

# Imagine Lubbock Together VISION & STRATEGIC IMPLEMENTATION PLAN

July 1, 2013

PREPARED BY ACP Visioning + Planning  
IN ASSOCIATION WITH Dover Kohl & Partners,  
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Chad Sales  
Eddie McBride  
Norma Ritz Johnson  
Constance Barbian  
Audrey DeLeon

On behalf of the Imagine Lubbock Together steering committee, we thank the citizens of Lubbock who gave their time and input to help us Define Lubbock's Future. During our 20 public events in 2012, we visited with over 1,900 citizens including 800 at our Vision Summit last October. We received over 1,250 comments and over 500 ideas from almost 8,000 people who visited our website as well as our events. Those who live in our hometown definitely care about Lubbock and it really showed during the entire visioning and planning process.

We also want to thank those corporate contributors and donors who continue to help make Lubbock a better place to live. Their funding allowed us to engage the best national experts on this process and organize as well as promote our public events. Thanks to this funding, we were able to successfully reach out into our community to ensure folks were aware of our process with the chance to participate. The tremendous citizen response reflects that success.

Our steering committee and the ACP Visioning and Planning team worked extremely well together. Extensive research, planning and analysis with in-depth examination accompanied every phase of the Imagine Lubbock Together process. The committee and ACP did an outstanding job preparing for Lubbock's future, and the successes we will experience with Lubbock's growth and development will be their reward—along with our children and grandchildren. Thank you for your sacrifice and contributions.

This has been a fantastic effort by our entire community and we were honored to have a chance to lead this effort.

Truly yours

David R. Seim  
Co-Chairman

Connie Wharton  
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## ACKNOWLEDGMENTS

### IMAGINE LUBBOCK TOGETHER STEERING COMMITTEE

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## PARTICIPANTS

Participant names were compiled and transcribed from handwritten event registration or meeting participation information. While we have done our best to record these names completely and accurately, we apologize for any omissions or misspellings.

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## APPENDIX

An appendix to this plan contains technical reports on People, Place, Prosperity, Housing.





*During the Lubbock Charrette, members of the planning team helped participants illustrate their ideas for places in Lubbock.*

# 1. Introduction

Lubbock is a city of many assets. Housing is relatively affordable with prices well below national averages. Its extensive network of broad streets make driving everywhere quick and relatively hassle-free. The city is home to major educational and medical institutions. They bring a level of amenities and services that cities of similar size can only dream of. These assets make Lubbock a great place to live and raise children.

The city's economic foundation is also strong. Lubbock has maintained its rich agricultural heritage and is home to manufacturing, wholesale, and retail businesses as well as to large government, education, and health care institutions. Tax rates are low and so is unemployment.

But there are clouds on the horizon. The Ogallala Aquifer, which supports the region's agriculture and provides much of its drinking water, is becoming depleted more quickly than it is recharging. Agriculture, health care, and education all rely on government funding, and the US Congress's mandate to cut spending and reduce budget deficits could impact those cornerstones of the local economy. Oil

exploration around Lubbock could bring new opportunities. There are also social problems. The city crime and teen pregnancy rates are high. More than 23 percent of its residents live in poverty.

To capitalize on the city's assets and to address present and future challenges in a coherent and visionary way the Lubbock Chamber of Commerce retained the services of ACP Visioning + Planning, Dover, Kohl and Partners, the Community Land Use + Economics Group, Nomiss Communication, and MindMixer to engage the community and develop a vision and strategic plan for the future. This report summarizes the results of that effort.

*“Nothing is impossible,  
we must think BIG!”*

MEETING PARTICIPANT

## STRUCTURE OF THE REPORT

The report is divided in two sections, Vision and Strategic Plan and Appendix. The two sections are arranged in separate volumes for ease of reference.

Following this introduction the Vision and Strategic Plan section includes four chapters. The first two, **2. The Vision** and **3. Process**, describe the results and the process followed to gain input from the community and to identify the 20 vision goals. The second two chapters, **4. The Strategic Plan** and **5. Implementation Matrix**, identify specific recommendations and steps for implementation.

The Appendix section is divided into five chapters. It summarizes the consultant team's research and findings in demographics, physical characteristics, economic conditions, observations, and the results of the housing analysis.



*Charrette participants shared their ideas for the future of Lubbock.*



## 2. The Vision

This chapter is divided in three parts: *Major Themes, Goals, and What If: A Vision Of Place*. It describes the vision for the future of Lubbock created from ideas and insights contributed by thousands of participants. Their sheer number, with different backgrounds and coming from all parts of the community, makes the resulting vision an accurate and realistic reflection of the wishes, dreams, and aspirations of the city's residents.

The vision consists of 20 goals organized into five categories: Partnerships, People, Place, Play, and Prosperity. When considered together these goals affect all major aspects of the community's life. The depth and breadth of the vision raises the question: How can this vision become a reality? Or, more specifically: How will it affect how children are raised, businesses prosper, and residents create fulfilling, happy and comfortable lives for themselves?

*Chapter 4: Strategic Implementation Plan* identifies specific recommendations and implementation steps for 12 distinct elements of the vision.

The 20 goals listed in this chapter, however, remain in play. They represent an aspirational road map for the community. Individuals, organizations, businesses, and institutions should look at the vision for guidance. As they make personal or organizational decisions they should ask themselves: Will this decision promote or hinder the community vision?

The 20 goals of Imagine Lubbock Together exist as a result of the strong engagement and participation on the part of the community. Implementing them is also in the hands of the community.

*“We need to step outside our own communities and see what’s good for everyone.”*

STAKEHOLDER INTERVIEW PARTICIPANT

### A CITIZEN-DRIVEN PROCESS

Imagine Lubbock Together started in the summer of 2012 with the launching of a dedicated and interactive website. It also started with 200 blank sheets of 24" x 30" white flip chart paper. Within weeks the website had collected over 400 unique ideas and thousands of comments and the blank sheet were filled with 1,400 ideas. All those ideas were sorted into 20 topics. The Imagine Lubbock Together Steering Committee combed through those topics to identify recurring themes and wrote a goal for each.

In October, over 800 citizens participated in the Lubbock Summit to prioritize the vision's goals. In December, 500 residents participated in the multi-day design charrette giving physical shape to the vision. The charrette results are summarized later in this chapter in *What If: A Vision of Place*. A more detailed description of the Imagine Lubbock Together process is provided in Chapter 3: Process.

## MAJOR THEMES

Several themes emerge from a review of the 20 goals. They capture distinctive and essential elements of the vision. They evoke the image of a coherent, prosperous and livable city.

Imagine Lubbock Together **calls for cooperation among local governments, institutions, businesses, and the community.**

It calls for local governments and the private sector to partner and collaborate to streamline the delivery of services and invest in new infrastructure. It calls for the community to rally together and proactively participate in implementing the vision.

Imagine Lubbock Together **advocates for a strong environmental identity** focused on increased energy independence and careful management of water resources for the long term. It advocates for water-wise landscaping and sustainable tree planting.

Imagine Lubbock Together **supports the creation of an equitable education system** that benefits all public schools with improved facilities, better available technology, and close cooperation among schools, businesses, and higher education institutions. It calls for ensuring attractive local employment options for its graduates.

Imagine Lubbock Together **campaigns for a fair, just, and equitable distribution of services.** It campaigns for the support of the homeless, disabled residents, and the elderly. It campaigns for strong neighborhoods through infill, housing rehabilitation, affordable housing choices, and carefully placed neighborhood retail clusters.

Imagine Lubbock Together **advocates making the city a regional center for the arts, entertainment, and shopping.** It advocates for the creation of new venues to attract visitors and to expand the range of events and activities currently available. It advocates for a social life that is inviting to young people and attracts them to the city. It advocates for honoring and respecting the city's unique culture, history, music, and heritage.

Imagine Lubbock Together **champions development and redevelopment that creates beautiful places** connected by an improved network of streets, bike lanes, and sidewalks. It champions the creation of distinctive gateways that welcome visitors and public spaces that bring the community together.

Imagine Lubbock Together **demands a revitalized, prosperous, and attractive downtown.** It demands a place restored as the heart of the community and as the commercial, business, and cultural hub of the region. It demands a neighborhood of vibrant shops and places to live, and a home for strong businesses, entertainment and multiple cultural venues. It demands that downtown become a priority in the vision implementation.

Imagine Lubbock Together **establishes the notion that the city is a fundamental economic entity.** It requires the cooperation of businesses and higher education institutions in nurturing entrepreneurs, taking advantage of local innovation, diversifying the economy, preparing a workforce with the skills the market demands, and marketing Lubbock as an attractive place to do business and visit.

## GOALS

The following pages list the 20 goals of Imagine Lubbock Together organized into five categories: Partnerships, People, Place, Play, and Prosperity. They also show the ranking of the goals for each category conducted at the Lubbock Summit.

Goals express a desired outcome in simple terms. They are broad statements of what the city has the potential to accomplish. They describe how the community can change. They bring the vision into vivid focus.

**PARTNERSHIPS**

The Partnership category includes the following four goals: Water, Community Spirit, Natural Resources, and Government.

**Water**

Residents, local governments, and businesses work together to conserve, recycle, and reclaim water while planning for long-term water conservation and supply and engaging in water sensitive development.

**Community Spirit**

A positive inclusive community that rallies together, ensures equality, volunteers, and proactively participates in implementing its vision.

**Natural Resources**

A community that prepares for the future, practices system-wide recycling, pursues energy efficiency, preserves and conserves its natural resources, and aims at energy independence engaging residents, businesses, and local governments.

**Government**

City government collaborates and partners with the county, institutions, and the private sector to reduce duplication of services and to modernize infrastructure and invest in new technology that is fiscally sound and uses tax dollars in a responsible manner.

**PRIORITIES SUGGESTED BY SUMMIT PARTICIPANTS**

Which of these goals is the most important to the city?



## PEOPLE

The People category includes the following four goals: Education, Safety, Social Equity, and Health.

### *Education*

An equitable school system supports high quality education for all Lubbock students, with upgraded school facilities, increasing graduation rates, and access to a range of opportunities including higher education, a strong community college presence, and vocational training options.

### *Safety*

Lubbock's residents and visitors feel safe, with a strong police presence, low crime rates, and reliable emergency services.

### *Social Equity*

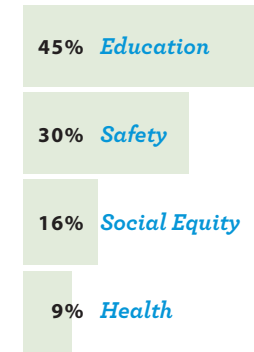
Affordable housing is available for all residents, and strong, well-coordinated community (combination public/private) systems are in place to serve needy populations, including the homeless, disabled people, and the elderly.

### *Health*

A comprehensive health care system that supports the well-being of all Lubbock residents by ensuring access to high-quality medical facilities, providing health education opportunities, and promoting healthy lifestyles.

### PRIORITIES SUGGESTED BY SUMMIT PARTICIPANTS

Which of these goals is the most important to the city?



**PLACE**

The Place category includes the following five goals: Downtown, Development Patterns, Roads and Transit, Beautification, and Biking and Walking.

***Downtown***

A revitalized downtown, connected to Texas Tech University, attracts residents, visitors, students and businesses with attractive buildings, housing, vibrant shops, markets, restaurants, and cultural facilities and events.

***Development Patterns***

A city that encourages and supports appropriate planning and zoning for revitalization and future development.

***Roads and Transit***

A comprehensive multimodal transportation system that balances improved public transportation opportunities with private vehicle mobility, expands service, improves roads and thoroughfares, and connects the city to its region with regional rail connections.

***Beautification***

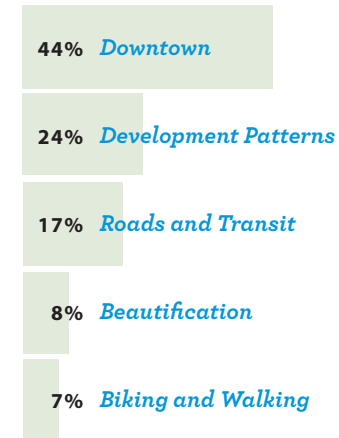
A beautiful, clean and well-maintained city with gateways that welcome visitors, water-wise landscaping, sustainable tree planting, and public spaces that bring the community together.

***Biking and Walking***

An improved network of bike lanes and accessible sidewalks throughout the community to make Lubbock a safer and healthier city.

**PRIORITIES SUGGESTED BY SUMMIT PARTICIPANTS**

Which of these goals is the most important to the city?



## PLAY

The Play category includes the following three goals: Attraction and Events, Parks and Recreation, and Arts and Culture.

### *Attractions and Events*

Lubbock is a regional center for entertainment by fostering the development of attractions for sports, music, shopping, and other venues that attract visitors to the city.

### *Parks and Recreation*

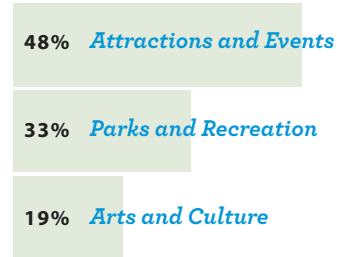
An extensive, safe, well-maintained parks and recreation system that features a range of natural areas, multi-use trails, community spaces, and sporting facilities to support the health and well-being of all Lubbock residents.

### *Arts and Culture*

A community with a variety of arts and entertainment opportunities tied to Lubbock's unique culture, history, music and heritage.

## PRIORITIES SUGGESTED BY SUMMIT PARTICIPANTS

Which of these goals is the most important to the city?



**PROSPERITY**

The Prosperity category includes the following four goals: Economic Development, Jobs and Workforce, Marketing and Image, and Shopping, Restaurants, and Nightlife.

***Economic Development***

Where Lubbock has the opportunity to prosper through a comprehensive economic development strategy that supports community-wide development through encouragement of entrepreneurship, small business development, solid infrastructure and service delivery, increased/improved air and rail service, and incentives and policies to attract a diverse array of industries to Lubbock.

***Jobs and Workforce***

Lubbock’s workers are able to choose from a variety of well-paying job opportunities, with job creation initiatives succeeding in attracting new businesses and providing attractive employment options for college graduates.

***Marketing and Image***

A comprehensive publicity and marketing campaign to highlight Lubbock’s assets, enhance the community’s image, attract new businesses, and connect visitors to key local attractions.

***Shopping, Restaurants, and Nightlife***

A dynamic community where residents have the opportunity to meet their shopping needs, and choose from a range of dining and entertainment options.

**PRIORITIES SUGGESTED BY SUMMIT PARTICIPANTS**

Which of these goals is the most important to the city?



## WHAT IF: A VISION OF PLACE

The Lubbock Design Charrette took place from November 30 to December 5, 2012. Its purpose was to provide “what if” visualizations of five focus areas: Downtown, MLK Jr. Boulevard and Parkway Drive, MLK Jr. Boulevard and Broadway, the industrial area north of Canyon Lake #3, and the intersection of Interstate 27 and Regis Street. The design concepts and vision for those focus areas are described below.



The Lubbock Charrette asked citizens to imagine “what-if” for five focus areas in Lubbock.

### Downtown

Downtown Lubbock has the advantage of a very complete and well-connected historic street grid. This strong underlying structure will facilitate gradual infill of individual parcels over time as the Downtown increases in vibrancy.

Today, Downtown Lubbock has a very large inventory of vacant and underutilized parcels. Cues for the architectural and urban grammar that might be used as these parcels are infilled can be taken from the fragments of excellent urban fabric that exist.

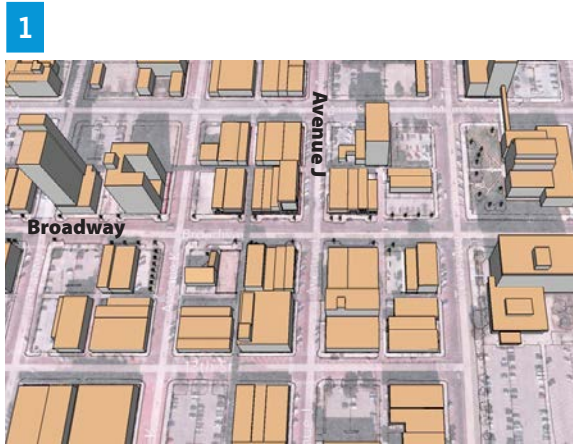
The priority for infill should be to create complete places. Investment energy should be focused on one street segment, one block at a time. Once the first segment is transformed, it can form a seed from which additional improvements can grow over time.



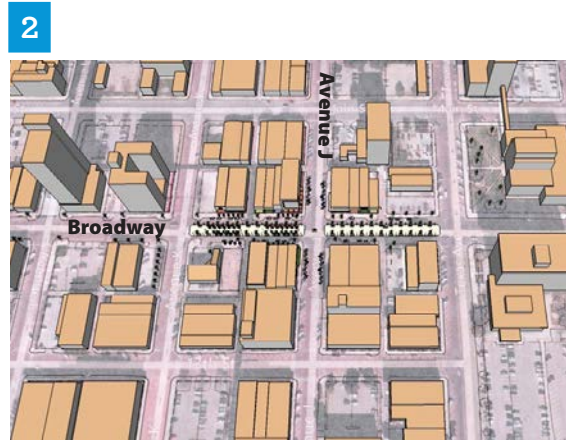
Illustrative Plan for Downtown showing existing buildings (in grey) and proposed new infill opportunities (in red).



A TIMELINE FOR CHANGE



*The intersection of Broadway and Avenue J features some of the highest quality, and most continuous building frontages in Downtown, including the historic Kress Building. This intersection may be a good starting point when planting the seed of revitalization.*



*Investment in the Broadway and Avenue J area can be partially catalyzed through public investment in the streetscape. The street must become a place for people, not just cars. This can be accomplished, for example, by converting some of the overly wide pavement in the middle of the street into a linear plaza with shade trees.*



*Once streetscape improvements are complete, gaps in pedestrian-friendly lines of building facades should be filled incrementally with new buildings. These new buildings might be modular, temporary and movable (indicated here in red) to keep initial costs low.*

A TIMELINE FOR CHANGE

4



Over time, temporary buildings can be moved and replaced with permanent infill buildings (indicated here in brown). The temporary buildings (indicated here in red) can be relocated to nearby vacant parcels to slowly expand the area of Downtown revitalization, one street segment at a time.

5



Street details like new shade trees, benches and pedestrian-scaled lighting should be coordinated and concentrated in locations where private investment in infill is expected.

