lucy Gutierrez  
Mita Mayer-Oakes  
Roy Roberts  
Dr. Thomas Sheffer  
Nelda Thompson  
Eunice Word

GOAL 3.0 - DEVELOP A COMPREHENSIVE SYSTEM FOR DELIVERY OF PUBLIC HEALTH AND HUMAN SERVICES TO ASSURE THAT NO PERSON IS WITHOUT SUCH BASIC SERVICES AS FOOD, CLOTHING, HOUSING, UTILITIES, AND HEALTH, DENTAL, AND MENTAL HEALTH CARE.

### Objective 3.1 - Create a coordinated approach to the delivery of public health and human services.

3.1(1) - Involve the private sector as well as the providers - the City, the County, the State and the Hospital District - in the planning of public health care.

3.1(2) - Develop a community philosophy concerning the roles of the public and private sectors in the funding of health and human services.

### Objective 3.2 - Make provisions for sufficient housing units for temporarily displaced or homeless Lubbock citizens.

3.3(1) - Provide emergency utility assistance services.

GOAL 4.0 - EXPAND THE COMMUNITY'S EFFORT TO DELIVER MINIMUM LIFE SUPPORT, FAMILY SUPPORT, LEGAL, AND SOCIETAL SUPPORT SERVICES.

Objective 4.1 - Concentrate on problem prevention.

4.1(1) - Institute more aggressive preventive programs in public health.

Provide community health education.  
Ensure that adequate community clinics exist.  
Pursue communicable disease control.  
Intensify health inspections.

4.1(2) - Ensure and enhance the quality of the environment by enforcement of air and water quality standards.

Objective 4.2 - Develop programs that deal with anticipated growth among various population groups, including older persons, working women, and ethnic groups.

4.2(1) - Develop a network of services for older persons designed to promote maximum independence in the least restrictive, but safe, setting.

Implement home health services.  
Expand Meals-on-Wheels programs.

Provide mobile medical services.  
Develop adult day care services.

4.2(2) - Ensure adequate, affordable, and quality child care.

Expand child care services to meet the needs of parents who work at night and/or on weekends.  
Develop after-school recreation programs for the children of working mothers.  
Publicize a hotline number for children to call in case of emergencies.

4.2(3) - Recognize the importance of equal rights and opportunities for all races in education, employment, law enforcement, housing, public accommodations, and cultural advantages.

Improve the attitudes of members of the community toward each other and encourage mutual respect and understanding among population groups.

Objective 4.3 - Encourage social and economic efforts to strengthen families through family services counseling and responsible parenting.

Objective 4.4 - Expand educational opportunities and services.

4.4(1) - Provide opportunities for students to develop abilities to their limits.

4.4(2) - Cope with the problems of illiterates, dropouts, and substance abusers.

4.4(3) - Provide continuing education in order for post-secondary students to develop skills and interests.

GOAL 5.0 - PROVIDE IMPROVED LIBRARY SERVICES TO ENHANCE THE QUALITY OF LIFE FOR THE CITIZENS OF LUBBOCK.

Objective 5.1 - Complete development of the Mahon Library facility.

Objective 5.2 - Construct four additional branch libraries.

Objective 5.3 - Encourage the utilization of new technologies in the extension of library programming.

GOAL 6.0 - PROVIDE ADEQUATE PUBLIC SAFETY SERVICES FOR THE CITIZENS OF LUBBOCK.

Objective 6.1 - Expand facilities for fire protection as the city grows.

Objective 6.2 - Enact stronger fire protection building codes.

Objective 6.3 - Initiate innovative approaches in law enforcement and criminal justice.

6.3(1) - Evaluate decentralizing police services through storefront operations and/or substations.

6.3(2) - Evaluate the success of community-based corrections rehabilitation programs.

Objective 6.4 - Initiate effective crime prevention and public safety programs.

6.4(1) - Initiate effective crime watch programs in all areas of the city.

6.4(2) - Establish a blue ribbon committee to study crime in Lubbock and make recommendations for improving crime control.

Objective 6.5 - Provide effective victim support services.

Objective 6.6 - Maintain an adequate emergency preparedness plan for the community.

Objective 6.7 - Ensure the safety of citizens in all parks and public facilities.