6

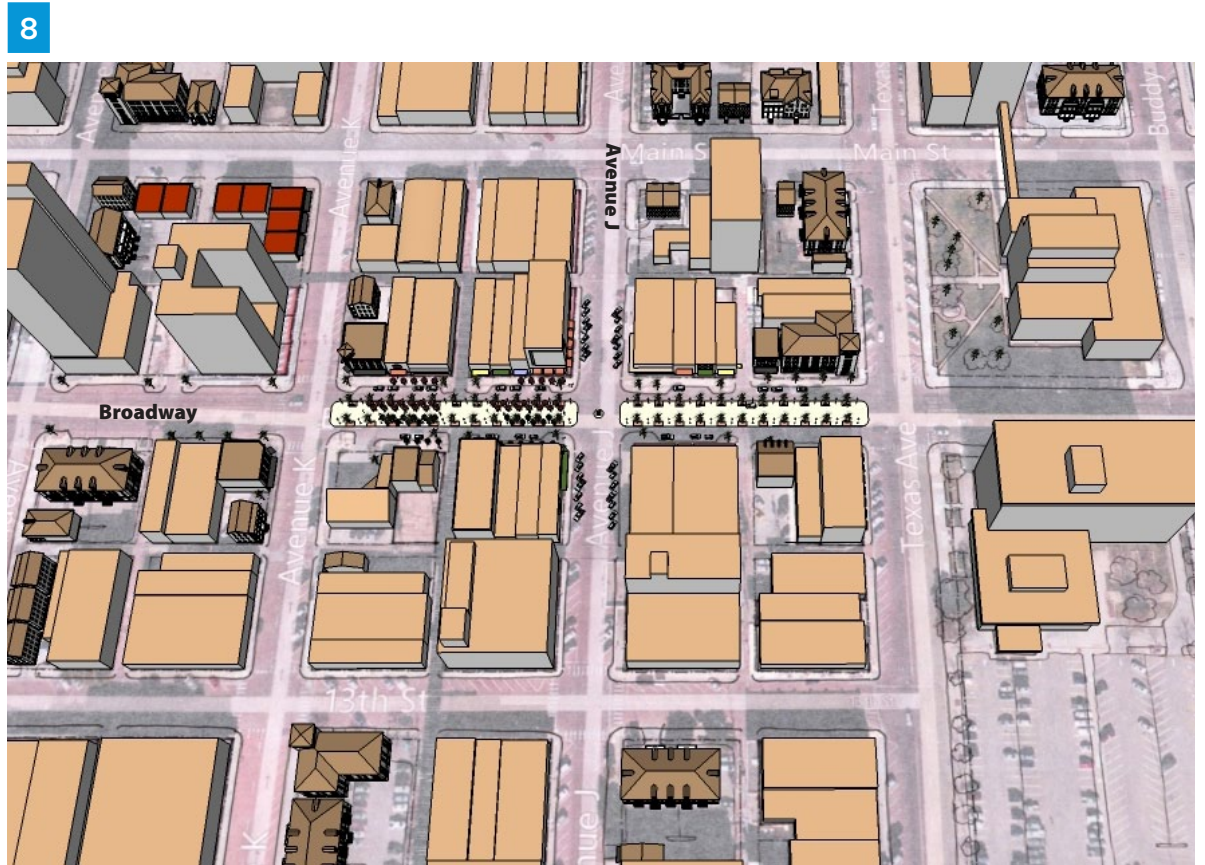


Eventually as revitalization in Downtown gathers momentum the temporary, movable structures (indicated here in red) can be placed permanently, perhaps together on a larger vacant parcel.

A TIMELINE FOR CHANGE



*As Downtown revitalizes, momentum can be maintained by coordinating efforts through an association of merchants. These organizations can help to arrange and sponsor public events like art fairs, concerts, culinary festivals and other attractions.*



**Over time, incremental changes can add up to bold transformations.**  
 The key is to start small, concentrate efforts and complete one piece at a time.



*Broadway at Avenue J today – lacking vitality but with a good urban structure.*

Transformation of Broadway at the intersection with Avenue J can provide a seed of vitality that can be expanded over time. The key is to be as frugal as necessary to be able to start soon. Small investments, properly coordinated, can have a huge impact.

Today, the pavement along Broadway is overly wide and the street feels auto-dominated. This can be remedied, without the need for rebuilding expensive curbs, by adding a broad central median – wide enough to be used for outdoor dining. This new central median, or “rambla” could be formed with small potted trees initially. One or more food trucks could park within the rambla near the outdoor dining tables. Movies could be projected onto the blank walls of adjacent buildings to create an attraction in the evenings.

With success, investment can be made so changes such as the rambla can be made permanent.



*Reclaiming some of the street space for pedestrians and outdoor dining with a central rambla. Providing activity to attract people.*



*As revitalization takes hold and vacant buildings are slowly reinhabited, the rambla can be made permanent with patterned pavement and shade trees. This seed of vitality can then grow outward to other parts of Downtown, one street segment at a time.*



*The rambla on Broadway at Avenue J: A paved median with street trees, pedestrian-scaled lighting, benches and lights strung overhead. Plenty of room for outdoor dining tables, perhaps served by a food truck or new nearby restaurants. Initially the rambla could be built for a single block, and then*

*lengthened over time. This compact investment in public infrastructure would create a dramatic new place for people and activity. Private investment would be catalyzed in adjacent buildings, businesses and residences. Vitality that starts here can grow outward over time to surrounding Downtown streets.*

### MLK Jr. Boulevard & Parkway Drive

Taking advantage of the heavy traffic which passes through the area around MLK Jr. Boulevard and Parkway Drive, the detailed plan for this focus area shows how commercial buildings could be reconfigured to create a neighborhood hub. A variety of new residential uses, such as townhouses and small apartments, help to stitch the existing neighborhoods into the emerging center. Many new street improvements along Parkway Drive help to create an entrance to the City for those entering from the east, and also enhance the walkability of the area. A new park entrance, with a parking lot and visitors center, creates a formal entrance to the Canyon Lakes.

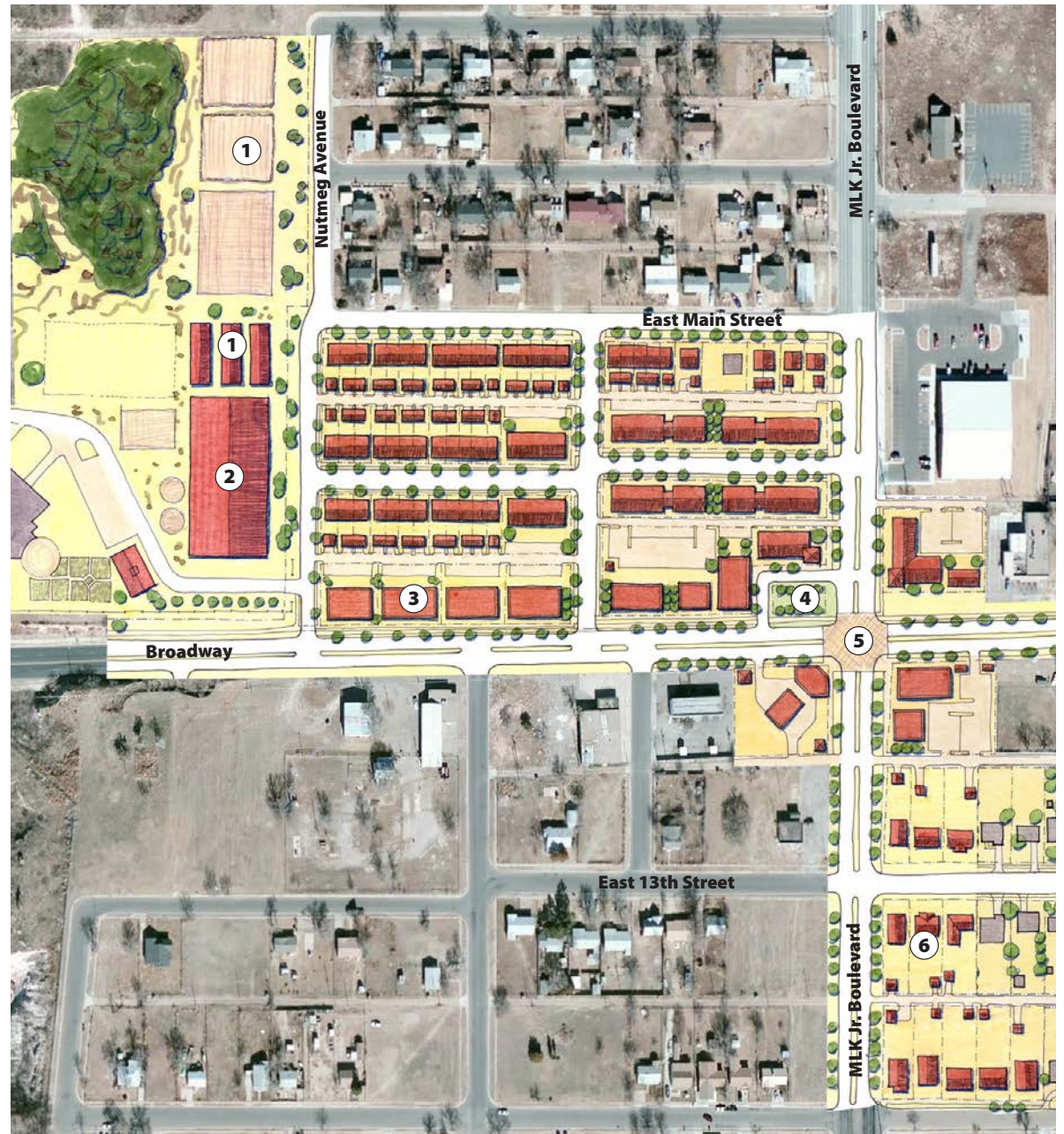


- ① Park Entrance with Trail Head and Parking
- ② Roundabout
- ③ Re-configured Commercial Buildings
- ④ Townhouses
- ⑤ Community Center
- ⑥ Improved Parkway with Median, Side Frontage Roads and Trees

### ***MLK Jr. Boulevard & Broadway***

Currently, most parcels in the area around the intersection of Broadway and MLK Jr. Boulevard are vacant or underutilized. This part of East Lubbock has missed out on the development pressures which have rapidly grown other sectors of the city. In the future, this area is envisioned as a great opportunity site for redevelopment and infill, given its proximity to downtown and easy access to the Canyon Lakes park system. The plan for this area illustrates the potential for new street-oriented buildings, a mix of uses, and a new equestrian center and farmers market at the edge of the canyon.

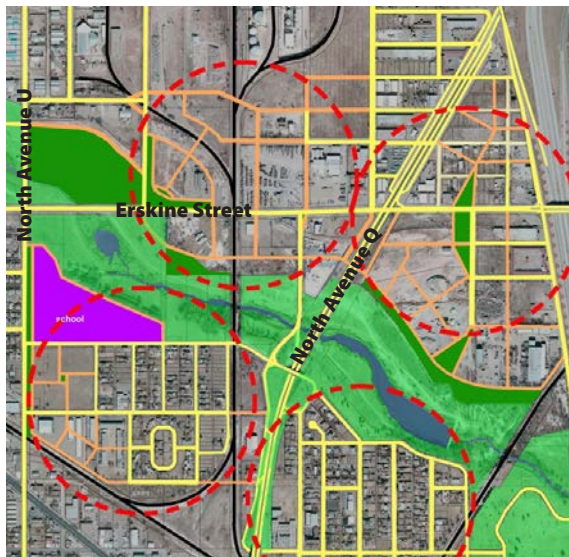
- ① Equestrian Facility
- ② Farmer's Market
- ③ Infill Commercial and Mixed-Use Buildings
- ④ Neighborhood Park
- ⑤ Pedestrian Improvements at Intersection
- ⑥ Infill Single-Family Homes



### Canyon Lakes

The area around the Canyon Lakes is currently used for primarily light industrial uses. The location close to Downtown and adjacent to the lakes and park space makes this area ideal for redevelopment of several complete new neighborhoods.

The map below identifies the approximate locations of potential new and expanded neighborhoods with red circles (indicating a 5-minute walk from center to edge). Also shown are existing streets (in yellow), proposed new streets (in orange), proposed new park spaces (in dark green), and the site for a new elementary school (in purple). The plan to the right shows the design for the northeastern neighborhood in greater detail.



- ① Hotel
- ② Neighborhood Park
- ③ Neighborhood Community Centers
- ④ Alleys
- ⑤ Neighborhood Park Overlooking Canyon Lakes



### Northern Gateway

Whether arriving by car from the north along Interstate 27 or by airplane, most visitors to Lubbock pass through the area around Regis Street before heading into town. Treatment of the intersection of Regis Street and Interstate 27 is crucial to create a welcoming and identifiable gateway into the City.

New street-oriented infill development is envisioned along Regis Street. In addition to the site for a potential gas station, with pumps located in the rear, new buildings could house local, regional and national organizations representing agricultural and industrial interests crucial to the Lubbock economy. An example of such an organization is already located just down the road (the National Sorghum Producers) and others like it would benefit from proximity to the airport, interstate, and downtown.

A new linear park space could stretch along the south side of Regis Street, creating a visually appealing entrance when arriving from the airport. Large-scale sculptures could be placed in the park representing iconography from Lubbock's history. Enormous windmills at the intersection of I-27 speak to the early farmsteads of the southern great plains and would serve as a landmark for those entering and leaving the City. Their size would make them visible from a great distance.



*Vision for new development and street improvements along Regis Street, looking west toward Interstate 27.*



*An alternative to sculptures is to plant the new park space with wildflowers.*



*Representatives from various Lubbock organizations and interests discuss challenges and opportunities during several stakeholder sessions.*

# 3. Process

This chapter describes the public engagement process implemented to create the Imagine Lubbock Together vision. It included four steps: Understanding the City, Generating Ideas from the Public, Writing and Prioritizing Goals, and the Lubbock Design Charrette. These steps are described below.

## UNDERSTANDING THE CITY

July to September 2012

**Stakeholder Interviews** – On July 26 and 27, the consultant team conducted interviews with over 100 individuals with local expertise and knowledge in the economy, arts and culture, government, health and human services, education, and transportation, to name a few. In addition, the team conducted one-on-one interviews with the Mayor, the City Manager, a County Commissioner, representatives of the McDougal properties, representatives of Texas Tech’s Chancellor, individual developers, and business leaders.

From these interviews team members gained an understanding of community strengths, attitudes, critical “hot button” issues, and opportunities.

**Citywide Trends** – The consultant team collected and analyzed data on current conditions and trends in demographics, physical conditions, the economy, and the housing market.

The findings were condensed in the *Lubbock Snapshot* distributed to public meeting participants as a conversation baseline. They were also used in developing implementation recommendations and steps presented in *Chapter 4: Strategic Implementation Plan*.

The full text of the trend reports is available in *Volume 2: Appendix*

*“This is the biggest gathering of Lubbock residents in this kind of venue. But even if people were not able to attend tonight, everyone had the opportunity to participate in some way.”*

SUMMIT PARTICIPANT

*The Imagine Lubbock Together Steering Committee discussing the results of the Strong Places, Weak Places exercise and recommending possible focus areas for the charrette.*



## GENERATING IDEAS FROM THE PUBLIC July through September 2012

**The Project Website** – The project website was officially launched on July 29, 2012. From the start, it became a tremendous generator of ideas and of comments related to those ideas. It became a virtual marketplace of thoughts and opinions about Lubbock’s future.

The website generated over 500 distinct ideas that were integrated with those gathered in the public meetings.

**The Public Meetings** – In early September, the consultant team conducted five public meetings attended by over 500 residents. During the meetings, participants brainstormed ideas and mapped physical strengths and weaknesses of the community, assisted by a trained facilitator. All ideas were data based, merged with those generated by the website, and sorted in the 20 goal topics. Physical strengths and weaknesses were mapped and led to the focus areas of the design charrette.

Participation to the five public meeting closely tracked the diversity of the community. The numbers in parenthesis indicate 2010 census data for comparison. Among those who filled up the questionnaire 70% listed themselves as white (76%), 15% as African Americans (8%), and 24% as Latinos (32%).