## Housing and Neighborhoods

### Housing and Neighborhoods Subcommittee

George Scott, Jr., Chairman

Al Caviel

Nadine Bartsch

Judy Campbell

Trevor Ford

Louise Knoohuizen

Daniel Knox

Jerry Lester

David Moreno

Dr. Sam Spikes

GOAL 7.0 - FOSTER AN ENVIRONMENT WHICH CREATES AND MAINTAINS IDENTIFIABLE, VIABLE, AND QUALITY RESIDENTIAL NEIGHBORHOODS AND PROMOTES COMMUNITY SPIRIT.

Objective 7.1 - Guard against residential neighborhood deterioration.

7.1(1) - Increase code enforcement of weeds, rubbish, junk vehicles, and substandard housing, both renter- and owner-occupied.

7.1(2) - Eliminate legal nonconforming land uses within residential neighborhoods.

7.1(3) - Develop incentives to encourage utilization of vacant areas within existing residential neighborhoods.

7.1(4) - Encourage protection of the concept of "traditional" single-family, owner-occupied areas and encourage opposition to any proposed State legislation which would supercede local building or zoning codes.

7.1(5) - Identify "neighborhoods," including adjacent commercial areas, and conduct systematic analyses to suggest causes and remedies for deterioration.

Encourage neighborhood participation.

7.1(6) - Develop acceptable traffic conditions within residential neighborhoods.

Reduce the high volume of traffic on collector streets.  
Determine acceptable street parking practices.

7.1(7) - Develop effective crime control within residential neighborhoods.

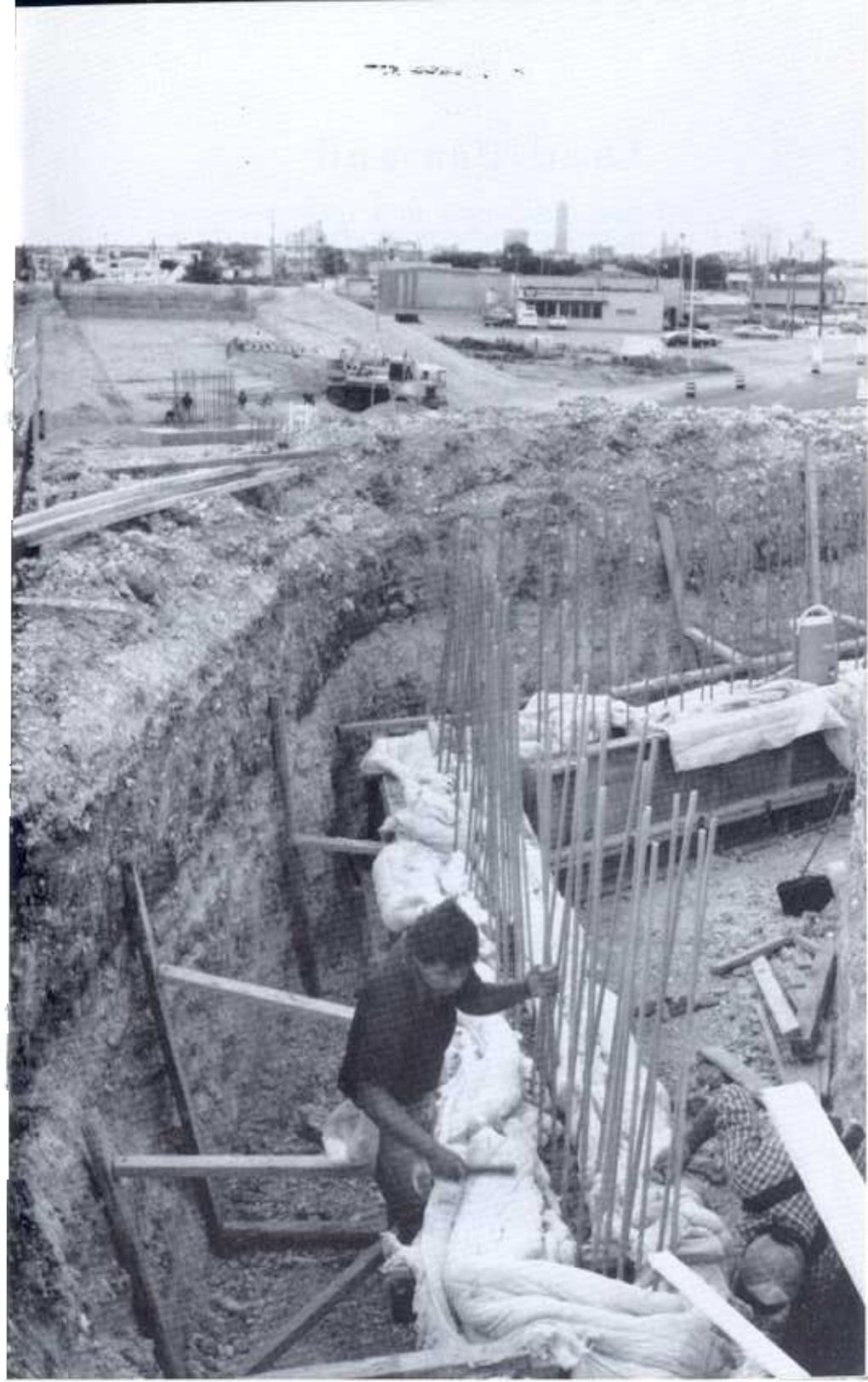
Encourage Neighborhood Watch programs.

Objective 7.2 - Upgrade facilities to provide equal amenities in all residential neighborhoods.

7.2(1) - Work with neighborhoods to make paved streets available in all areas.

7.2(2) - Increase the Availability of water and sewer services within the city limits.

GOAL 8.0 - DEVELOP A PLAN TO ENSURE AFFORDABLE HOUSING FOR DIFFERENT POPULATION GROUPS: THE ELDERLY, SINGLE PARENT FAMILIES, LOW INCOME-INDIVIDUALS, AND HANDICAPPED PERSONS.



# Land Use and Environment

## Land Use and Environment Subcommittee

Bob Schmidt, Chairman  
Bill Anthony, Sr.  
Buddy Barron  
Harold Chatman  
Truett Craft  
Ted Hogan  
Jeanne Knapp  
Kenneth May  
Mavis Miller  
Mary Vines

GOAL 9.0 - ENSURE THAT ZONING AND LAND USE DEVELOPMENT STANDARDS PREVENT DETERIORATION AND PROVIDE COMPATIBILITY OF ALL LAND USES.

Objective 9.1 - Strictly enforce environmental codes for zoning, housing, weeds, and junk vehicles.

Objective 9.2 - Investigate methods of visual and noise regulations.

Objective 9.3 - Identify commercial areas and conduct systematic analyses of adjacent areas to suggest causes and remedies for deterioration.

Objective 9.4 - Initiate down-zoning (from industrial and heavy commercial to light commercial, industrial development parks, and residential) along East Loop 289 between Yellowhouse Canyon and Municipal Drive.

Objective 9.5 - Develop land use plans around Lubbock International Airport and Reese Air Force Base for compatible land uses in terms of noise, hazards, and

Objective 9.6 - Encourage compatible land uses adjacent to schools.

Objective 9.7 - Encourage compact rounded-out development.

9.7(1) - Develop infill incentives.

9.7(2) - Develop proper residential-industrial zoning relationships.

Objective 9.8 - Pursue control of land use outside Lubbock's city limits.

9.8(1) - Enforce subdivision regulations in Lubbock's extraterritorial jurisdiction.

9.8(2) - Pursue State legislation to extend land use, housing, and building regulations into the extraterritorial jurisdiction in order to reduce uncontrolled planning and zoning activities outside the city limits.

9.8(3) - Approach land use planning on a countywide scale.

GOAL 10.0 - MAXIMIZE EFFORTS TO PROMOTE REVITALIZATION AND RECOGNIZE, PRESERVE, AND PROTECT LUBBOCK'S HERITAGE AND HISTORIC RESOURCES.

Objective 10.1 - Utilize preservation and historical resources to encourage adaptive reuse of existing structures.

Objective 10.2 - Encourage increased recognition, research, and designation of historic buildings and districts.

GOAL 11.0 - ESTABLISH LUBBOCK AS A MODEL CITY IN TERMS OF QUALITY OF LAND USE, APPEARANCE, LIVABILITY, AND POSITIVE URBAN IMAGE.

Objective 11.1 - Initiate public awareness programs to educate the public on urban design and its role in the quality of life.