*Top right: Facilitators working in tandem recording the ideas from public meeting participants.*

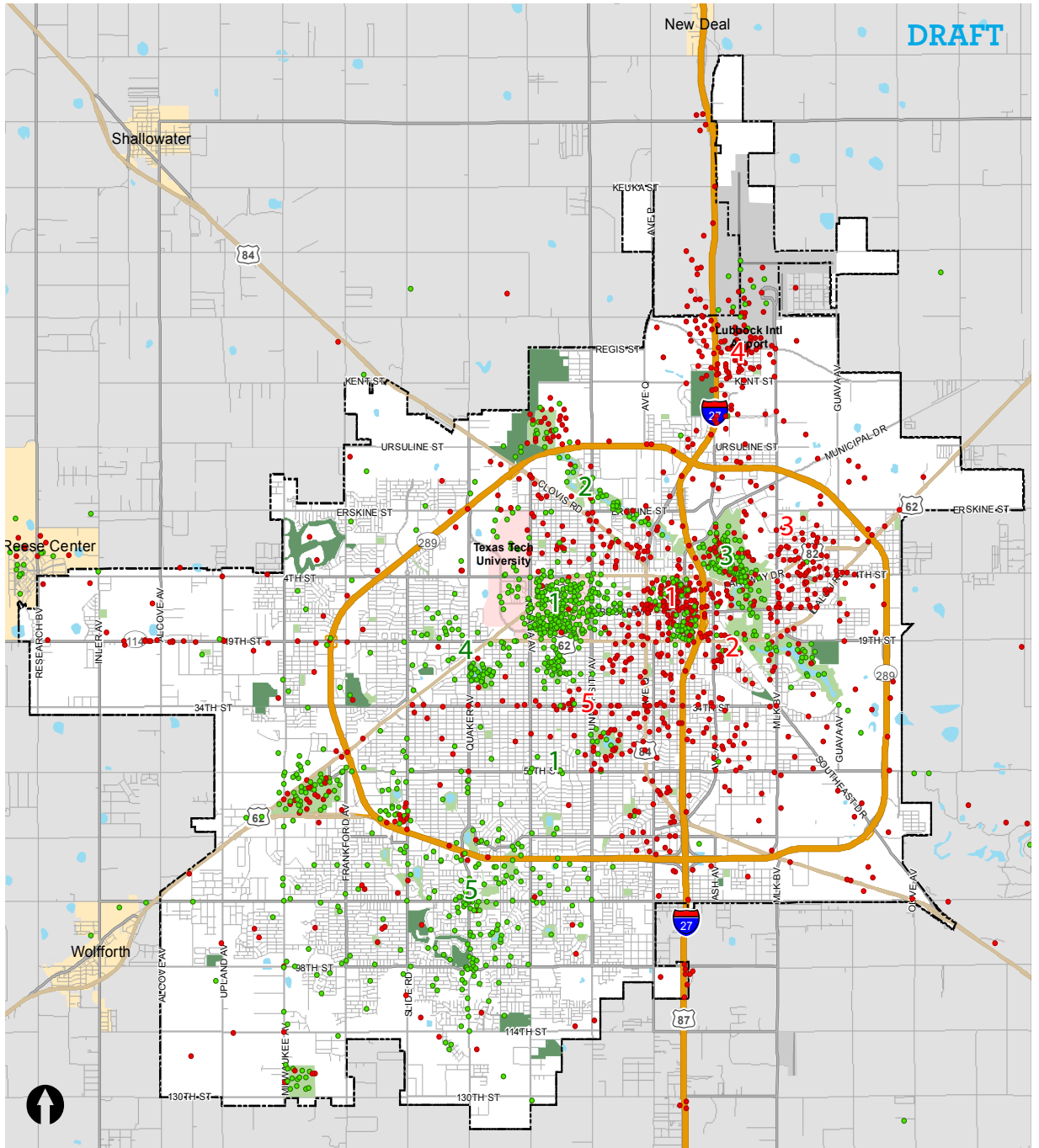
*Middle right: Public meetings started with a brief explanatory assembly. Depicted here is the assembly at the meeting held at the Cavazos Middle School.*

*Bottom right: Participants conducting the mapping of Lubbock’s physical strengths and weaknesses.*



The map to the right shows a composite of the results of the mapping of the physical strengths (green dots) and weaknesses (red dots) in Lubbock. Participants were asked to identify places they liked and places they disliked and to mark them on a map of the city. They were also asked to identify the reasons for the likes and dislikes and to start thinking about how to address the weak areas. At the end of the work of dozens of small groups were compiled in a single map.

The map provides a snapshot of the community's thinking about physical conditions in Lubbock. Downtown, MLK Jr. Boulevard and Parkway Drive, MLK Jr. Boulevard and Broadway, the industrial area north of Canyon Lake #3, and the intersection of Interstate 27 and Regis Street were identified by the Steering Committee as ideal focus areas for the charrette.



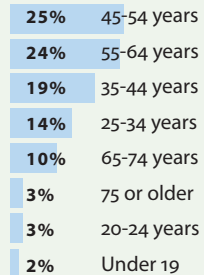
## WHO CAME TO THE SUMMIT?

Below is a brief profile of Summit participants. The information was gathered using electronic keypads.

### 1. A BALANCED GROUP...

The majority of participants, nearly 59%, were in the 45 to 74 age range. This is not unusual as those cohorts are generally more engaged in community activities and tend to participate more. Interestingly, 33% of the participants were from the 25 to 44 age range. This group is the most difficult to bring out to public meetings in part because of family demands or job mobility. Based on the consultants' experience Lubbock did extremely well in that respect.

#### What is your age?

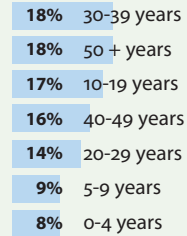


### 2. A WELL-SEASONED GROUP...

65% of the participants had lived in the Lubbock area between 10 and 49 years. 18% had lived in the community more than 50 years. Participants knew Lubbock! That knowledge gave authority and perspective on prioritizing where the city

should be heading in the future. 17% had lived in the Lubbock area for less than ten years.

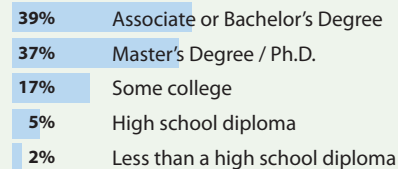
#### How long have you lived in the Lubbock area?



### 3. A WELL-EDUCATED GROUP...

The education level of the participants was generally higher than that of the city as a whole, with 39% having an associate or bachelor's degree and 37% having a master's degree or above. That is not uncommon and in Lubbock reflects the presence of strong secondary educational institutions within the community.

#### What is your education level?

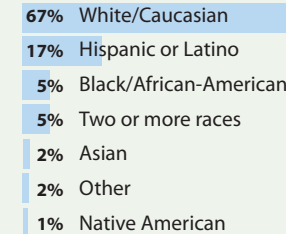


### 4. A DIVERSE GROUP...

Lubbock's population is gradually becoming more racially diverse – and, as it becomes more diverse, traditional definitions of ethnicity and race are quickly changing. Participants to the

Summit reflect that diversity. The numbers in parenthesis indicate 2010 census data. 67% of the participants identified themselves as white (76%), 5% as African American (8.6%), and 17% as of Hispanic or Latino origin (32%). It should be noted that these percentages are slightly different from those of public meeting participants, most likely due to different type of outreach used for the Summit.

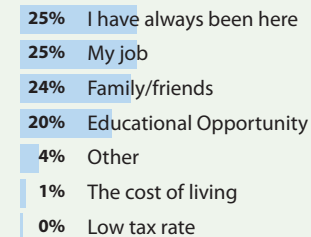
#### Which racial group do you most closely identify with?



### 5. A GROUP WELL CONNECTED TO THE CITY...

Participants have good reasons to live in Lubbock. 25% percent have lived in the city all of their lives, 25% as a result of their jobs, 24% reside there on account of family and friends, and 20% because of educational opportunities.

#### What brought you to Lubbock?



## WRITING AND PRIORITIZING GOALS October 2012

**Goal Writing** – The Imagine Lubbock Together Steering Committee met on October 5, 2012 to develop the vision’s goals. Members, working in groups of two, identified recurring ideas and themes and drafted goals for each of the 20 topics. The goals were subsequently organized in five categories: Partnerships, People, Place, Play, and Prosperity.

**The Lubbock Summit** – The Summit was held on October 18, 2012 and attended by nearly 800 participants. During the three-hour activity the public used electronic keypads to prioritize the goals within each category and to respond to goal related questions. Keypad polling was preceded by small table discussion.

## THE LUBBOCK DESIGN CHARRETTE November 30 through December 5

**The Charrette** – The consultant team conducted a six-day design charrette to create plans for the five focus areas identified in the public meetings. Nearly 500 people participated in the several events of the charrette.

**Hands-on Design Session** – 75 participants gathered at the Civic Center for the hands-on design session on Saturday, December 1. After a presentation, participants gathered in facilitated

*Top right: The setting of the Summit at the Lubbock Civic Center.*

*Middle right: Electronic keypads enabled participants to see responses to the Summit questions displayed instantaneously.*

*Bottom right: Participants engaged in small group discussions prior to prioritizing the goals within each category.*



small groups to explore options and ideas for the future of the five focus areas. At the close of the session, each table presented their ideas to the larger group.

**Open Design Studio** – From Sunday, December 2 through Tuesday, December 4, the consultant team continued to work on the ideas submitted by the community. Over 100 people visited the studio as the team worked on initial design concepts for the focus areas. They were encouraged to provide additional input and feedback.

Having easy access to the focus areas enabled the team to observe traffic patterns, visit local businesses, and experience other details of everyday life in the community.

**Technical and Stakeholder Interviews** – Technical interviews were conducted at the design studio and included sessions with more than 30 local developers, elected officials, transportation experts, and planning staff.

Stakeholder interviews focused on the vision goals and included 100 local experts in education, government, economic development, the arts, entertainment, downtown, neighborhoods, transportation, and social services. These interviews served to initiate a dialogue on how to jump-start implementation of the vision.

### **Work-In-Progress Presentation –**

Community members reconvened on December 5, this time at the Cactus Theater for the conclusion of the charrette. 150 people attended the event.

The consultant team presented “what if” plans for the five focus areas along with illustrations to help attendees visualize the redevelopment potential of those areas. During the presentation, electronic keypads were used to gauge the community’s support for the ideas presented.



*Bottom left: Using pens, pencils, and markers, participants helped design in great detail the five focus areas.*

*Bottom right: At the end of the hands-on design session a representative from each group summarized their recommendations.*





# 4. Strategic Implementation Plan

Implementation of Imagine Lubbock Together will require a tremendous amount of collaboration and cooperation among institutions, government, and business. It will require champions and stewards. It will require focus and tenacity. It will require steady community pressure. This and the following chapter outline how. They constitute the Strategic Plan to implement the vision. They are a call to action and a road map to implementing the community vision.

## A CALL TO ACTION

After the design charrette, the Steering Committee began the process of developing the policy framework for the Strategic Plan. They took into consideration four factors: the vision derived from the community's ideas, the recommendations made by stakeholders during the charrette, the analysis of conditions and trends prepared by the consultants, and their personal and institutional knowledge of the community.

Based on those four factors they identified eight elements around which to organize the strategic implementation plan of the vision. They include: Arts and Culture, Basic and Fundamental Services, Beautification and

Image, Downtown, Economic Development, Education, Entertainment and Recreation, and Neighborhoods.

Basic and Fundamental Services was further divided into five elements: Energy, Water, Mobility, Health, and Safety.

The 20 goals described in Chapter 2: The Vision are an inspirational beacon to guide decisions by individuals and organizations. The twelve elements described in this chapter are imperatives to turn the vision into reality.

Potential implementation partners are identified in Chapter 5: Implementation Matrix.

*“Invite new people to participate! As a new member of the Lubbock community, I’ve found it hard to know how to invest my time here.”*

## WEBSITE COMMENT

### A GUIDE TO THIS CHAPTER

This chapter describes the whats, whys, hows, and whos of implementing Imagine Lubbock Together.

It is divided in 13 parts: one for each of the 12 elements and the Downtown Playbook. The description of the 12 elements includes: the primary recommendation (What), the broad reasons for the recommendation (Why), the specific steps and sub-steps for implementing it (How), and who should lead the effort (Who).

The Downtown Playbook recommends an array of ideas, examples, and resources that have proven successful in other communities in facilitating downtown recoveries.

Chapter 5: Implementation Matrix further clarifies implementation responsibilities and indicates for each step and sub-step: who should lead, other organizations that should be involved, ways to measure success, and a time frame for implementation.



### CATALYTIC ART CENTERS

Art centers can be powerful catalysts for economic growth and community transformation. They attract visitors, provide opportunities for artists to earn money, and enrich the community's cultural life. But their greatest value may be in cultivating an atmosphere of creativity that stimulates innovation and supports the growth of creative economy businesses. Successful examples of catalytic art centers include:

- **The Noyes Cultural Arts Center**, housed in a former elementary school in a neighborhood adjacent to downtown Evanston, Illinois, provides studio and gallery space for over 100 artists. It also houses three unique theatre companies: The Actors Gymnasium, which trains actors in gymnastic skills such as trapeze, mime, juggling, and sword-fighting; Next Theatre Company, which produces original, socially provocative plays; and Piven

Theatre Workshop, a renowned acting workshop whose graduates include Aidan Quinn, Rosanna Arquette, and Joan Cusack. As the Noyes Center and its programming have grown, it has stimulated development of dozens of other creative-sector businesses and cultural institutions in downtown Evanston, including art galleries, clothing designers, and a recording studio.

- **Manchester Bidwell**, an arts center in one of Pittsburgh's most economically distressed neighborhoods, is the result of the vision of Bill Strickland, who grew up in the Manchester neighborhood and who was introduced to pottery by a high school teacher. Strickland believed that, by inspiring disadvantaged young people, arts can help them become better students and workers. Manchester Bidwell now includes a youth training

program that works with public schools, an adult training center, a center for horticultural and agricultural technology, a renowned jazz program (MCG Jazz), and the Manchester Craftsmen's Guild. It recently launched the National Center for Arts and Technology to help other communities develop similar arts centers. To date, it has helped develop affiliate arts centers in San Francisco, Cincinnati, Grand Rapids, New Haven, and Cleveland, with new arts centers in the planning phase in 17 other cities ranging in size from Brockway, Pennsylvania (population 2,182) to Atlanta, Georgia.

## 1. ARTS AND CULTURE

### WHAT

Expand and improve Lubbock’s role as a cultural center.

### WHY

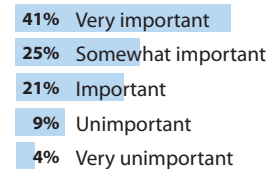
Lubbock has the potential of becoming a major regional cultural center. Ballet Lubbock, the Lubbock Symphony Orchestra, Texas Tech’s Departments of Theater and Dance, as well as art organizations such as the Lubbock Art Alliance have established the city’s prominence and excellence in the performing and visual arts.

A new venue is needed to explore that potential and to grow the market for the arts in a manner consistent with current theater standards.

Arts, entertainment, recreation and food service recreation are an important component of the city economy. They comprise the third-largest employment sector in Lubbock – and jobs in this sector have grown by almost 42 percent since 2000.

Entertainment and attraction choices are a high priority for the community. At the Lubbock Summit, 87% of the participants rated as important to very important the availability of entertainment and attraction options in the city.

**How important are ENTERTAINMENT/ATTRACTIONS OPTIONS to you?**



### HOW

**Step 1: Develop a catalytic project for the arts: address Coliseum and Auditorium, equestrian center, and performing arts center.**

Efforts for the creation of a performing art center in downtown Lubbock have been underway for a while. There are also embryonic efforts to address the conditions of the Coliseum and Auditorium, and the creation of an equestrian center.

**Primary goals affected by this element are:**

**Arts and Culture**

A community with a variety of arts and entertainment opportunities tied to Lubbock’s unique culture, history, music and heritage.

**Attractions and Events**

Lubbock is a regional center for entertainment by fostering the development of attractions for sports, music, shopping, and other venues that attract visitors to the city.

Other goals positively affected by implementing this element are: Downtown, Economic Development, Marketing and Image, Jobs and Workplace, Shopping, Restaurants, and Nightlife, Beautification, Development Patterns, Education, and Community Spirit.

When created or renovated these venues have the potential to dramatically open up cultural and entertainment opportunities in the city. They also can benefit efforts to redevelop the downtown core, bring more and new people to downtown, and re-establish downtown as the heart of the community.

### **Step 2: Emphasize, strengthen, and promote visual and performing arts.**

The expansion of venues for the visual and performing arts should go hand in hand with the engagement of local visual and performing artists. Already strong, artist presence in Lubbock should be emphasized and promoted for the dual benefit of patrons and artists.

Much is already happening. The small galleries that have spontaneously emerged in the vicinity of the LHUCA art center and the center itself have already created a vital core for a nascent downtown art district. They demonstrate the benefits that visual and performing arts can bring to the city. More is possible.

### **WHO**

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Imagine Lubbock Together recommends that the Lubbock Entertainment and Performing Arts Association (LEPAA) lead the effort to implement this recommendation and steps. LEPAA is a new 501(c)(3) organization created and funded by the CH Foundation and the Helen Jones Foundation.

To jump-start Implementation LEPAA should continue its efforts to raise funding for designing and building the Performing Arts Center.

Concurrently LEPAA should:

- Start a feasibility study for the proposed equestrian center.
- Work with the city to develop a preferred course of action regarding the future of the Auditorium and Coliseum and the renovation of the Civic Center.
- Work with the art community leadership to strengthen and promote visual and performing arts to develop programs and activities and to link them to efforts to engage arts and artists in downtown redevelopment efforts.

## 2. BASIC AND FUNDAMENTAL SERVICES: ENERGY

### WHAT

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Make Lubbock a national leader in long-term energy planning and supply including renewable energy sources.

### WHY

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Current agreement with Xcel Energy, the electrical utility supplier, expires in 2019.

Options being explored include renewing the contract Xcel or building a City-owned power plant.

Implementing this recommendation will promote smart, logical, and efficient energy delivery for the foreseeable future and will help the city achieve its goal of 20% renewable energy usage by 2020.

### HOW

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#### Step 1: Continue to provide and develop affordable and long-term power supplies for the community.

The current city administration is focused on the issue of long term power generation. The city has commissioned the New York based engineering consulting firm of Black and Veach to conduct an electric utility generation feasibility study.

#### Step 2: Build awareness and inform the community about energy options.

Notwithstanding the recommendations of the Black and Veach report, the two energy generation options on the table are likely to generate a strong community debate. Implementing the recommendations will require strong community support.

Step 2 envisions a strong effort to inform the community about the complex choices that the community has to make.

The primary goal affected by this element is:

#### **Natural Resources**

A community that prepares for the future, practices system-wide recycling, pursues energy efficiency, preserves and conserves its natural resources, and aims at energy independence engaging residents, businesses, and local governments.

Another goal that will be affected positively by implementing this recommendation is Social Equity.

*“When we are dealing with water we are looking at 50-100-year plans. In electricity we do not even have a five-year plan.”*

INTERVIEW PARTICIPANT

## WHO

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The City should lead the effort to implement Step 1.

The Lubbock Chamber of Commerce should lead the energy community awareness campaign, Step 2.

To jump-start Implementation, the City should complete the Black and Veach electric utility generation feasibility study and communicate the results.

The Lubbock Chamber of Commerce should raise funding for the energy awareness campaign and develop and operate the energy community awareness campaign.

## 2. BASIC AND FUNDAMENTAL SERVICES: WATER

### WHAT

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Continue City leadership of the highly successful water supply and planning program. Enhance Lubbock citizens' awareness of our long-term water supply and continued outstanding planning program.

### WHY

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Water is a priority for the future. Participants to the Summit named water as the #1 issue or challenge the city faces in the next 20 years with 62% of the votes. Other issues tested included transportation (6%), public education (7%), economic development and jobs (11%), and energy and utilities (13%)

In spite of measurable progress, water remains a significant concern. The Ogallala Aquifer is rapidly becoming depleted. The city's 2013 Strategic Water Supply Plan forecasts that even with continued encouragement of conservation, Lubbock will not be capable of meeting water demand in 2025 without developing additional water supplies.

The good news is that Lubbock citizens are particularly good at water conservation.

#### The primary goal affected by this element is:

##### **Water**

Residents, local governments, and businesses work together to conserve, recycle, and reclaim water while planning for long term water conservation and supply and engaging in water sensitive development.