11.1(1) - Publish and update a booklet on architecture in Lubbock, art in public places, and other design features.

Objective 11.2 - Ensure that the Zoning Ordinance provides adequate light, air, and open space in densely developed commercial areas.

11.2(1) - Consider proper height, setback, and landscape requirements.

Objective 11.3 - Investigate an appearance code for Lubbock which encourages architectural compatibility and continuity at major intersections and in major commercial areas.

11.3(1) - Require similar building styles and materials at adjacent locations.

Objective 11.4 - Develop major activities and facilities that will enhance the quality of life for residents and will serve as a drawing card for visitors.

11.4(1) - Create a fall event comparable to the spring arts festival.

11.4(2) - Promote an annual sports event of national or international status.

11.4(3) - Develop seasonal landscape color programs.

11.4(4) - Promote and develop use of the Yellowhouse Canyon Lakes by a greater portion of the Lubbock population.

Construct an open air theater.  
Name the lakes.  
Publicize the annual raft race.  
Develop water-oriented public activities.

11.4(5) - Develop/redevelop unique properties, including the Lubbock Lake Site and Mackenzie State Park.

11.4(6) - Develop pocket parks in the central business district area.

Use street closures.

11.4(7) - Expand the Municipal Garden Arts Center.

11.4(8) - Encourage the State of Texas to develop another State park in close proximity to the city.

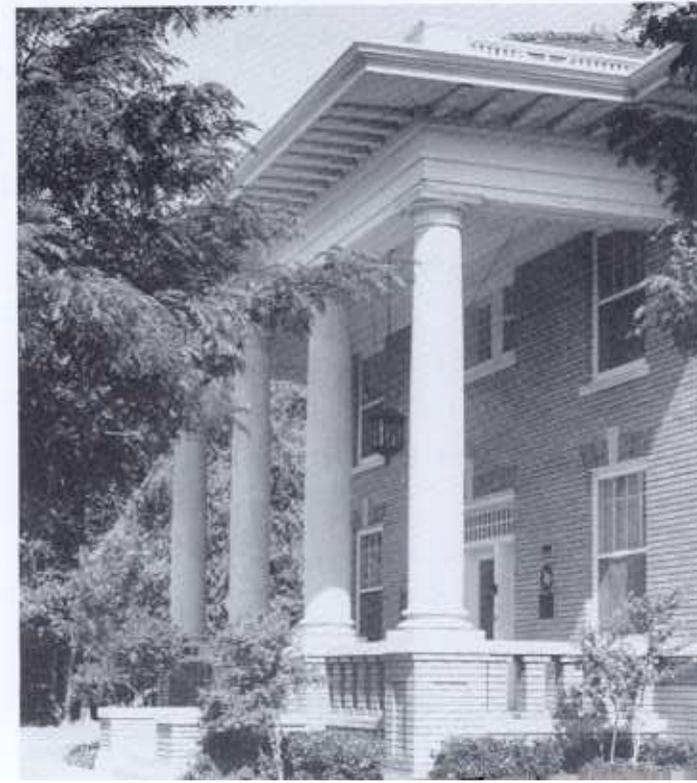
**Objective 11.5 - Identify, promote, and publicize a unique, positive "identity" for Lubbock.**

11.5(1) - Beautify and develop Lubbock's open space resources to help create a unique image.

11.5(2) - Develop imaginative and distinctive land use focal points to help establish and support a unique image for Lubbock.

Pursue a unique, planned commercial/office park/housing development linking the Civic Center and the Yellowhouse Canyon Lakes.

11.5(3) - Continue promotion and development of the Bicentennial Trail concept to provide a "tour" to show off Lubbock.



# Urban Design

GOAL 12.0 - ENSURE THAT LAND USES AND VISUAL IMAGE OF THE CORRIDORS INTO AND WITHIN THE CITY REFLECT QUALITY LAND USE DEVELOPMENT AND POSITIVE URBAN IMAGE.

## Urban Design Subcommittee

Joe McKay, Chairman  
Charles E. Brown  
Sue Clary  
Tavita Dorow  
Don Kittrell  
Jay Lynch  
Arnold Maeker  
Duane McQueen  
Dr. David Murrah  
Bishop William Watson

### Objective 12.1 - Improve highway and thoroughfare entryways into the city, including Loop 289, Interstate 27, the airport corridor, the entrance to Mackenzie State Park, and major intersections.

- 12.1(1) - Remove rubbish and junk.
- 12.1(2) - Screen outside storage.
- 12.1(3) - Remove overhead utilities in the central business district.
- 12.1(4) - Avoid image and urban design problems created through subdivision regulations (e.g., alleys facing the Loop and major thoroughfares, and stores located at each corner of a major intersection which cover the shopping areas behind them).

### Objective 12.2 - Improve the streetscape of Lubbock.

- 12.2(1) - Develop a parkway tree program.
- 12.2(2) - Improve landscape code compliance.
- 12.2(3) - Prohibit parking in unpaved yards.

12.(4) - Encourage attractive and low-maintenance landscaping.

Objective 12.3 - Extend a beautified "Broadway Corridor" from Texas Tech to Quirt Avenue as a visual and physical link between east and west Lubbock.

Objective 12.4 - Ensure high visual quality and compatible land uses along the Interstate 27 corridor.

12.4(1) - Evaluate the impact of Interstate 27 on land use patterns throughout the city.

GOAL 13.0 - ENSURE THAT LAND USE POLICIES PROVIDE THE MOST PROGRESSIVE AND HIGHEST QUALITY ENVIRONMENT FOR LIVING AND WORKING.

Objective 13.1 - Ensure that all land use controls provide a mix of positive development climate and necessary regulation.

Objective 13.2 - Initiate cooperative master planning between Texas Tech, the City of Lubbock, and Lubbock County.

13.2(1) - Utilize land near TTUHSC for high-tech industrial areas and a medical research park.

Objective 13.3 - Develop "guidelines" for the timing of annexations which specify what conditions should be present before annexation takes place.

Objective 13.4 - Encourage systematic and efficient extensions of public utilities and services.

Objective 13.5 - Improve zone change procedures.

13.5(1) - Expand the notification area.

13.5(2) - Balance governing boards geographically.

13.5(3) - Conduct meetings and hearings during evening hours.



## Recreation, Open Space and Cultural Affairs

### Recreation, Open Space, and Cultural Affairs Subcommittee

Anita Bass, Chairman

Julio Gonzales

Cassandra Henry

Ed Lampe

Dr. Steven Lemley

Murry Peppers

Carol McKelvy

Pat Taylor

Rita Wallace

Marsha Wilkes

GOAL 14.0 - DEVELOP A COMPREHENSIVE SYSTEM FOR PLANNING, MANAGING, FUNDING, PUBLICIZING, AND DELIVERING RECREATIONAL AND CULTURAL SERVICES.

Objective 14.1 - Develop a comprehensive facility to house the visual and performing arts.

14.1(1) - Coordinate scheduling and ticket sales through a central ticket office.

14.1(2) - Provide office space for cultural organizations.

Objective 14.2 - Encourage private sector funding of services.

Objective 14.3 - Recognize the growing diversity of Lubbock's population when planning programming.

GOAL 15.0 - DEVELOP A COMPREHENSIVE SYSTEM FOR PLANNING, ACQUIRING, MANAGING, FUNDING, AND PUBLICIZING RECREATIONAL AND CULTURAL PROPERTIES WHICH ENHANCE THE AESTHETIC QUALITY OF LIFE IN LUBBOCK.

Objective 15.1 - Take advantage of geographical and botanical features unique to the Lubbock area when developing both publicly- and privately-owned properties.

15.1(1) - Establish a major reforestation and wildflower program.

Objective 15.2 - Assure acquisition of adequate park lands prior to development.

Objective 15.3 - Encourage private and public economic commitments for improving the aesthetic quality of life.

Objective 15.4 - Maximize the use of school and City facilities for recreational and educational purposes.



## Transportation

### Transportation Subcommittee

Nita Kiesling, Chairman

Gary Bellair

Robert Greenhill

Nancy Hargesheimer

Aaron Harvey

Charles Hunter

Danny Johnston

Michael Martinez

Vera Newsome

Jack Strong, Jr.

GOAL 16.0 - ENSURE EFFICIENT TRANSPORTATION MODES WHICH ARE COORDINATED WITH LAND DEVELOPMENT AND WHICH WILL ENCOURAGE/PROMOTE INDUSTRY.