Another goal that will be affected positively by implementing this recommendation is Social Equity.

## HOW

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### Step 1: Continue to provide and develop affordable and long-term water supplies for the community.

The Lubbock Strategic Water Supply Plan, prepared by HDR Engineers and dated February 2013 explores five different scenarios that can potentially provide the City with water for the 100-year planning horizon of the study. These scenarios include a variety of measures that the city needs to evaluate, prioritize, and support.

### Step 2: Enhance awareness and inform the community about the City's future water program.

Implementing the recommendations will require strong community support. Step 2 envisions a strong effort to inform the community about future water supply implementation measures.

## WHO

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The City should lead the effort to implement Step 1.

The Lubbock Chamber of Commerce should lead the water community awareness campaign, Step 2.

The Lubbock Chamber of Commerce should raise funding for, develop, and conduct the water community awareness campaign.

*“The City of Lubbock completed a strategic water supply plan this year that provides a ‘road map’ for meeting the City’s growing water demand for the next 100 years. This plan should instill confidence into Lubbock citizens. Lubbock is planning for the future.”*

CITY WATER ADVISORY COMMISSION  
CHAIRPERSON, JIM COLLINS

### WATER CONSERVATION

Water conservation is considered the least expensive supply of water that we possess. It appears that the City could potentially delay future water supply projects by as much as 23 years by implementing a consistent and aggressive water conservation program. Conservation strategies [should] include public education and awareness, stringent seasonal watering

restrictions, increased water volume rates, indoor water fixture replacement programs, landscape rebate program, and reducing unaccounted for water losses.

Source: Lubbock’s Strategic Water Supply Plan, HDR Engineers, February 2013



### **WATER-WISE LANDSCAPES**

Conserving water resources is vital to the city of Lubbock. The area receives an average of 18 inches of rainfall per year yet the average annual evaporation rate is 80 inches. Summers are hot and semi-arid, translating to higher evaporation rates and “growing season” irrigation needs. More homes and yards for a growing population will exert added pressure on already strained water resources.

Groundwater resources supply 98% of Lubbock’s potable water, with the remaining 2% coming from surface water. The city’s 2013 Strategic Water Supply Plan forecasts that additional water supplies and/or aggressive water conservation is needed by 2014 to preserve a public supply well field used to meet summertime peak demand. Even with aggressive conservation, according to

the plan, Lubbock will not be capable of meeting water demand in 2025 without developing additional water supplies. Still, water conservation is the least expensive means to stretch current supplies.

Lawn and landscape maintenance often requires large amounts of water, particularly in low rainfall areas where irrigation can account for 50% to 70% of total residential water use. Add to that the significant amount of water required to generate the electricity used in pumping, treating, and distributing the public water supply, plus the energy consumed for that electricity, and one can see how landscaping choices can have real impact on the resource efficiency and sustainability of a community.

To reduce the impact of lawns and landscaped areas on water resources, Water-Wise landscaping is being promoted in Lubbock and throughout Texas. Water-Wise landscaping combines seven principles of sound landscape practices to create water efficient landscapes. Beautiful, healthy landscapes can be created with minimal supplemental irrigation through appropriate plant selection, planning and design, soil preparation, practical use of turf, efficient irrigation, use of mulches, and appropriate maintenance. Added benefits of well-designed, water efficient landscaping include reduced stormwater runoff, maintenance (e.g., mowing of turf grass), and pesticide, fertilizer, and herbicide use.



## 2. BASIC AND FUNDAMENTAL SERVICES: MOBILITY

### WHAT

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Support the implementation of a multimodal transportation system.

### WHY

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In Lubbock cars are a necessity. More than 81 percent of Lubbock's workers drive themselves to work, versus 76 percent nationally.

Commutes are short and they are getting shorter. The average travel time to work is a relatively quick 15.7 minutes, dramatically faster than the 25.3 minutes the average American spends commuting to work. Credit goes to Lubbock's street network of high-capacity thoroughfares and grid system designed to move traffic efficiently through or across town.

While the arterial grid efficiently moves traffic it creates a challenge for pedestrian and non-automobile transportation due to the arterials' width and high speed traffic.

Changing lifestyles and awareness of the health benefits of walking and biking are generating an unprecedented demand for improved walkability throughout the city, improvements in the bike lanes network, and a demand for multimodal transportation.

### HOW

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#### **Step 1: Maintain the integrity of the Gateway Street Fund.**

By all measures the Gateway Street Fund has been successful in funding improvements to the city road system and in extending the thoroughfare network. There are, however, concerns about the vulnerability of the fund, which prompted this Step.

**The primary goals affected by this element are:**

#### ***Roads and Transit***

A comprehensive multimodal transportation system that balances improved public transportation opportunities with private vehicle mobility, expands service, improves roads and thoroughfares, and connects the city to its region with regional rail connections.

#### ***Biking and Walking***

An improved network of bike lanes and accessible sidewalks throughout the community to make Lubbock a safer and healthier city.

Another goal that will be affected positively by implementing this recommendation is Social Equity.

## Step 2: Be proactive in the implementation of the Municipal Planning Organization (MPO) plan.

The MPO plan should be revised to support the implementation of the mobility options that have emerged as priorities from the vision process: walkability, extending the bike lane system, introducing shared lane markings, and increasing public transportation service.

### WHO

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The City should lead efforts to maintain the integrity of the Gateway fund. The Lubbock Chamber of Commerce Transportation Committee, with the support of Imagine Lubbock Together, should monitor public policy decisions related to the Gateway Street Fund and make the public aware of the successful use of those funds.

The Metropolitan Planning Organization should take the lead in implementing the elements of its plan.

To jump-start implementation the Lubbock Chamber Transportation Committee should:

- Expedite the implementation of the MPO's and City's thoroughfare plans.
- Call for an update of the MPO biking plan particularly the introduction of "sharrows," striped shared lane markings placed in the center of a travel lane to indicate that a bicyclist may use the full lane.
- Promote and support public forums to inform citizens and solicit input and concerns to ensure buy-in.



Eric Gilliland / flickr

### SHARED LANES MARKINGS (SHARROW)

Bicycling is a cost-effective, environmentally friendly way to commute, but street networks can present challenges to cyclists' ability to get around the city. Travel lanes are often too narrow to allow cyclists and motorists to share the same lane comfortably and safely. The far right of the travel lane where cyclists are expected to ride can be in the 'door zone' of parked vehicles. Busy streets are sometimes the only access to popular community destinations and are thus unavoidable. Some motorists are openly hostile to cyclists and challenge their right as legal users of the streets. More often, motorists simply do not see cyclists or do not know how to share the road with them, creating 'too close for comfort' situations.

To encourage the safe coexistence of bicyclists and motorists on low-speed streets that cannot accommodate a bike lane, many cities and states have implemented shared lane markings or "sharrows." These pavement markings of a bicycle with two chevrons above it indicate the optimum alignment for a cyclist within the travel lane and the travel lane deemed to provide the safest position for cyclists. Bicyclists are encouraged to ride along the sharrow and motorists expect bicyclists at this position. Sharrows typically mark a bike route—a series of streets suitable for cycling and providing connectivity to parks, trails, schools, and other important destinations.

In Texas, the use of sharrows is evaluated on a case-by-case basis by the entity with authority over the street or highway. The 2009 edition of the Manual on Uniform Traffic Control Devices (MUTCD) includes a provision for sharrows.

Other benefits of sharrows:

- Reinforce existing rules of the road
- Encourage safe passing of cyclists by motorists
- Reduce aggressive motorist behavior
- Reduce the incidence of wrong-way cycling
- Encourage cycling

## 2. BASIC AND FUNDAMENTAL SERVICES: HEALTH

The primary goal affected by this element is:

### Health

A comprehensive health care system that supports the well-being of all Lubbock residents by ensuring access to high-quality medical facilities, providing health education opportunities, and promoting healthy lifestyles.

### WHAT

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Emphasize healthy lifestyles.

### WHY

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To achieve a greater level of cooperation among public and private agencies in holistically improving the overall health and wellness of the community.

To refocus the aims and resources of providers to create a more efficient, systematic, inclusive, and focused approach to support healthy lifestyles in Lubbock.

To improve overall health of the community and the quality of life of individuals.

### HOW

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**Step 1: Create a coalition (City, County, Texas Tech, and other State and Federal agencies) that promotes healthy lifestyles from birth to seniors through education, physical activity, and health and well-being in families.**

The proposed coalition will bring together the best public and private knowledge in the community to consider wellness and healthy lifestyles. Over a period of 12 months the coalition should:

- Identify valuable initiatives and programs already in place to promote and support.
- Identify successful programs from other communities that Lubbock could learn from and adopt.
- Develop a health education curriculum for grades k-12 that teaches exercise, nutrition, personal responsibility, and other basic health information.
- Evaluate a community-wide wellness awareness program that focuses on programs and activities available in Lubbock.

### WHO

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Imagine Lubbock Together will convene and manage a 12-month Healthy Living Task Force.

## 2. BASIC AND FUNDAMENTAL SERVICES: SAFETY

### WHAT

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Make Lubbock safer.

### WHY

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Interviewed participants expressed great concern about Lubbock's crime rate and about the extent to which it deters business development and new investment in the community.

Statistics support that. In October 2011, Forbes magazine listed Lubbock as the sixth most dangerous city in the nation, based on data from the FBI in 2010.

Whether those are perceptions or reality efforts to reduce crime in the community will enhance quality of life in neighborhoods, make the roads safer, and enhance physical and economic development efforts envisioned by this vision.

When asked to rate their overall feeling of safety in Lubbock, 79% said they were satisfied or most satisfied.

### HOW

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#### **Step 1: Create a coalition of law enforcement and first responders with private citizen engagement to commit to safe roads, schools, and neighborhoods.**

This step initiates a dialogue about safety issues in Lubbock and should lead to a specific plan of action implemented over time.

### WHO

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The City will lead the effort. To jump-start Implementation, City Council should form, appoint, and charge the coalition.

Imagine Lubbock Together will support the effort and monitor progress.

The primary goal affected by this element is:

#### **Safety**

Lubbock's residents and visitors feel safe, with a strong police presence, low crime rates, and reliable emergency services.

*“We need police to patrol Milwaukee from 4th to 19th. This street is used as a racetrack.”*

*“Make Lubbock the safest and cleanest city: Many people are moving or coming back to Lubbock because of the housing affordability and access to medical.”*

WEBSITE COMMENTS

The primary goals affected by this element are:

#### **Beautification**

A beautiful, clean and well-maintained city with gateways that welcome visitors, water-wise landscaping, sustainable tree planting, and public spaces that bring the community together.

#### **Marketing and Image**

A comprehensive publicity and marketing campaign to highlight Lubbock's assets, enhance the community's image, attract new businesses, and connect visitors to key local attractions.

Additional goals positively affected by this element include: Community Spirit, Economic Development, Parks and Recreation, Roads and Transit, Arts and Culture, Development Patterns, Water, Downtown, Health, Biking and Walking, and Social Equity.

### 3. BEAUTIFICATION AND IMAGE

#### WHAT

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Create an attractive and inviting community that fosters a positive image.

#### WHY

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Beautification affects all aspects of city life. Making the city more beautiful will make it attractive to business, bring more visitors, and define the city's image to the outside world.

In neighborhoods, it will increase property values and the quality of life of residents.

Engaging the community in keeping neighborhoods and districts clean will increase a sense of pride and ownership in keeping Lubbock attractive.

#### HOW

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#### **Step 1: Ensure our gateways, highways, and roads are esthetically pleasing.**

Gateways to Lubbock leave a lot to be desired and give a first impression that is not consistent with the reality and aims of the community.

The intersection of Interstate 27 with Regis Street was one of the focus areas of the Lubbock charrette. The early windmill sculptures proposed for that location evoke the area farming history and when reinterpreted by local artists, could mark gateways throughout the city.

#### **SUB-STEP: Promote water-wise landscaping.**

*Water-wise landscaping is a way of gardening that reduces or eliminates the need for supplemental water from irrigation. It is promoted in regions that do not have easily accessible, plentiful, or reliable supplies of fresh water and can have real impact on the resource efficiency of a community.*

*Water-wise landscaping is being promoted in Lubbock and throughout Texas to reduce the impact of lawns and landscaped areas on water resources.*

**SUB-STEP:** *Address the beautification, development, and maintenance of parks to promote healthy lifestyles.*

*Lubbock is blessed by a wealth of parks. Based on its 2010 population the city has approximately 12.8 acres of parks per 1,000 residents. That far exceeds the “target of excellence” set by the National Recreation and Park Association of between 6.25 and 10.5 acres. The city should establish a phased program of park beautification and improvements, taking into consideration the healthy lifestyle recommendations being considered under the Health goal.*

### **Step 2: Encourage our community to promote clean-up, recycling and beautification initiatives.**

Engaging the community in neighborhood clean-up efforts creates the groundwork to keep the community clean over a long period of time. It creates community and pride among the residents of the neighborhood. It gets people out for an event that has visible results. Practical information on how to organize neighborhood cleanup programs can be found at: [http://www.grassrootsgrantmakers.org/wp-content/uploads/2011/10/Neighborhood\\_Cleanup.pdf](http://www.grassrootsgrantmakers.org/wp-content/uploads/2011/10/Neighborhood_Cleanup.pdf).

The Hands-on Networks has an online Recipe book for neighborhood cleanups that can be downloaded at: <http://www.handsonnetwork.org/organize-neighborhood-cleanup>.

### **Step 3: Redevelop the long-term branding campaign and ensure use of all forms of communications and media, i.e. TV, radio, newspapers and magazines, social media, etc.**

Lubbock has done a good job in promoting its western, frontier heritage. The original campaign “The Giant Side of Texas” was a three-year internal (aimed at raising citizen awareness) and external (to position the city globally) branding campaign.

This step focuses at reviving and re-imagining that branding campaign to reflect the changing reality of the city as shaped by the vision.

## WHO

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For Step 1, the City should lead in coordination with Texas Department of Transportation, Metropolitan Planning Organization, County, City of Lubbock Streets Department and Parks and Recreation. The creation of gateways should be included in all maintenance plans.

Imagine Lubbock Together should assist the city in prioritizing this project, monitor progress and support efforts working through the Lubbock Chamber.

For Step 2, the City should empower Keep Lubbock Beautiful to include public, private, and civic sector leaders to shape the effort.

To jump-start implementation, Keep Lubbock Beautiful should work with the City Department of Code Enforcement to identify neighborhoods that need clean-up. It should publicize and conduct a Clean-Up Day for those neighborhoods. It should develop a program of allocating dumpsters on a weekly basis to neighborhoods at no cost to residents.

For Step 3, Imagine Lubbock Together recommends that the Lubbock Economic Development Alliance, the Convention and Visitors Bureau, and the Lubbock Chamber of Commerce convene a Task Force of public, private, and civic sector leaders to build upon the “Lubbock, the Giant Side of Texas” image campaign.

To jump-start implementation, the Task Force should develop a budget and raise funds for the effort, including seeking in-kind media buy and creative support.



## 4. DOWNTOWN

### WHAT

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Revitalize the core of downtown.

### WHY

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A thriving downtown is a sign of a healthy community. Having an economically healthy, culturally vibrant downtown offers benefits such as providing activities for younger people (which could help address problems with crime and teenage pregnancy), providing opportunities for entrepreneurship, and retaining college graduates and other young professionals.

Commercial property values in downtown are depressed. The current asking prices for downtown commercial space range between roughly \$7 and \$20 per square foot. But, properties in and adjacent to Depot Square are on the market in the \$45 to \$65 per square foot range, a positive sign. Even though property values are depressed, revitalizing downtown Lubbock is possible. Thousands of communities throughout the US have successfully demonstrated that with coordinated, collaborative effort, a solid economic development strategy, and effective district-specific leadership, older and historic downtowns can not only thrive, but can once again become their communities' largest employment centers, most popular visitor attractions, and most desired residential neighborhoods.

The community wants a thriving downtown. At the Lubbock Summit the downtown goal received the highest priority within the category of "Place" with 44% of the vote.

### HOW

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#### **Step 1: Create an independent entity to coordinate and drive downtown development.**

There is an enormous need for an entity to coordinate and drive downtown development. Without a skilled organization actively driving the downtown development process, downtown Lubbock simply will not become the healthy economic engine and the vibrant cultural hub the city envisioned during Imagine Lubbock Together. The entity should have strong support from both public and private sectors and from a broad range of stakeholders throughout the district and the community.

The primary goal affected by this element is:

#### ***Downtown***

A revitalized downtown, connected to Texas Tech University, attracts residents, visitors, students and businesses with attractive buildings, housing, vibrant shops, markets, and restaurants, and cultural facilities and events.

Supportive goals affected by this element are:

#### ***Development Patterns***

A city that encourages and supports appropriate planning and zoning for revitalization and future developments.

#### ***Shopping, Restaurants, and Nightlife***

A dynamic community where residents have the opportunity to meet their shopping needs, and choose from a range of dining and entertainment options.

Other goals positively affected by implementing this element are: Economic Development, Marketing and Image, Beautification, Development Patterns, and Community Spirit.



Images of Paseo Colorado.

Left: Retail and public square.

Right: Terrace housing.

### **DOWNTOWN TURNAROUND**

For those familiar with Old Town Pasadena, California, it now seems almost unbelievable that this thriving downtown district ever struggled. But in the early 1980s the core of downtown Pasadena – now called Old Town, to differentiate it from three other downtown sub-districts – had a ground floor vacancy rate approaching 50 percent. Upper floor spaces were virtually empty, and the historic buildings lining Colorado Boulevard, Pasadena’s main street, were in terrible condition. Like downtown Lubbock, downtown Pasadena is home to local government, a university, and most of the community’s major cultural institutions – but those assets had not been enough to sustain the district as commerce gradually shifted to new neighborhoods. In desperation, the City had permitted construction of an enclosed shopping mall on several demolished blocks in the

late 1970s – but the mall gradually failed, adding to the district’s problems.

The district’s revitalization began by designating the downtown core a National Register historic district in 1983, making it possible for property owners and developers to use federal historic rehabilitation tax credits to help finance building rehabilitation. Using tax credits, a development group acquired and rehabbed a cluster of 17 historic commercial buildings, which it named, collectively, One Colorado. One Colorado is now home to both local businesses and national retailers (including Crate and Barrel and The Gap). This served as a pivotal catalyst for attracting new development interest. Property owners created a business improvement district to help market and manage the district, and the BID worked closely with the City’s redevelopment agency to

develop and attract new businesses. In 2001, the nearly-dead downtown shopping mall was redeveloped as Paseo Colorado – the region’s first mixed-use development, with 400 residential units above roughly 500,000 square feet of retail and restaurant space, with two levels of underground parking.