Objective 16.1 - Emphasize transportation planning for Lubbock.

16.1(1) - Develop and annually update a progressive and comprehensive urban transportation plan.

16.1(2) - Establish a full-time professional transportation organization to coordinate long-term planning needs for all modes of transportation.

16.1(3) - Develop and implement guidelines for the timing and expansion of transportation facilities.

16.1(4) - Designate future freeway and outer loop corridors.

16.1(5) - Work with other transportation agencies concerning use of right-of-way for future expansion of transportation systems.

16.1(6) - Coordinate access to existing and proposed facilities on the Texas Tech campus (commuter lots, specialized hospitals, research parks, etc.) with other City trafficways.

Objective 16.2 - Encourage phased construction of an economically feasible freeway system.

Objective 16.3 - Develop a system of streets and highways which is compatible in accommodating the needs of all users: pedestrians, the handicapped, public transportation, bicyclists, and motorized vehicles.

Objective 16.4 - Systematically install/remove traffic signals based on current traffic studies.

GOAL 17.0 - PROVIDE A TRANSPORTATION SYSTEM THAT ASSURES MAXIMUM SAFETY FOR ALL TRANSPORTATION USES.

Objective 17.1 - Coordinate school boundaries and major thoroughfares to reduce the number of school crossings at major thoroughfares.

Objective 17.2 - Coordinate with educational institutions in regulating street parking practices around schools and other high-pedestrian areas where pedestrian hazards exist.

Objective 17.3 - Install proper pedestrian crossways (which take into consideration the needs of the handicapped) near Texas Tech and schools.

Objective 17.4 - Facilitate alternate transportation modes.

17.4(1) - Develop bike pathways and parking areas.

17.4(2) - Educate bicyclists on traffic rules.

Objective 17.5 - Construct sidewalks in new and existing neighborhoods.

17.5(1) - Investigate a sidewalk assessment program.

GOAL 18.0 - CREATE A PUBLIC TRANSPORTATION SYSTEM WHICH OFFERS AN EFFICIENT AND COST-EFFECTIVE ALTERNATIVE TO AUTOMOTIVE USE FOR THE MAXIMUM NUMBER OF PEOPLE.

Objective 18.1 - Increase Citibus ridership.

18.1(1) - Expand hours of service.

18.1(2) - Expand routes.

18.1(3) - Provide express routes.

18.1(4) - Provide passenger amenities such as bus shelters.

18.1(5) - Implement a marketing plan.

Objective 18.2 - Continually assess the public transportation needs of the elderly, the handicapped, minority groups, and students.

Objective 18.3 - Encourage the development and usage of multi-modal systems.

GOAL 19.0 - PROMOTE LUBBOCK AS THE TRANSPORTATION CENTER FOR WEST TEXAS AND EASTERN NEW MEXICO.

Objective 19.1 - Strengthen Lubbock's position as a regional and international airport.

Objective 19.2 - Protect Lubbock's existing rail services and pursue opportunities for future passenger and freight services.

Objective 19.3 - Encourage highway projects which will provide major transportation connections to Lubbock. Examples include four-lane divided highway routes such as 1) a route along the U.S. Highway 87 corridor coming north from Interstate 10 at Junction, Texas, 2) a route between Lubbock and Dallas along the State Highway 114 corridor, with a connector along U.S Highway 82 to Wichita Falls, 3) a route connecting Lubbock and El Paso along the U.S. Highway 62 corridor, and 4) a route connecting Lubbock to Albuquerque starting along the U.S. Highway 84 corridor to Interstate 40.

GOAL 20.0 - ENSURE THAT THE FUNDING AND MAINTENANCE OF LUBBOCK'S TRANSPORTATION SYSTEM REMAIN HIGH PRIORITIES OF ALL EXISTING AND FUTURE FUNDING SOURCES.

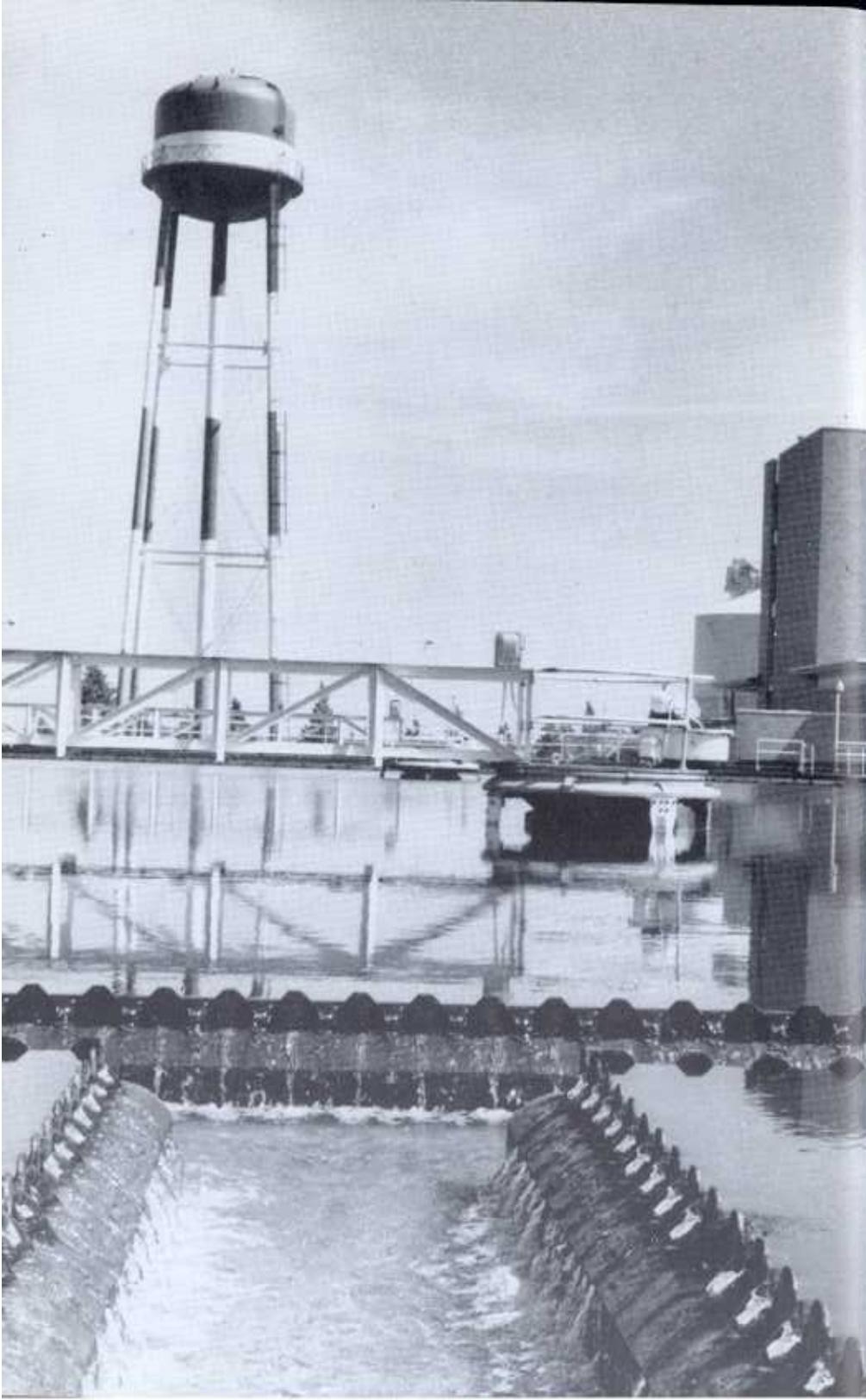
Objective 20.1 - Investigate stable revenue sources for expansion and maintenance of existing transportation systems.

20.1(1) - Identify government funding sources.

20.1(2) - Investigate user fees as a revenue source.

20.1(3) - Explore the possibility of a dedicated sales tax.

Objective 20.2 - Encourage the use of efficient and effective materials for construction and reconstruction of streets.



## Utilities

### Utilities Subcommittee

Shelton Berry, Chairman

John Arland

Floyd (Stumpy) Greer

Lonnie Hollingsworth

Cuyler Lawrence

Owen (Mac) McWhorter, Jr.

Ruth Moss

Jack Powers

John Scoggin

Marshall Taylor, Jr.

GOAL 21.0 - ENCOURAGE EFFICIENT UTILITY AND ENERGY USE.

Objective 21.1 - Design utility rate structures to encourage efficient usage.