Today Old Town Pasadena is a thriving, vibrant district with over 200 shops and restaurants, a lively night life, and several thousand residents. Its successful turnaround has spurred revitalization activity in two other key parts of the downtown district – the Playhouse District (centered around the historic Pasadena Playhouse Theatre) and South Lake (connecting downtown Pasadena to CalTech).

**SUB-STEP: Build in a strategy to make the entity fiscally self-sustaining (other than for capital improvements and special projects) after five years.**

Making the entity fiscally self-sustaining can be accomplished through the extension of the Public Improvement District (PID) to downtown and the identification of an annual revenue stream from private sector sources. It could be also accomplished by generating profit from redeveloping downtown buildings, particularly historic properties. This technique was pioneered by the city of Galveston in the early 1970s. A small case study of the Galveston experience can be found on page 59.

For further information on ideas for this and other steps the reader should refer to the last section of this chapter, *The Downtown Playbook* (pages 58-68).

**Step 2: Implement the charrette’s recommendations on physical redevelopment and on business development.**

The Lubbock charrette recommended an initial and unwavering focus on the two-block radius from the intersection of Broadway and Avenue J. It also recommended that physical redevelopment should go hand in hand with steps and activities designed to stimulate business development. Downtown needs success stories. Focusing on a small area can produce them and set in motion renewed interest in the district.

**SUB-STEP: Focus primary attention on Broadway and Avenue J.**

The area immediately surrounding the intersection of Broadway and Avenue J was downtown’s historic 100% commercial center. It was the place where residents would go to when shopping in downtown. Some of the area’s past luster is still there, displayed by the large concentration of contiguous historic properties.

To set in motion positive change in the area, the charrette recommended that initial improvements in this area should be tactical to quickly establish the context for future development and should include preservation of all remaining historic buildings, the temporary creation of a public space along Broadway, pop-up stores to fill vacancies, co-working spaces for start-up businesses, and the recruiting of businesses that cater to downtown workers.

**GENERATING REVENUES**

Many downtown development organizations have generated revenue by redeveloping downtown buildings, particularly historic properties. Mount Sterling, Kentucky, and Royal Oak, Michigan are two examples. The citywide preservation organizations in Pittsburgh, Pennsylvania, Cleveland, Ohio, and Providence, Rhode Island, have extensive track records in combining historic preservation goals with income generation. Some nonprofit downtown development entities (or the nonprofit subsidiaries of for-profit development entities) have generated revenue by earning fees for referring tax credit-eligible properties to tax credit equity investors. Some communities have generated income to support downtown development activity by dedicating future property tax revenue from parcels of land outside the downtown district. For example, in the 1970s San Jose, California made its downtown the beneficiary of a percentage of property tax revenue generated by new development on former agricultural land north of the city. As the land was gradually developed by new technology-based industries and its taxable value grew, downtown San Jose had the financial resources to help meet the commercial needs of the new workers and residents attracted by the new industries.

Ideally, downtown development should be supported, if even in small increments, by as many of the region’s major institutions, agencies, and industries as possible. This approach provides financial stability for the downtown development initiative, builds a broad base of program supporters, and helps strengthen connections between the downtown development initiative and community institutions.

*Strengthening downtown Lubbock will require a retail development plan that is strongly supported by commitments to attract new commercial development into the district.*

EXISTING CONDITIONS REPORT: OBSERVATIONS

**SUB-STEP: Expand and grow the Cultural Arts District.**

Impetus for the growth and expansion of the Cultural Arts District will initially come from the building of a new Performing Arts Center in the district. The catalytic nature of the Center should be reinforced by business development activities that include expanding art-related businesses, creating art focused co-working spaces, bringing creative economy businesses to the area, and working with artists to bring vitality to the area's streets and sidewalks.

**SUB-STEP: Expand and grow the Depot Entertainment District.**

The District is, at the moment, literally the bright spot of downtown. It is home to successful restaurants and to the Cactus Theater. To expand on the success of the area, efforts should be made to add restaurants and entertainment to the district, and to enliven the street life through temporary street closings and coordinated activities and events produced by local businesses.

**SUB-STEP: Renovate the Lubbock Memorial Civic Center.**

The Civic Center was created as a memorial to the victims of the 1970 tornado that destroyed 600 businesses and 10,000 homes. There is strong consensus that the building is aging and in need of repair.

The idea of renovating or rebuilding the Civic Center has surfaced throughout the Imagine Lubbock Together process. If rebuilt, the Civic Center has the potential of linking three vital parts of the city: the redeveloped downtown, the expanded Cultural Arts District, and the Overton area.

**SUB-STEP: Actively develop downtown housing.**

The housing analysis conducted for Imagine Lubbock Together indicates that within the next 5-10 years, downtown Lubbock could support between 1,200-1,700 new housing units. Achieving that benchmark will require identifying incentives to encourage Texas Tech graduate students, young faculty, recent graduates, and downtown workers to live downtown.

**SUB-STEP: Divert the Canyon Lakes water for water features throughout downtown and Canyon Lakes area.**

The idea of channelling water from the Canyon Lakes to feed water features in downtown may appear to be extravagant in a drought area such as Lubbock. Water features, however, are often critical to the success of downtown public places. They attract children, they cool the air, and they create a visual, auditory, and aesthetically pleasant environment.

**SUB-STEP: Develop and grow entertainment venues and opportunities by supporting festivals and arts and entertainment districts.**

*The process of the rediscovery of downtown will require re-imagining it. It will require changing the mind-set of residents and visitors. Festivals and art events specifically scheduled in areas undergoing redevelopment will enable residents, many of whom have not visited downtown for many years, to rediscover and reevaluate the place. The downtown management entity may need to create a committee or a subsidiary to focus exclusively on animating downtown until misconceptions about the district are changed.*

**Step 3: Strengthen downtown's retail and restaurant base.**

With more than 6,000 people working within one-half mile of the intersection of Broadway and Avenue J, downtown Lubbock already has a very strong potential market of downtown shoppers. They are key to its future success.

**SUB-STEP: Tap into strong potential downtown retail, office, and residential markets.**

*Implementing this sub-step will require making products and services available for downtown workers on a daily basis, attracting new commercial development to downtown Lubbock, and expanding downtown businesses, particularly location-neutral businesses that attract younger workers.*

**WHO**

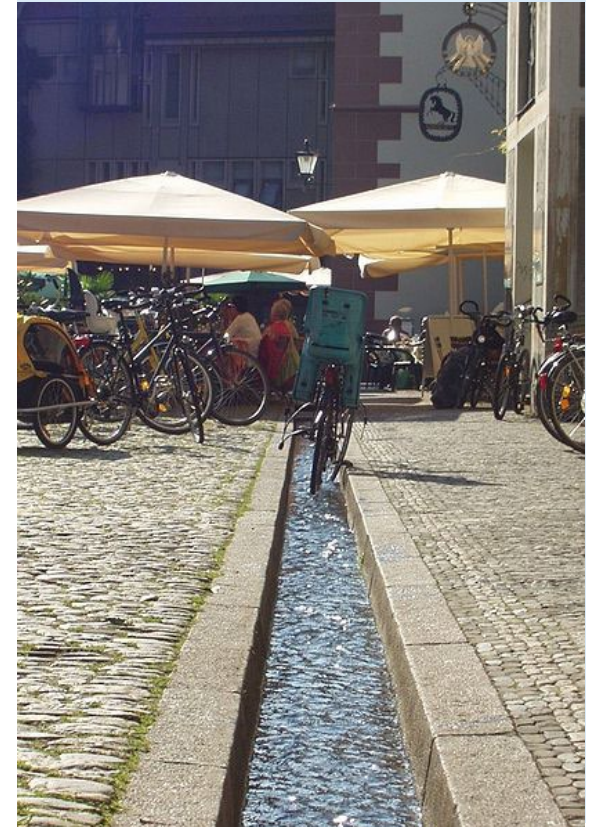
Imagine Lubbock Together recommends that the Lubbock Chamber of Commerce create an independent entity to coordinate downtown development in conjunction with the downtown master developer and planner, Lubbock Downtown Development, Corp. (LDDC), and the Downtown Tax Increment Finance (TIF) committee.

To jump-start Implementation, the independent entity should:

- Develop a solid strategic plan for its first 3-5 years of operation.
- Convene downtown interests and review the vision and charrette recommendations.
- Raise operational funds.
- Solicit and encourage development and activities in the focus area following the steps and sub-steps included in this chapter.

**FREIBURG BACHLES**

Water streams in European cities were more common in the past. Today Freiburg is one of few cities left to still have them in form of Bächles, running streams that occur through out the city's downtown. The Bächles are supplied with water by the Dreisam, the city's river, and have become one of the city's most famous landmarks. The illustration below shows the water feature on Freiburg central square.



The primary goals affected by this element are:

### **Economic Development**

Where Lubbock has the opportunity to prosper through a comprehensive economic development strategy that supports community-wide development through encouragement of entrepreneurship, small business development, solid infrastructure and service delivery, increased/improved air and rail service, and incentives and policies to attract a diverse array of industries to Lubbock.

### **Jobs and Workforce**

Lubbock's workers shall be able to choose from a variety of well-paying job opportunities, with job creation initiatives succeeding in attracting new businesses and providing attractive employment options.

A secondary goal affected by this element is:

### **Education**

An equitable school system supports high quality education for all Lubbock students, with upgraded school facilities, increasing graduation rates, and access to a range of opportunities including higher education, a strong community college presence, and vocational training options.

Additional goals positively affected by implementing this element include: Development Patterns and Downtown.

## **5. ECONOMIC DEVELOPMENT**

### **WHAT**

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Develop bold strategies to achieve comprehensive economic development goals.

### **WHY**

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Diversification of the economy is seen as an important area to the continued prosperity of Lubbock. Currently educational, health care, and government institutions dominate the list of Lubbock's largest employers but these areas are particularly vulnerable.

Together with agriculture, another key element of the local economy, education, health care, and governmental services are heavily subsidized, and the US Congress's mandate to cut spending and reduce budget deficits could mean fewer future subsidies for these important cornerstones of Lubbock's economy.

Redevelopment of downtown is also critical. The current conditions of downtown make it a liability in the efforts to encourage new business to move to the community.

### **HOW**

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#### **Step 1: Formalize a coalition of community partners for supporting economic development in the Lubbock area.**

Step 1 promotes a cooperative and coordinated approach to economic development to diversify the economy and encourage economic growth in the city and the region. It also encourages a more effective and efficient use of resources by participating organizations.

#### **SUB-STEP: Develop competitive resources to achieve economic development goals.**

*The coalition should explore a variety of resources that, in addition to facilitating its economic development goals, can also help achieve other vision priorities. For example, encouraging the use*

*of historic rehabilitation tax credits for rehabilitation of historic commercial buildings can bring new businesses and facilitate redevelopment in downtown Lubbock. The coalition could create a mechanism for direct equity investments by Lubbock residents in locally owned businesses—described on page 50. The coalition could also apply for New Markets tax credits for business development activities in downtown Lubbock, East Lubbock, and other established neighborhood commercial districts—described below.*

### THE NEW MARKETS TAX CREDIT

The federal New Markets tax credit program was created to help communities attract investment supporting business development in economically distressed commercial districts. It is a generous 39 percent federal income tax credit, claimed over seven years, helping overcome real or perceived risks in investing in business development in economically distressed commercial districts.

To qualify, a building (or undeveloped site) must be in a Census tract in which the median family income is 80 percent or less than that of the metropolitan area or state. Credit allocations are awarded on a competitive basis to US Treasury-certified Community Development Entities (CDEs); a CDE then gives the credits to investors who, in turn, make investments in the CDE; the CDE then makes below-market loans or equity investments in qualified business entities. In recent years, the US Treasury has made \$3.5 billion in credit allocations available annually.

In order to obtain an allocation of New Markets tax credits, an existing or new entity in Lubbock would need to become certified as a Community Development Entity, then submit a successful application that demonstrates that the credits would attract investment to underserved commercial districts and create jobs for low- and

moderate-income workers. Alternately, the community could find a certified CDE with an existing allocation of New Markets credits, or with a successful track record of using New Markets credits, and ask it to include one or more Lubbock business development projects in its New Markets portfolio (for example, in the credit allocation awards announced in April 2013, two Texas-based CDEs received New Markets tax credit allocations for projects state-wide: Lone Star Emerging Business Fund, LLC, and Texas Mezzanine Fund, Inc.).

New Markets tax credits can be combined with federal historic rehabilitation tax credits and low-income housing tax credits, making them an even more powerful tool for attracting investment and for rehabilitating older buildings in historic downtowns (like downtown Lubbock).

Nationally, most New Markets tax credit investors have been banks or other corporations working at the regional or national level – but there are likely to be corporations in Lubbock County that might be interested in using tax credits to offset federal income tax liability.

**Example:** The City of San Angelo, working with HEDC New Markets, Inc. and Tom Green County, used New Markets tax credits to help finance the rehabilitation of the former Hemphill Wells Department Store in downtown San Angelo for use as the Tom Green Library. The project's total cost was \$14 million, of which \$12.6 million was assembled through use of New Markets tax credits. The library now employs 61 full-time and 11 part-time workers.

#### Resources:

**New Markets Tax Credit: At Work in Communities Across America**, published by the New Market Tax Credit Coalition, December 2012 ([www.novoco.com/new\\_markets/resource\\_files/reports/nmtcc\\_communities\\_report\\_121212.pdf](http://www.novoco.com/new_markets/resource_files/reports/nmtcc_communities_report_121212.pdf)).

**New Markets Tax Credit Handbook, 2012 Edition**, published by Novogradac & Company, 2012 ([www.novoco.com/marketing/shopping\\_product\\_detail.m?id=386](http://www.novoco.com/marketing/shopping_product_detail.m?id=386))

### LOCALLY-OWNED BUSINESSES

The federal JOBS Act, when implemented (regulations are forthcoming), will make it possible for businesses to raise up to \$1 million in equity annually from local investors. Individuals can invest between \$2,000-\$10,000 annually (depending on their earnings and net worth) in a local business. Investment must take place through a government-accredited portal.

The regulatory and organizational landscape for community-based equity investments in locally owned businesses is new. But it seems likely that it will be essential for a local organization or agency to play a central role in vetting entrepreneurs and pairing them with investors. This could be a role for LEDA and the proposed coalition, working together with the new downtown development organization, and the North and East Side Community Development Corporation.

#### Resources:

Michael Shuman, *The Small-Mart Revolution: How Local Businesses Are Beating the Global Competition*. Berrett-Koehler Publishers, 2007.

Amy Cortese, *Locavesting: The Revolution in Local Investing and How to Profit From It*. Wiley, 2011.

Josh Bloom. "Community-Owned Businesses: How Communities Become Entrepreneurs", in *Main Street Now*, March/April 2010.

National Crowdfunding Association: [www.nlca.org](http://www.nlca.org).

#### **SUB-STEP: Focus on recruitment of business and industry.**

*As previously stated, the coalition should pursue activities that bring new businesses to the community. Those efforts should be directed to further other vision goals, particularly downtown recovery.*

#### **SUB-STEP: Leverage existing local higher education resources.**

*The involvement of higher education institutions is critical as a source of innovation and of qualified graduates and as an incentive for businesses to move to Lubbock.*

#### **SUB-STEP: Foster the growth and expansion of local business.**

*To implement this step the coalition should consider:*

- Utilize LEDA to implement a community-based program that promotes job growth from existing headquarters, office, research, manufacturing and distribution operations by opening lines of communication, building relationships with local businesses and identifying concerns and barriers to the survival and growth of these companies.
- Create a program to fill vacancies and cultivate new retail businesses and restaurants, including those that are independently owned, in downtown and in major neighborhood commercial districts throughout Lubbock.
- Create a business accelerator and venture capital fund to work with coworking space-based businesses. The coworking spaces are described in the Downtown Playbook on page 63. Business accelerators provide specialized training to the owners of growing companies to help accelerate their growth. In the past several years, several communities have launched a hybrid business accelerator that combines three components: coworking space, an accelerator, and venture capital. This could be a very effective model for stimulating business development in downtown Lubbock, in neighborhood commercial districts or near Texas Tech University. The coworking component is crucial for encouraging ongoing collaboration and for seeding new downtown businesses. Examples of successful coworking strategies are described on the next page.



## WHO

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Imagine Lubbock Together will work closely with Lubbock Economic Development Alliance to formalize the coalition of partners.

### **COWORKING AND INVESTMENTS**

Fortify Ventures, a “founders funding founders” venture capital company in downtown Washington, DC, helps start-ups “with disruptive products in high-growth markets” in one of three ways. First, it provides coworking space. Second, it invests between \$25,000-\$250,000 in its portfolio companies. Finally, it competitively selects entrepreneurs with start-up ideas to take part in its accelerator program, The Fort, and provides them with a 20-week training program to hone their business plans, perfect their web platforms, and find funding. A third partner – CoFounders Lab – helps people involved in start-ups find business partners. CoFounders Lab, for example, pairs people in six categories: programmers/developers, engineers, business developers, advisors/mentors, product managers, and marketers. While The Fort focuses mostly on web-based companies, the trio

model could be adapted to stimulate development of almost any business category.

Example: Venture Spur, which will be opening in the historic Film Exchange building in downtown Oklahoma City later this year, will provide office space for early-stage, high-growth businesses in three industries: online education; online finance-related services; and telecom and mobility software development. Each company accepted for the accelerator will receive a seed investment of up to \$30,000, a 12-week training program, three months of free office space, web hosting, access to mentors, one or more business partners, assistance with preparation of Round A investor and syndication documents, and meetings with venture capitalists.

The primary goals affected by this element are:

### **Education**

An equitable school system supports high quality education for all Lubbock students, with upgraded school facilities, increasing graduation rates, and access to a range of opportunities including higher education, a strong community college presence, and vocational training options.

### **Jobs and Workforce**

Lubbock's workers shall be able to choose from a variety of well-paying job opportunities, with job creation initiatives succeeding in attracting new businesses and providing attractive employment options.

Note:

Due in part to Lubbock's relatively low cost of living, businesses tend to pay salaries (particularly those for skilled workers and professionals) below those of other cities. This makes it somewhat difficult to retain young graduates and young professionals. Several people with whom we conducted interviews estimated that 65-70 percent of Texas Tech graduates say that they would stay in Lubbock if there were better-paying jobs and better entertainment options for them.

## 6. EDUCATION

### WHAT

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Prepare students to be productive citizens.

### WHY

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There seems to be a disconnect between the jobs available now and what students learn in school. There is also no clear sense about what jobs will become available ten years from now.

Businesses have difficulty recruiting qualified workers and professionals and retaining Texas Tech graduates. Even though other considerations affect the reasons why graduates choose to move elsewhere (See note below left), there is an obvious need for a dialogue between schools, businesses, and economic development institutions.

### HOW

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**Step 1: Convene business and educational leaders to identify education and workforce needs for jobs of the future.**

This step is underway. A dialogue has already started among educational institutions, businesses, LEDA, and the Chamber to identify workforce needs from a business and educational standpoint.

**Step 2: Develop an approach with school districts and local institutions of higher education to address the education and workforce needs identified.**

In this second step the emphasis shifts toward the educational institutions and toward the curriculum changes that need to be put in place to ensure a seamless transition from high school and college to the local workforce.

## WHO

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Imagine Lubbock Together recommends that the Community Workforce Partnership (CWP), Lubbock County School Districts, and local institutions of higher education carry out the implementation of these two steps.

## 7. ENTERTAINMENT AND RECREATION

### WHAT

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Expand diverse shopping, dining, recreation, and entertainment options.

### WHY

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There is an enormous need for more entertainment and for social activities. In interviews with Lubbock residents and in the ideas collected for the vision, people have repeatedly mentioned the need for a wider variety of entertainment options, and many drew a direct parallel between some of the community's social problems and its scarcity of entertainment options for young people.

The Depot and Arts District of downtown have begun to add entertainment and cultural activities. Much more is needed to position Lubbock as the regional cultural, entertainment, and shopping hub suggested by the vision.

Shopping is a concern. 52% of participants in the Summit, when asked to rate their level of satisfaction with Lubbock as a place to shop, responded they were unsatisfied or most unsatisfied.

### HOW

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#### **Step 1: Develop the Canyon Lakes area to include: shopping, restaurants, nightlife, and outdoor amenities.**

Approximately 55% of the city public park land is in the Canyon Lakes system (1603 acres) including Mackenzie Park. This is an extraordinary asset that can provide exceptional recreational amenities and leverage redevelopment of the areas surrounding the lakes.

The primary goals affected by this element are:

#### **Attractions and Events**

Lubbock is a regional center for entertainment by fostering the development of attractions for sports, music, shopping, and other venues that attract visitors to the city.

#### **Shopping, Restaurants, and Nightlife**

A dynamic community where residents have the opportunity to meet their shopping needs, and choose from a range of dining and entertainment options.

Secondary goal affected by this element is:

#### **Parks and Recreation**

An extensive, safe, well-maintained parks and recreation system that features a range of natural areas, multi-use trails, community spaces, and sporting facilities to support the health and well-being of all Lubbock residents.

**SUB-STEP: Consider the charrette recommendations for the Canyon Lake area.**

*The Lubbock charrette focused on the area to the north of Canyon Lake #3. The area is currently used for primarily light industrial uses. The location is, however, close to downtown and adjacent to the lakes and park. It is an ideal site for redevelopment of the mixed use community envisioned by Step 1—a combination of shops, restaurants, nightlife spots and outdoor amenities.*

*To make the vision possible the “what if” scenario of the charrette must become a detailed area plan. The plan should consider: mixed use private development in the Canyon Lakes area; new trails between Atzlan Park and McKenzie Park; the use of the Canyon Lakes’ open spaces for festivals and events; the redevelopment of and improvements to two existing neighborhoods to the south of Canyon Lake #3; and the inclusion of pedestrian amenities like skate parks and food kiosks.*

**Step 2: Encourage improvement of the facilities at the South Plains Fair Grounds.**

The South Plains Fair Grounds are a link between downtown and the neighborhoods to the east. They are home to the Panhandle South Plains Fair, a major local attraction that takes place in early fall. The grounds are governed by a non-profit, tax-exempt organization which operates the regional fair to promote agriculture and livestock production. Improvements of the fairground facilities were brought up by the community and should start a dialogue among city, county, the Lubbock Chamber, and other interested parties to decide how to proceed.

**Step 3: Develop an entity whose purpose is to attract retail development.**

Lubbock’s retail mix is overwhelmingly dominated by national retail chains, a fact that erases the distinctiveness that the community’s commercial environment might otherwise offer. As one resident put it, “Shopping in Lubbock is no longer a challenge or an adventure.”

Nevertheless Lubbock serves as a regional retail trade center, attracting shoppers from throughout the region – even reaching into New Mexico. Together, Lubbock’s retail businesses pulled in more than \$2.5 billion in sales in 2011, at least \$800 million of which is almost certainly attributable to non-residents.

The proposed entity should work at achieving a distinctive “Lubbock” retail mix in conjunction with national retailers and at attracting new retail into downtown, north and east Lubbock, as well as throughout the city.

**SUB-STEP: Promote development of conveniently located retail clusters in residential neighborhoods.**

*Innovative business development and business capitalization tools will be required to implement this step. They include, among others: Reduced down-payment requirements within the target neighborhood, favorable loan repayment terms and/or loan forgiveness opportunities, specialized tax abatement programs, and historic rehabilitation tax credits when appropriate.*

*In some cases the introduction of commercial clusters in neighborhoods will require zoning changes and could facilitate the introduction of different housing types in that neighborhood.*

*In two of the Lubbock charrette's focus areas, the intersection of MLK Jr. Boulevard with Parkway Drive and the intersection of MLK Jr. Boulevard and Broadway, townhouses and infill single family units were suggested to complement the retail cluster.*

## WHO

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Imagine Lubbock Together recommends creating a Task Force to facilitate implementation of these steps and identify resources.

To jump-start implementation the Task Force should:

- Work with the City's Department of Planning and Zoning to develop a detailed area plan for the industrial area north of Canyon Lake #3 and to eliminate obstacles to its development.
- Communicate with the South Plains Fair Grounds to define the extent of necessary improvements.

For Step 3, Imagine Lubbock Together recommends that the Lubbock Chamber of Commerce form a committee to coordinate retail attraction efforts.

## 8. NEIGHBORHOODS

The primary goals affected by this element are:

### **Community Spirit**

A positive inclusive community that rallies together, ensures equality, volunteers, and proactively participates in implementing its vision.

### **Social Equity**

Ensure strong, well-coordinated community (combination public/private) systems are in place to serve all populations, including the homeless, disabled people, and the elderly.

### WHAT

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Strengthen existing neighborhoods.

### WHY

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Lubbock is blessed by a wealth of beautiful neighborhoods. Many are close enough to downtown to be reached by walking or biking. Those neighborhoods are attractive and desirable places to live. Many have fallen to hard times due to neglect and aging.

Strengthening those neighborhoods is relevant to the social and economic goals of the vision. It is also relevant to the process of improving the quality of places throughout the community.

### HOW

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#### **Step 1: Create a neighborhood enhancement entity potentially modeled after other aspirational communities.**

There are several examples from communities throughout the country that have adopted creative ways to address the improvement of existing neighborhoods. A commonly used technique is to create not-for-profit lending institutions to assist in rehabilitating sub-standard residential structures. In addition to lending funds for rehabilitation these entities provide design assistance and counseling for first time buyers.

The Chattanooga Neighborhood Enterprise, described on the next page, is one of those organizations.

#### **Step 2: Encourage infill development in established neighborhoods throughout Lubbock.**

The same type of institutions, once established, typically venture into creating new housing in existing neighborhoods.

## WHO

Imagine Lubbock Together recommends forming a Task Force to develop the neighborhood enhancement entity.

The Task Force should review existing national models, identify those best suited for Lubbock's conditions, visit those communities, and recommend funding mechanisms and structure for the proposed entity.

### THE CHATTANOOGA NEIGHBORHOOD ENTERPRISE - [WWW.CNEINC.ORG](http://WWW.CNEINC.ORG)

Chattanooga Neighborhood Enterprise (CNE) is a non-profit housing organization with a mission to "build and sustain livable neighborhoods." CNE orchestrates a variety of programs and services, including residential and small business loans, financial counseling, and the development of affordable housing. The organization deliberately targets neighborhoods in historically underserved parts of Chattanooga that are in need of revitalization.

CNE was founded in 1986 as a result of a city-wide visioning effort known as Vision 2000. At the outset, a significant portion of its funding came from several local banks that collaborated in order to be responsive to the Community Reinvestment Act. Today, many other partners offer funding and other support for CNE's initiatives, including city and county governments, foundations,

national and local non-profits, the Tennessee Housing Development Authority, and private donors.

CNE has been a great success for Chattanooga. Since 1986 it has assisted with over 3,400 home purchases and provided home improvement assistance through loans and technical assistance to over 2,800 homeowners. It has built 1,500 housing units, and counseled 1,100 households through a foreclosure prevention program that boasts a 92% success rate. Over the past 25 years, CNE has contributed to \$500 million in direct economic impact in Chattanooga.

In 1994, Chattanooga Neighborhood Enterprise was chartered as the first affiliate member of NeighborWorks America, a national network of over 235 community-based non-profit organizations. NeighborWorks

provides grants, programmatic support, training, and technical assistance to the members of its network.

In 1998, CNE organized the Chattanooga Community Development Financial Institution (CDFI), which is chartered by the U.S. Treasury Department. CDFIs are specialized financial institutions working in niche markets that are often underserved by traditional banks (e.g. mortgage financing for low-income and first-time homebuyers, flexible underwriting and risk capital for community facilities, technical assistance and commercial loans for small start-up businesses).

## DOWNTOWN: THE PLAYBOOK

The Downtown Playbook is an addendum to the description of steps and sub-steps found in the downtown section of this chapter. The Playbook focuses on the sub-steps. For each it outlines a number of ideas and doable implementation tasks and provides suggestions, guidance, examples, and references.

### Step 1: Create an independent entity to coordinate and drive downtown development.

**SUB-STEP:** Build in a strategy to make the entity fiscally self-sustaining (other than for capital improvements and special projects) after five years.

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**Idea: Develop a solid strategic plan for the first 3-5 years of operation.**

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The downtown strategic plan should focus tightly on 2-3 major market-based economic development strategies, corresponding to the primary economic transformations the community wishes to bring about in downtown Lubbock. These strategies should be used as a litmus test for making decisions about the types of businesses to be developed, marketing events to organize, tools and incentives to create, partners to engage, and physical improvements to make. Each strategy should include several key objectives, and each objective should include the specific actions that need to take place to accomplish the objective. Each action should specify its timeline, its budget and funding source, and the partner or partners responsible

for its implementation. The strategic plan should include a balance of actions that involve physical improvements, business development, marketing, and organizational partnerships.

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**Idea: Create a Public Improvement District covering additional portions of downtown Lubbock.**

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Property owners voluntarily agree to pay an additional assessment, collected in tandem with property taxes, to pay for services beyond those typically provided by local government. Accrued funds are typically used to augment “clean and safe” services but can also be used for other downtown management activities, including parking management, business development/recruitment, and marketing. A PID is currently in place for North Overton, but it does not cover the entire downtown district.

*“Investing both private and public resources in an attractive, functional, mixed-use downtown that celebrates its heritage will make Lubbock a place to brag about, not one to apologize for.”*

WEBSITE COMMENT



## DOWNTOWN: THE PLAYBOOK

**Idea:** *Develop key downtown properties (particularly historic commercial buildings and vacant parcels, and particularly in the three priority downtown nodes) and use profits to support the downtown development initiative.*

*By developing key properties in high-priority sections of the district, the new downtown development entity can accelerate the downtown development process by making a critical mass of renovated buildings available and can demonstrate to the public the process of profitably redeveloping downtown buildings and vacant parcels.*

### Step 2: Implement the charrette's recommendations on physical redevelopment and on business development.

**SUB-STEP:** *Focus primary attention on Broadway and Avenue J.*

**Idea:** *Diligently preserve historic buildings in this area.*

*This section of downtown Lubbock has a high concentration of historic buildings and buildings with strong architectural integrity, making these several blocks unique within the district and the overall community – a distinctive visual identity that can easily translate into a significant market advantage.*

**Examples:** There are numerous nonprofit historic preservation organizations that rehabilitate historic buildings, then resell them (usually with deed covenants to ensure long-term protection of important architectural features), using profits to acquire and rehabilitate additional historic buildings. Some of them operate in tandem with loan pools; some of them actively seek public- and private-sector financial support for their redevelopment activities (e.g., using Community Development Block Grant funds to pay for infrastructure improvements in conjunction with building rehabilitation, and using program-related investment from private foundations to create loan guarantee pools for building rehabilitation projects). A few examples:

- The Galveston Historical Foundation's Preservation Resource Center operates a revolving real estate fund. In addition to the revolving fund, GHF also offers small grants (up to \$5,000)

from the City's CDBG allocation to help low- and moderate-income owners of historic homes make repairs; operates a salvage warehouse where owners of historic buildings can donate and obtain historic building materials; offers a 30 percent discount on two paint brands; and, in conjunction with the Galveston Association of Realtors, maintains an online list of historic buildings available for sale.

- Preservation North Carolina buys endangered historic buildings, stabilizes them, then finds new buyers for them.

**Resources:** An Evaluation of Historic Preservation Revolving Loan Funds, and Recommendations for the Establishment of Future Programs, master's thesis by Olivia Mitchell, University of Pennsylvania Graduate Program in Historic Preservation, January 1, 2011 ([http://repository.upenn.edu/hp\\_theses/165/](http://repository.upenn.edu/hp_theses/165/)).

**Example:** Denton offers a number of downtown historic building rehabilitation incentives, including a \$3,500 grant for signage, paint, and/or façade improvements; a sales tax refund for new businesses; and a 50 percent property tax abatement for 15 years.

**Example:** San Angelo offers refunds for a significant percentage of the costs of removing asbestos from downtown buildings, of installing sprinklers, and providing secondary building egress, if required by life safety codes. These incentives are paid for with Tax Increment Reinvestment Zone funds.

**Example:** In conjunction with the Austin Board of Realtors, Preservation Austin offers a training program in historic properties to realtors.

**Resource:** The Texas Historical Society manages the federal historic tax credit program in Texas, serving as liaison with the National Park Service. THS can also provide assistance with the process of creating historic districts and listing them on the National Register of Historic Places. <http://www.thc.state.tx.us/preserve/projects-and-programs/preservation-tax-incentives/federal-rehabilitation-tax-credit-program>

**Resource:** Guide to Tax-Advantaged Rehabilitation, published by the National Trust for Historic Preservation, provides a solid overview of historic rehabilitation tax credits.

## DOWNTOWN: THE PLAYBOOK

### Possible actions:

- *Ensure that these several blocks are listed on the National Register of Historic Places. Listing makes it easier for property owners and developers to use federal historic rehabilitation tax credits. Listing imposes no restrictions on a building's use or rehabilitation, although the rehabilitation of buildings whose owners are seeking tax credits must comply with the Secretary of the Interior's Standards for Rehabilitation. There are currently only three buildings in the Broadway and Avenue J area listed on the National Register: The Carlock Building/ New Cotton Exchange (1001-1013 13th Street); the Kress Building (1109 Broadway); and the Lubbock Post Office and Federal Building (800 Broadway).*
- *Actively encourage use of historic rehabilitation tax credits to help finance the redevelopment of historic commercial buildings.*
- *Offer special incentives to stimulate rehabilitation and reuse of historic downtown buildings. These might include incentive grants, property tax abatement, or low- or no-interest loans.*

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**Idea: Create a pop-up business program to quickly fill storefronts – and, at the same time, to incubate new businesses.**

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*Pop-ups are temporary businesses that operate for several months – typically to test a new product or business concept, but sometimes for other purposes, such as providing seasonal merchandise (like Halloween costumes) or selling excess inventory. They could be a good tool to help establish new retail businesses in downtown Lubbock. In most instances, owners of vacant property agree to provide vacant storefront space for free for several months to temporary businesses that have been vetted by a downtown management organization, with the hope that one or more of the pop-up businesses will become permanent tenants. In the short run, the pop-ups create energy for the district, attracting interest and spurring business development interest.*

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**Idea: Recruit and/or develop a cluster of businesses catering primarily to downtown workers, but also to the general public.**

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*See Sub-Step: Tap into strong potential downtown retail, office, and residential markets. (page 57)*

**Example:** PopupHood ([www.popuphood.com](http://www.popuphood.com)), an organization in Oakland, California, facilitates placement of pop-up businesses in vacant storefronts, concentrating on one block at a time. The organization makes arrangements with property owners for utilities and insurance and identifies and vets potential pop-up businesses. Pop-up businesses receive six months of free rent. Many of them have gone on to sign long-term leases.

**Example:** The Detroit Economic Growth Corp. launched a pop-up business competition last year, issuing a Request for Proposals to entrepreneurs for storefront space on Agnes Street in Detroit's West Village neighborhood. The RFP required entrepreneurs to submit a business plan, preferred location strategy, and staffing plan. While the pop-up businesses chosen receive some financial assistance, the primary purpose of the program is to create demand for storefront space, select a compatible mix of businesses, and identify the pop-ups with the greatest potential to become permanent businesses.

**Resource:** Detroit Economic Growth Corp.'s pop-up RFP: <http://www.degc.org/images/gallery/120815%20Villages%20Pop%20Up%20RFP%20LR.pdf>

**Resource:** "Main Streets That Pop: Building Entrepreneurs and Excitement With Pop-Ups", Main Street Now, September/October 2011.

**Resource:** "A Few Temporary Stores or a Neighborhood", in The New York Times, December 2, 2011.

## DOWNTOWN: THE PLAYBOOK

### **Idea: Create two coworking spaces.**

*Coworking spaces provide inexpensive office, meeting, and work space for independent workers and small firms. People can rent space for several hours a day, an occasional day, or can make a longer-term commitment. But, unlike facilities that simply offer temporary space and some shared services to independent workers and small firms, coworking spaces actively encourage synergy and collaboration among tenants. We believe that there might be opportunities to create two coworking spaces in downtown Lubbock, in the Broadway/Avenue J area:*

- *One might provide space for small/independent businesses providing services to downtown and Lubbock-area businesses (e.g., website designers, marketing firms, data analysts, accountants).*
- *One might function as an accelerator for small industries supporting Lubbock-area major industries, such as agriculture, oil, transportation, and education (See Section 5 – Economic Development).*

**Example:** The Caroline Collective, in Houston's tech corridor, is one of the largest coworking spaces in the US, with roughly 10,000 square feet of space and scores of people working there daily. Memberships range from \$10 per day (for weekday 9-6 access) to \$400 per month (for full-time access, a mailing address, and private office space). Members tend to work in tech industries, but the coworking space also includes a growing number of artists (<http://caroline-collective.cc>).