Objective 21.2 - Fund public education programs on conservation.

Objective 21.3 - Fund conservation research and development.

Objective 21.4 - Change building codes to include conservation performance standards.

Objective 21.5 - Promote energy and water conservation design techniques.

21.5(1) - Encourage energy-efficient construction.

21.5(2) - Encourage energy-efficient subdivision design.

21.5(3) - Encourage compact and transportation-efficient land uses.

21.5(4) - Encourage water-efficient landscaping.

21.5(5) - Construct rollover curbs with curb-backed sidewalks.

Objective 21.6 - Participate with other municipalities and investor-owned utilities in the purchase and distribution of electric power.

GOAL 22.0 ENSURE AN ADEQUATE REGIONAL WATER SUPPLY.

Objective 22.1 - Maintain an ongoing search for additional water reserves regardless of favorable progress on the proposed Post-Justiceburg Project.

Objective 22.2 - Upgrade the wastewater treatment plant so effluent can be used to augment drinking water supplies.

GOAL 23.0 - DEVELOP EFFICIENT AND ENVIRONMENTALLY ACCEPTABLE METHODS OF COLLECTING, PROCESSING, AND DISPOSING OF WASTE.

Objective 23.1 - Fund wastewater collection, treatment, and disposal through user charges rather than taxes.

Objective 23.2 - Monitor and enforce effective individual collection and disposal of brush and litter.

Objective 23.3 - Investigate methods of recycling solid waste material.

# Guidelines for Implementation

A goal is effective only if implementation follows. Recognizing this, an implementation plan-of-action is included as an integral part of the "Lubbock:2005" goals project. The implementation plan, although not an official part of this document, was prepared at the direction of the City Council and will be updated periodically.

Because the range of study by the "Lubbock:2005" Committee reaches outside the realm of typical municipal activity, a set of implementation guidelines is recommended for the development of an action plan. Without direction and coordination, the goals document could be underutilized as a planning tool.

The following guidelines are submitted as a framework for implementation:

The City of Lubbock should assume the lead role of coordinator of implementation activities. Within the City and organization, the City Manager's office, the City Council, and individual departments will have the following responsibilities:

- a. The City Manager will designate a member of his staff to oversee the development of the implementation plan. The staff member will review each goal statement and objective and assign a "lead agent" to

be responsible for coordinating the development of implementation strategies for that goal or objective. The lead agent may be a City department or some other entity or organization within the community.

Once a lead agent is established, that agent may see the necessity to involve other parties in either the development or actual implementation of specific strategies. The role of the lead agent is to be one of central facilitator for implementation, whether or not others may become involved in the process.

- b. The City Council shall forward goal proposals to those entities which are outside the City government structure but which are determined to be the appropriate lead agent for a particular goal.

The City Council shall communicate such goals to the governing body of the entity named as lead agent. In the event the actual implementation of a goal or objective will require cooperation from a nonmunicipal entity, the City Council should serve as

the City's representative in requesting such cooperation. The intent is to keep communications on a governing body-to-governing body level.

- c. Various City departments are involved in the preparation of implementation strategies for a number of the "Lubbock:2005" goals; thus, inter-departmental cooperation is important to the success of the project. As departments become involved in preparation of multiple action strategies, the lead agent's role will be critical in maintaining good progress.
2. Following initial preparation of the "Lubbock:2005" implementation plan, the City Council should consider initiation of a 5-year capital improvements program (CIP) to evaluate capital projects recommended in the plan. Promptly initiating a CIP will allow more timely consideration of the large capital projects proposed by the "Lubbock:2005" Committee.
  3. Once an action plan is developed for "Lubbock:2005", an annual review will be needed to monitor progress toward the goals and to update the plan, if necessary. Prior to the City budget process each year the City Council

should appoint a citizen review panel to carry out the goals evaluation. The Council is encouraged to include members of the original goals committee and Leadership Lubbock alumni on the review team. The citizen group will assess the status of each implementation strategy and make recommendations to the City Council for the additions or deletions to the 20-year plan. The group may also identify strategies which it feels are particularly timely for implementation in the coming year. These recommendations will serve as guidance in the preparation of the City's budget for the next fiscal year.

Any additions of goals or objectives should be handled through the action process described above, beginning with the designation of a lead agent to oversee preparation of implementation strategies.