**Example:** Commonwealth, in Oklahoma City's historic Automobile Alley district, offers monthly memberships

ranging from \$150-\$500, along with \$20 day passes. Its current members include a freelance writer, a web designer/developer, a mobile app developer, and a photographer (<http://thecommonwealth.com>).

**Example:** There is no membership fee or rent for working at Gangplank, in Chandler, Arizona. Instead, users spend some of their time working on projects from the city government and local industries, which supports the space (<http://gangplankhq.com>).

### **Idea: Enliven the Broadway and Avenue J area with temporary features and events.**

*There are many temporary features and events that can help bring new energy to one or more blocks of a downtown district – features like food trucks and vending carts, temporary gardens, outdoor movies, street festivals, sidewalk dining areas, and temporary art exhibits.*

**Example:** A number of Texas communities (including Brownsville, Dallas, Houston, San Antonio, and Waco) have launched Build a Better Block program to enliven certain streets. In Dallas, for example, the project involved converting two street lanes to a temporary garden, bike lane, and sidewalk dining for one weekend. Waco's Build a Better Block project was more ambitious, involving more than 100 volunteers in cleaning out vacant storefronts, painting buildings, creating several pop-up businesses, and staging a street festival over a period of several months.

**Resource:** Tactical Urbanism: Short-term Action, Long-term Change, volumes 1 and 2, by Mike Lydon (volume 1: ; volume 2: <http://tacticalurbanismsalon.com/TUV2>).

## DOWNTOWN: THE PLAYBOOK

**SUB-STEP:** *Expand and grow the Cultural Arts District.*

**Idea:** *Add arts-related businesses to the Cultural Arts District.*

*Businesses might include galleries, arts supply stores, artisans' studios, garden shops, and unique furniture and home furnishings shops. The more specialized a business or business cluster is, the more it might need to develop sales channels for online sales, wholesale sales, and deliveries, augmenting in-store sales.*

**Example:** Paducah, Kentucky launched its Paducah Artist Relocation Program ([www.paducaharts.com](http://www.paducaharts.com)) in 2000 to attract artists to a neighborhood adjacent to its downtown. In addition to national marketing to attract artists, the program provides 100 percent financing to artists interested in rehabilitating an existing building or building a new one, free building lots, grants to cover architectural fees, and other benefits. Since the program was launched, more than 70 artists from throughout the country have moved to Paducah.

**Example:** Solana Beach, California's Cedros Avenue Design District has evolved over the past decade from a handful of design-focused businesses to almost 100 home and garden stores, including antiques, tapestries, furniture, window and floor treatments, unique home furnishings, and galleries. It has also become a magnet for architects, interior designers, and specialty building contractors, many of whom have opened offices there ([www.cedrosavenue.com](http://www.cedrosavenue.com)). Similar design

districts – essentially collections of businesses offering home design products and services, interspersed with restaurants and cafes – have cropped up in a growing number of mid-size cities, including Annapolis, Richmond, Oklahoma City, and even Carmel, Indiana, a city of 81,000, which has now attracted over 100 arts- and design-related businesses and is working on developing a new performing arts center.

**Idea:** *Encourage existing creative economy businesses in the Lubbock area to move to the Cultural Arts District.*

*There are hundreds of creative economy businesses in Lubbock County – not just artists per se, but many others, including architects, broadcasters, film producers, software designers, advertising agencies, publishers, and photographers. Bringing some of these businesses to the Cultural Arts District could help strengthen the District as a nexus of creative activity within the region.*

*Virtually all of the tools typically used to create and expand any sort of business cluster in a downtown can be used to create a cluster of creative economy businesses – targeted marketing; financial incentives; tailored promotional events; development and/or attraction of supportive businesses.*

## DOWNTOWN: THE PLAYBOOK

**Idea:** *Enliven public spaces in the Cultural Arts District, bringing art and music out into the streets and sidewalks.*

*The arts and cultural activities of the Cultural Arts District take place almost exclusively within the District's cultural institutions (museums, theatres, etc.) and during those institutions' operating hours. With few exceptions, expressions of the District's cultural resources do not spill out onto its sidewalks or into its public spaces (sidewalks, parks, streets, intersections).*

**Example:** Several US cities maintain outdoor art galleries. For example, downtown Puyallup, Washington has an outdoor sculpture gallery. The gallery includes curated permanent and rotating sculpture by professional and emerging artists ([www.artsdowntown.org](http://www.artsdowntown.org)). Fort Yates, North Dakota launched an outdoor gallery – the Inside Out Project – consisting primarily of photographs and murals ([www.insideoutproject.net](http://www.insideoutproject.net)) that has now toured cities throughout the US and abroad.

**Example:** The Washington National Opera sometimes promotes new performances by sending opera singers

out onto the street, in regular clothes (not costumes), for spontaneous performances.

**Example:** There are a number of websites that profile street art – murals, crosswalks, traffic switching boxes, etc. A few of them:

- **Street Art Utopia** ([www.streetartutopia.com](http://www.streetartutopia.com))
- **Street Art Locator** ([www.streetartlocator.com](http://www.streetartlocator.com))

**Example:** Blueline, in Bloomington, Indiana, focuses primarily on photography, video, and web production, but its members also include clothing designers, a fashion writer, and several freelance writers. It sponsors a monthly art show to support local artists.

**Example:** The Writers Room DC, in Washington, offers quiet space for independent writers to work ([www.writersroomdc.com](http://www.writersroomdc.com)).

**Example:** Sew Stitching, in Sparks, Nevada, provides space for independent fashion designers – and for avid hobbyists looking for workspace, high quality sewing equipment, and camaraderie. Sew Stitching also offers classes, private instruction, and fabric sales ([www.sewstichescafe.com](http://www.sewstichescafe.com)).

**Example:** While not exactly the same as coworking spaces, membership-based workshops with shared woodworking and fabrication equipment, are growing in popularity, particularly in downtown districts with growing residential populations. For example, TechShop ([www.techshop.us](http://www.techshop.us)), a small national chain of membership-based workshops with machinery for plastics, metals, wood, and electrics, has facilities in seven US cities (including Austin), with several more in development. Philadelphia Woodworks ([www.philadelphiawoodworks.com](http://www.philadelphiawoodworks.com)) offers membership-based access to a 6,600 square foot wood shop. The facility also includes a lumberyard specializing in cabinet-grade lumber, and it offers classes, custom millwork, a TV lounge, wifi, and a shared kitchen.

**Idea:** *Create an arts-focused coworking space.*

*As described above, coworking spaces provide inexpensive office, meeting, and work space for independent workers and small firms, encouraging synergy and collaboration among tenants. Specialized coworking spaces where artists can share equipment and ideas.*

## DOWNTOWN: THE PLAYBOOK

### *SUB-STEP: Expand and grow the Depot Entertainment District.*

#### **Idea: Enliven the physical environment with temporary art.**

*Just as the Cultural Arts District might bring arts from its cultural institutions into the public realm, the Depot Entertainment District might bring entertainment onto sidewalks and streets, enlivening the district and underscoring its public image as a nexus of entertainment for Lubbock.*

#### **Idea: Develop 4-6 new restaurants within the Depot Entertainment District within the next two years.**

*Restaurants are a natural complement to entertainment venues – and they represent one of the best ways to increase the economic impact of cultural and entertainment districts. Restaurants have capital-intensive start-up costs, and it often takes some time for them to develop clientele, so they might need financial assistance (either by helping find equity investors and/or by deferring loans, cost mark-downs, or other types of assistance). New restaurants in the Depot Entertainment District could also capitalize on their proximity to the downtown core to attract daytime customers and I-27 to attract customers from throughout Lubbock.*

**Example:** A dozen traffic control boxes in downtown Nashville contain speakers and play music featuring Nashville-based recording artists. The musical traffic control boxes not only entertain people waiting to cross the street but also subtly reinforce the strength of Nashville's music industry.

**Example:** Salzburg, Austria painted a crosswalk in front of the Salzburg School of Music like a piano keyboard ([http://adsoftheworld.com/media/outdoor/salzburg\\_school\\_of\\_music\\_piano\\_crosswalk](http://adsoftheworld.com/media/outdoor/salzburg_school_of_music_piano_crosswalk)).

**Example:** Students at Hyper Island, a Sweden-based digital technology training institute, designed an interactive storefront display window that put pedestrians in control of the window display. The window display used a heat sensor to detect when a pedestrian walked in front of the window. The display then rear-projected a video loop of a gymnast jumping and doing somersaults onto the storefront window, responding to the pedestrian's gestures (<http://vimeo.com/18499643> and <http://gustafengstrom.se>).

**Example:** Many restaurants are launched and owned by small groups of private investors, typically operating as a limited liability company, ensuring adequate capital to cover start-up costs and to defray operating losses during the start-up phase.

**Example:** Winston-Salem, North Carolina's Restaurant Row program provides loans for up to 70 percent of the start-up costs for restaurateurs willing to locate in a targeted section of the downtown district. The City then uses some of its Community Development Block Grant allocation to defer loan repayments for participating restaurants for two years, giving the restaurants time to establish clientele.

**Example:** Allentown, Pennsylvania's Restaurant Row grant program offers outright grants to help defray the costs of interior construction, fixtures, façade design/improvements, and signs for restaurateurs willing to locate within a seven-block section of the downtown district. Grants cover 50 percent of eligible expenses, up to a maximum of \$50,000. The program gives priority to fine-dining restaurants likely to stimulate growth of restaurant clusters.

**Resources:** "Arts and Entertainment Districts", Main Street Now, March/April 2012.

## DOWNTOWN: THE PLAYBOOK

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### **Idea: Permit evening shared street space, with outdoor alcohol permitted in controlled areas.**

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*Making a street a pedestrian space (or primarily a pedestrian space) during evening hours offers numerous social and economic benefits, providing a vibrant and dynamic place for people to gather, share food, and enjoy entertainment activities. Hospitality zones require planning and management, in order to ensure public safety and to control noise and litter. Most successful hospitality zones in the*

*US begin with written plans that outline the responsibilities of businesses, property owners, police, zoning officials, and residents and that provide guidance on issues like transportation, hours, sound levels, and personal accountability. Hospitality zones are often supported by underlying business improvement districts that generate revenue to provide public safety teams*

**Example:** Launched in 2003, Lucky Strike was one of the pioneers in the social bowling alley industry. The company's three founders modeled their first Lucky Strike Lanes on the historic Hollywood Boulevard. The company now operates 16 Lucky Strike Lanes, plus four other businesses (Felt, Lombard, Lucky's, and M Bar Go). It prefers to locate near entertainment-related, upscale businesses. While some are as small as 10,000 square feet, most are around 25,000 square feet. After closing two under-performing outlets in Pittsburgh and St. Louis several years ago, the company now locates exclusively in dense urban districts with high concentrations of young, affluent adults.

**Example:** Splitsville touts a four-step approach to bowling: "Dine. Dance. Drink. Bowl". It currently has five facilities (including one in Fairview, Texas) and is planning to expand.

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### **Idea: Develop or attract a social bowling alley.**

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*"Social bowling alleys" are bowling alleys that offer enhanced experiences for patrons, such as gourmet food, dramatic lighting, high energy DJ-driven music, dancing, and private party rooms. Most also take advantage of proximity to large concentrations of downtown workers by offering lunchtime specials. Bowling is a relatively recession-resilient leisure activity; during the economic downturn of the late 2000s, three-quarters of all US bowling alleys reported that profits had increased or stayed the same.*

**Resource:** The Responsible Hospitality Institute ([www.rhiweb.org](http://www.rhiweb.org)) provides information, guidance, training seminars, and a national network of experiences on creating and managing hospitality zones in districts with nighttime economies. One of its publications – Planning, Managing and Policing Hospitality Zones: A Practical Guide – is available online ([http://www.ihra.net/files/2011/07/21/05.4\\_RHI\\_-\\_Practical\\_Guide\\_%28Review\\_Only%29\\_.pdf](http://www.ihra.net/files/2011/07/21/05.4_RHI_-_Practical_Guide_%28Review_Only%29_.pdf)).

### **SUB-STEP: Actively develop downtown housing.**

*A strong downtown residential base benefits the district in countless ways. It provides a built-in customer base for downtown businesses. It improves safety. It generates additional revenue streams for property owners. It encourages walking, which is good for health and the environment. And, nationally, demand for downtown housing is growing almost exponentially, particularly among young adults. We believe that, within the next 5-10 years, downtown Lubbock could likely support between 1,200-1,700 new housing units.*

## DOWNTOWN: THE PLAYBOOK

**Idea: Provide incentives to encourage Texas Tech graduate students, young faculty and staff, and recent graduates to live downtown.**

*Incentives might include a rent-to-own program for downtown apartments/condominiums, a down payment grant program, and/or a student loan repayment program.*

**Example:** Five major employers in downtown Detroit have joined together to offer a package of incentives to encourage workers to move downtown and to reward workers who already live downtown. The incentive package includes forgivable loans of up to \$20,000 for first-time home buyers, a rent allowance for first-time downtown apartment renters, and bonuses for existing downtown renters who renew their leases ([www.detroitlivedowntown.org/incentives/](http://www.detroitlivedowntown.org/incentives/)).

**Resource:** "Housing: The Housing Primer That Isn't Just About Housing", in the January/February 2013 issue of Main Street Now.

**Example:** A developer working with Wayne State University to develop housing for young professionals affiliated with the institution set aside a percentage of each apartment's rents in an interest-bearing escrow account, allowing tenants to use the accrued funds for a down payment on their units, should they decide to buy them after two or more years.

**Example:** A Rural Opportunity Zone in Kansas repays up to \$15,000 in student loans over the course of five years for young graduates willing to move to one of 50 rural Kansas counties. The program has had roughly one applicant per day since it was implemented in 2011.

**Idea: Provide incentives to encourage downtown workers to live downtown.**

*Many communities similar to Lubbock in size and demographic characteristics are finding that downtown workers are increasingly interested in living downtown, as well. Harrisonburg, Virginia, for example, increased its supply of downtown housing from 150 units ten years ago to more than 500 today, with most of the new residents being downtown workers.*

**SUB-STEP: Develop and grow entertainment venues and opportunities by supporting festivals and arts and entertainment districts.**

**Idea: Create a committee or subsidiary of the new downtown development entity to focus specifically on downtown marketing and event development/management.**

*Event development and marketing can be time-consuming – and, to ensure that event programming remains fresh while also consistently and strategically shaping public perception of the district, it requires specialized expertise. Many downtown management organizations have full-time staff devoted exclusively to event development and management (including seeking event sponsorships), providing this specialized focus for the organization and permitting the overall organization maintain its concentration on downtown economic development.*



## DOWNTOWN: THE PLAYBOOK

**SUB-STEP:** *Tap into strong potential downtown retail, office, and residential markets.*

*With more than 6,000 people working within one-half mile of the intersection of Broadway and Avenue J, downtown Lubbock already has a very strong potential market of downtown shoppers.*

**Resource:** The Texas Main Street Program (housed within the Texas Historical Commission) can provide contact information for downtown event managers in Texas communities.

**Resource:** Marketing an Image for Main Street: How to Develop a Compelling Message and Identity for Main Street, published by the National Trust for Historic Preservation's National Main Street Center, provides overall guidance on downtown event development and marketing. Revitalizing Main Street: A Practitioner's Guide to Comprehensive Commercial District Revitalization, also published by the National Trust, includes several chapters on downtown marketing and event management. (Both are available from Alexander Communications Group: [http://www.downtowndevelopment.com/downtown\\_research\\_and\\_development\\_center\\_books.php](http://www.downtowndevelopment.com/downtown_research_and_development_center_books.php)).

**Resource:** The International Events Group specializes in helping event organizers obtain sponsors for their events ([www.sponsorship.com](http://www.sponsorship.com)).

*These 6,000-plus downtown workers generate roughly \$6.0 million in market demand for groceries, \$3.4 million for restaurant meals, \$1.8 million for furniture and home furnishings, \$0.6 million for prescription drugs, \$0.3 million for personal care services, and \$0.9 million for housekeeping supplies – plus additional market demand for other types of products and services. But, because of downtown Lubbock's current weak retail base, very little of their purchases are being made downtown.*

**Idea:** *Attract new commercial development to downtown Lubbock.*

*Strengthening downtown Lubbock will require a citywide retail development strategy that is strongly supported by commitments to attract new commercial development into downtown. New commercial development can be guided downtown through a combination of zoning changes and incentives for downtown development, not just traditional incentives why businesses should be in downtown.*

**Idea:** *Strengthen the base of products and services available for downtown workers on a daily basis.*

*Market demand for groceries and restaurants is particularly strong. The market for furniture and home furnishings is also strong. These products and services would likely appeal not only to downtown workers but also to Texas Tech students and to Texas Tech and, to an extent, Medical Center visitors. With a critical mass of new businesses, several of these categories – restaurants and furniture/home furnishings – could also serve as a regional market attraction.*

**Example:** Many communities offer property and business equipment tax credits for businesses that locate downtown. Through zoning overlays that create special development zones, some communities also offer job credits and other benefits. For example, Winchester, Virginia has created a downtown technology overlay zone providing an attractive package of incentives for small technology companies that locate downtown, attracting more than 50 new businesses.

## DOWNTOWN: THE PLAYBOOK

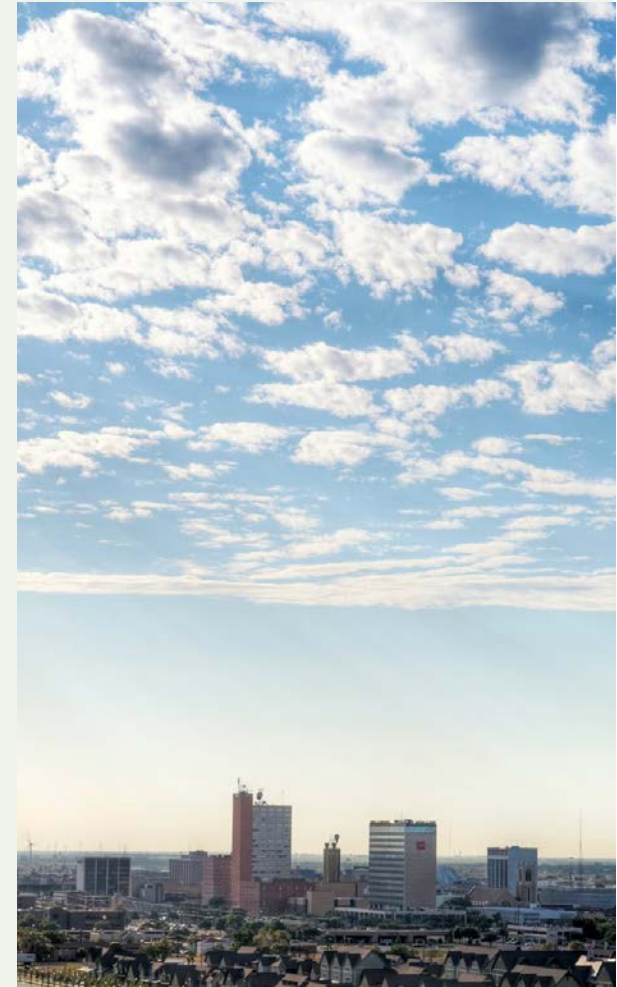
**Idea: Encourage development of location-neutral businesses downtown.**

Lubbock's unique combination of young professionals and a low cost of living could make it an ideal place for telecommuters and location-neutral businesses. With focused attention on helping graduates and young professionals connect with location-neutral jobs with companies in larger cities, and with more aggressive support for entrepreneurship, Lubbock has the potential to retain more young talent and substantially expand and diversify its economic base.

Lubbock has many assets that could make the community very attractive to location-neutral businesses – affordable housing, strong cultural institutions and good schools. But it is losing too many of its young residents and college grads. And, the presence of Texas Tech makes the possibility of developing new small businesses – particularly tech-based businesses – an irresistible opportunity. Making it easier for young people to establish businesses would benefit the community immeasurably. And, many of the business opportunities that exist

today involve regional and global sales, using the internet to reach customers throughout the world. To make it easier for the community to attract and support location-neutral businesses, we suggest several incentives:

- Access to locally generated equity for business development, from venture capital and angel investments to crowdfunded capital and dedicated loan funds.
- A centralized resource for finding affordable downtown space. Pittsburgh's Cool Space Locator (now defunct, but still with a web presence at [www.coolspacelocator.com](http://www.coolspacelocator.com)) is a good example of a successful real estate service for location-neutral businesses.
- Help in finding downtown apartments and condominiums. Workers in location-neutral downtown businesses have a strong preference for downtown housing, and even mainstream apartment locators like [www.apartments.com](http://www.apartments.com) and [www.apartmentguide.com](http://www.apartmentguide.com) now routinely market downtown apartments and condos.



Downtown Lubbock.

# 5. Implementation Matrix

The implementation of the Imagine Lubbock Together Strategic Plan presents unique challenges. The 12 recommendations and the 23 specific steps that make up the plan will require the involvement of many players, each with specific agendas, missions, and protocols — among them government, governmental agencies, businesses, the philanthropic community, and special interest groups such as the art community and neighborhoods.

Imagine Lubbock Together will “outsource” implementation to the community. Doing so will entail hand-holding, coordination, communication, and management of tasks to ensure that implementation happens and is sustained over time.

Who are the entities and organizations singled out to implement the steps of the plan? And which areas of the vision do they focus on? Six implementation steps have been delegated to governmental entities. These are steps dealing with energy, water, mobility, beautification, and the redevelopment of areas along Canyon Lakes. Six have been delegated to existing organizations in areas such as arts and culture, community awareness building, neighborhoods, economic development, and education. Finally seven will require the convening of task forces

and committees created ad-hoc to address areas such as downtown, safety, promoting healthy lifestyles, image and branding, retail development, and neighborhood enhancement.

Even though those entities have been asked to take the lead, they will do so working with a broad range of supporting organizations.

The matrix that follows provides an at-a-glance view of the steps proposed for each recommendation of the strategic plan. For each step the matrix shows who should lead the effort, other organizations who should get involved, indicators to measure success, and a time frame.

*“Even if you are on the right track, you’ll get run over if you just sit there.”*

WILL ROGERS

## ROLE OF IMAGINE LUBBOCK TOGETHER

The role of Imagine Lubbock Together is to keep the flame of the vision burning and to maintain fairness and accountability throughout implementation. There are three tasks the Steering Committee should focus on:

**Communicating.** Over the next few months leaders in the community need to hear about the vision from the entities charged with implementing it. Imagine Lubbock Together should organize courtesy presentations targeted to elected and appointed officials, business leaders, and special interest groups to introduce them to the vision implementation and to keep them engaged.

**Keeping Public Interest High.** Imagine Lubbock Together should continue and expand the media and press coverage established during the public engagement campaign.

**Reporting Back.** As some of the initiatives begin to mature, Imagine Lubbock Together should schedule live reports to the community highlighting progress and checking back on the vision.

## 1. ARTS AND CULTURE

### *Expand and improve Lubbock's role as a cultural center.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
STEP 1: Develop a catalytic project for the arts: address Coliseum and Auditorium, equestrian center, and performing arts center.	None	LEPAA (Lubbock Entertainment and Performing Arts Association) a new 501(c)3 organization created and funded by the CH and Helen Jones Foundations	LHUCA (Louise Hopkins Underwood Center for the Arts), Lubbock Arts Alliance, Civic Lubbock, Visit Lubbock, Lubbock Symphony Orchestra, Ballet Lubbock, Texas Tech Department of Theater/Dance, Texas Tech School of Art, City, County, Lubbock Christian University, South Plains College	Completed fund raising for the Performing Arts Center.  Performing Arts Center operating.  Completed a feasibility study for Equestrian Center.  Facilitated decision on Auditorium, Coliseum and Civic Center.	Started Ongoing
STEP 2: Emphasize, strengthen, and promote visual and performing arts.	None	LEPAA	Arts coalition leaders, LHUCA, Lubbock Arts Alliance, Civic Lubbock, Visit Lubbock, Lubbock Symphony Orchestra, Ballet Lubbock, Texas Tech Department of Theater/Dance, Texas Tech School of Art, City, County, Lubbock Christian University, South Plains College	Increase in facilities and opportunities for art related activities and events, and increase in attendance.	6 - 12 months Ongoing

## 2. BASIC OR FUNDAMENTAL SERVICES: ENERGY

*Make Lubbock a national leader in long-term energy planning and supply including renewable energy sources.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
STEP 1: Continue to provide and develop affordable and long-term power supplies for the community.	None	City	Lubbock Power & Light	Preferred solution implemented by 2019.	Immediate
STEP 2: Build awareness and inform the community about energy options.	None	Lubbock Chamber of Commerce	City, Lubbock Power & Light	Campaign started.  Surveys show public opinion support for preferred solution.	6 months

## 2. BASIC OR FUNDAMENTAL SERVICES: WATER

*Continue City leadership of the highly successful water supply and planning program. Enhance Lubbock citizens' awareness of our long-term water supply and continued outstanding planning program.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
STEP 1: Continue to provide and develop affordable and long-term water supplies for the community.	None	City	Lubbock Chamber of Commerce, High Plains Underground Water District, City of Lubbock Water Commission	The City develops and publicizes measurable benchmarks.	Ongoing
STEP 2: Enhance awareness and inform the community about the City's future water program.	None	Lubbock Chamber of Commerce	City	Campaign started.  Surveys show public opinion support.	6 months

## 2. BASIC OR FUNDAMENTAL SERVICES: MOBILITY

*Support the implementation of a multimodal transportation system.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
STEP 1: Maintain the integrity of the Gateway Street Fund.	None	City	Metropolitan Planning Organization, Texas Department of Transportation, Lubbock Chamber Transportation Committee	Maintain or surpass past successes of Gateway Street Program as determined by thoroughfare lane miles opened and subsequent increase in property tax base along thoroughfare expansions.	Ongoing
STEP 2: Be proactive in the implementation of the Metropolitan Planning Organization plan.	None	Metropolitan Planning Organization	City, Texas Department of Transportation, Lubbock Chamber Transportation Committee	<p>Increased number of thoroughfare miles opened.</p> <p>Number of "sharrow" striped bike lanes implemented.</p> <p>Increased public transportation availability.</p>	Immediate

## 2. BASIC OR FUNDAMENTAL SERVICES: HEALTH

### *Emphasize healthy lifestyles.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
STEP 1: Create a coalition (City, County, Texas Tech, other State and Federal agencies) that promotes healthy lifestyles from birth to seniors through education, physical activity, and health and well-being in families.	None	A 12-month Healthy Living Task Force convened by Imagine Lubbock Together.	Faith community, United Way, medical community, Education (both preschool through 12th grade and Higher Education), Texas Tech University Center for Prevention and Resiliency	The Task Force will work with Texas Tech Health Sciences Center and the City of Lubbock to identify and promote measurable benchmarks.	Immediate 12 months

## 2. BASIC OR FUNDAMENTAL SERVICES: SAFETY

### *Make Lubbock safer.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
STEP 1: Create a coalition of law enforcement and first responders with private citizen engagement to commit to safe roads, schools, and neighborhoods.	None	A safety coalition appointed by the city.	Police Association, Firefighters Association, Lubbock Victims' Assistance, Mothers Against Drunk Driving, Lubbock United Neighborhood Association (Neighborhood Watch)	The coalition should establish measurable safety benchmarks to assess success.	Immediate Ongoing

### 3. BEAUTIFICATION AND IMAGE

*Create an attractive and inviting community that fosters a positive image.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
STEP 1: Ensure our gateways, highways, and roads are esthetically pleasing.	<ul style="list-style-type: none"> <li>• Promote water-wise landscaping.</li> <li>• Address the beautification, development, and maintenance of parks to promote healthy lifestyles.</li> </ul>	City	Lubbock Economic Development Alliance, Lubbock Chamber of Commerce, Texas business community, Texas Department of Transportation	Resurvey and measure changes in perception of the community against previous surveys.	Immediate 2 to 5 years
STEP 2: Encourage our community to promote clean-up and beautification initiatives.	None	Keep Lubbock Beautiful	City of Lubbock, private waste haulers, media, individual neighborhoods, COWS (Storage and dump containers), City Department of Code Enforcement	<p>Track number of containers placed/picked-up annually, to identify trends and set future benchmarks.</p> <p>Track the tonnage dumped at landfill annually, identify trends and set future benchmarks.</p>	Immediate Ongoing
STEP 3: Redevelop the long-term branding campaign and ensure use of all forms of communications and media.	None	A Task Force convened by Lubbock Economic Development Alliance, the Lubbock Chamber of Commerce and the Convention and Visitors Bureau.	City of Lubbock, TV stations, all media outlets, Visit Lubbock, Market Lubbock, advertising and public relations agencies, Hotel and Motel Association	<p>Story placements in media outlets, journals and magazines.</p> <p>Increased media support.</p> <p>Community feedback.</p> <p>Increased number of visitors.</p>	Immediate 1 to 3 years



## 4. DOWNTOWN

*Revitalize the core of downtown.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
STEP 1: Create an independent entity to coordinate and drive downtown development.	<ul style="list-style-type: none"> <li>• <b>Build in a strategy to make the entity fiscally self-sustaining (other than for capital improvements and special projects) after five years.</b></li> </ul>	The Downtown Independent Entity convened by Imagine Lubbock Together and hosted by the Lubbock Chamber of Commerce	Lubbock Downtown Development Corporation, Downtown TIF Board, Lubbock Economic Development Alliance, City of Lubbock, master downtown developer/planner, property owners, not-for-profits and other downtown stakeholders	<p>The Downtown Independent Entity is organized, funded, and staffed.</p> <p>Long term funding is achieved.</p>	Immediate 3 to 5 years Ongoing
STEP 2: Implement the charrette's recommendations on physical redevelopment and on business development.	<ul style="list-style-type: none"> <li>• <b>Focus on downtown: Broadway and Avenue J.</b></li> <li>• <b>Expand and grow the Cultural Arts District.</b></li> <li>• <b>Expand and grow the Depot Entertainment District.</b></li> <li>• <b>Renovate the Lubbock Memorial Civic Center.</b></li> <li>• <b>Actively develop downtown housing.</b></li> <li>• <b>Divert the Canyon Lakes water for water features throughout downtown and Canyon Lakes areas.</b></li> <li>• <b>Develop and grow entertainment venues and opportunities by supporting festivals and arts and entertainment districts.</b></li> <li>• <b>Tap into a strong potential downtown retail, office, and residential markets.</b></li> </ul>	The Downtown Independent Entity	Lubbock Downtown Development Corporation, Downtown TIF Board, Lubbock Economic Development Alliance, City of Lubbock, master downtown developer/planner, Texas Tech School of Architecture and Urban Design, Civic Lubbock	<p>The Downtown Independent Entity, working with the city, developers and realtors should identify indicators of success and benchmarks in areas such as:</p> <ul style="list-style-type: none"> <li>• Ground breakings and open houses for new development or redevelopment projects</li> <li>• Media coverage</li> <li>• Tax base increase</li> <li>• Number of historic or damaged structures renovated</li> <li>• Jobs created</li> </ul>	Immediate Ongoing

## 5. ECONOMIC DEVELOPMENT

*Develop bold strategies to identify comprehensive economic development goals.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
<p>STEP 1: Formalize a coalition of community partners for supporting economic development in the Lubbock area.</p>	<ul style="list-style-type: none"> <li>• <b>Develop competitive resources to achieve economic development goals.</b></li> <li>• <b>Focus on recruitment of business and industry.</b></li> <li>• <b>Leverage existing local higher education resources.</b></li> <li>• <b>Foster the growth and expansion of local business.</b></li> </ul>	<p>Lubbock Economic Development Alliance (LEDA), Market Lubbock.</p>	<p>City of Lubbock, Lubbock Chamber of Commerce, utilities, Downtown TIF, Texas Tech University, Workforce Solutions of the South Plains, Lubbock Reese Redevelopment Authority, South Plains College, Small Business Development Center, commercial realtors</p>	<p>Created by LEDA &amp; coalition: number of new &amp; expanded businesses, number of jobs, and increase in resources including funding.</p>	<p>Started Immediate</p>

## 6. EDUCATION

*Prepare students to be productive citizens.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
STEP 1: Convene business and educational leaders to identify education and workforce needs for jobs-of-the-future.	None	Community Workforce Partnership (CWP), Lubbock County School Districts and local institutions of higher education	South Plains College, United Way's Success by 6 Program, Communities in Schools, Youth Corps Inc, all appropriate independent school districts, key employers in the region, P-20 council, Region 17 Education Service Center, State Legislators., Texas Tech University, Lubbock Christian University, Wayland Baptist University, Texas Tech Health Sciences Center	<p>The Community Workforce Partnership should identify and promote benchmarks to monitor: number of jobs filled by local qualified candidates; number of students gainfully employed post-high school in "jobs of the future;" number of university /college students who remain in Lubbock post graduation and are employed in quality jobs.</p> <p>Track hiring numbers for graduating seniors from all institutions.</p> <p>Test job readiness skills – have a certification program showing successful completion of these skills.</p>	Started Ongoing
STEP 2: Develop an approach with school districts and local institutions of higher education to address the education and workforce needs identified.	None	Community Workforce Partnership (CWP)	All region school districts, Reese Redevelopment Authority, Region 17 Education Service Center, Legislators, county school district superintendents, South Plains College	<p>Lubbock establishes a 'jobs-of-the-future' program.</p> <p>Number of schools that adopt 'jobs-of-the-future' curricula.</p> <p>Monitor and measure changes in students with career preparedness versus college readiness.</p>	Started 12 to 18 months

## 7. ENTERTAINMENT AND RECREATION

*Expand diverse shopping, dining, recreation, and entertainment options.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
<p>STEP 1: Develop the Canyon Lakes area to include: shopping, restaurants, nightlife, and outdoor amenities.</p>	<ul style="list-style-type: none"> <li>• <b>Consider the charrette recommendations for the Canyon Lakes area.</b></li> </ul>	City	Developers, home-builders, Lubbock Restaurant Association, Cultural Coalition Taskforce	<p>Master plan for redevelopment completed and adopted.</p> <p>The master plan should set benchmarks to monitor redevelopment and to measure economic indicators such as tax revenues.</p> <p>Increase in hotel/motel taxes.</p> <p>Keep statistics on the number of users of the various facilities constructed and the economic impact of such use.</p>	6 months / ongoing to build-out
<p>STEP 2: Encourage improvement of the facilities at the South Plains Fair Grounds.</p>	None	South Plains Panhandle Fair	County, City, Lubbock Chamber of Commerce	<p>Set a benchmark of current statistics on the annual economic impact of the fair, and on the number of non-fair events and attendance.</p> <p>Measure annual progress based on those benchmarks.</p>	6 months / two years
<p>STEP 3: Develop an entity whose purpose is to attract retail development.</p>	<ul style="list-style-type: none"> <li>• <b>Promote development of conveniently located retail clusters in each residential neighborhood.</b></li> </ul>	Lubbock Chamber of Commerce Committee	Visit Lubbock, Market Lubbock, developers	<p>Document increase in sales tax and hotel/motel tax.</p> <p>New building permits.</p> <p>Foot traffic numbers.</p>	Immediate / Ongoing

## 8. NEIGHBORHOODS

### *Strengthen existing neighborhoods.*

STEPS	SUB-STEPS	WHO SHOULD LEAD	WHAT OTHER ORGANIZATIONS SHOULD BE INVOLVED?	MEASURING SUCCESS	TIME-FRAME
STEP 1: Create a neighborhood enhancement entity potentially modeled after other aspirational communities.	None	The Neighborhood Enhancement Task Force	Banks, Neighborhoods, Lubbock Housing Authority	Funding levels.  Number of units impacted annually.	Immediate Ongoing
STEP 2: Encourage additional housing to established neighborhoods throughout Lubbock.	None	The Neighborhood Enhancement Task Force	City Planning Department, home-builders, developers	Number of first-time home-buyers.  Number of homes by neighborhoods.	3 to 5 years Ongoing

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