



LAMPASAS COMPREHENSIVE PLAN

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Lamparas Comprehensive Plan

Adopted April 2021

PREPARED FOR



CITY OF _____
LAMPASAS
_____TEXAS

BY

HALFF ASSOCIATES, INC.



HALFF

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Acknowledgments

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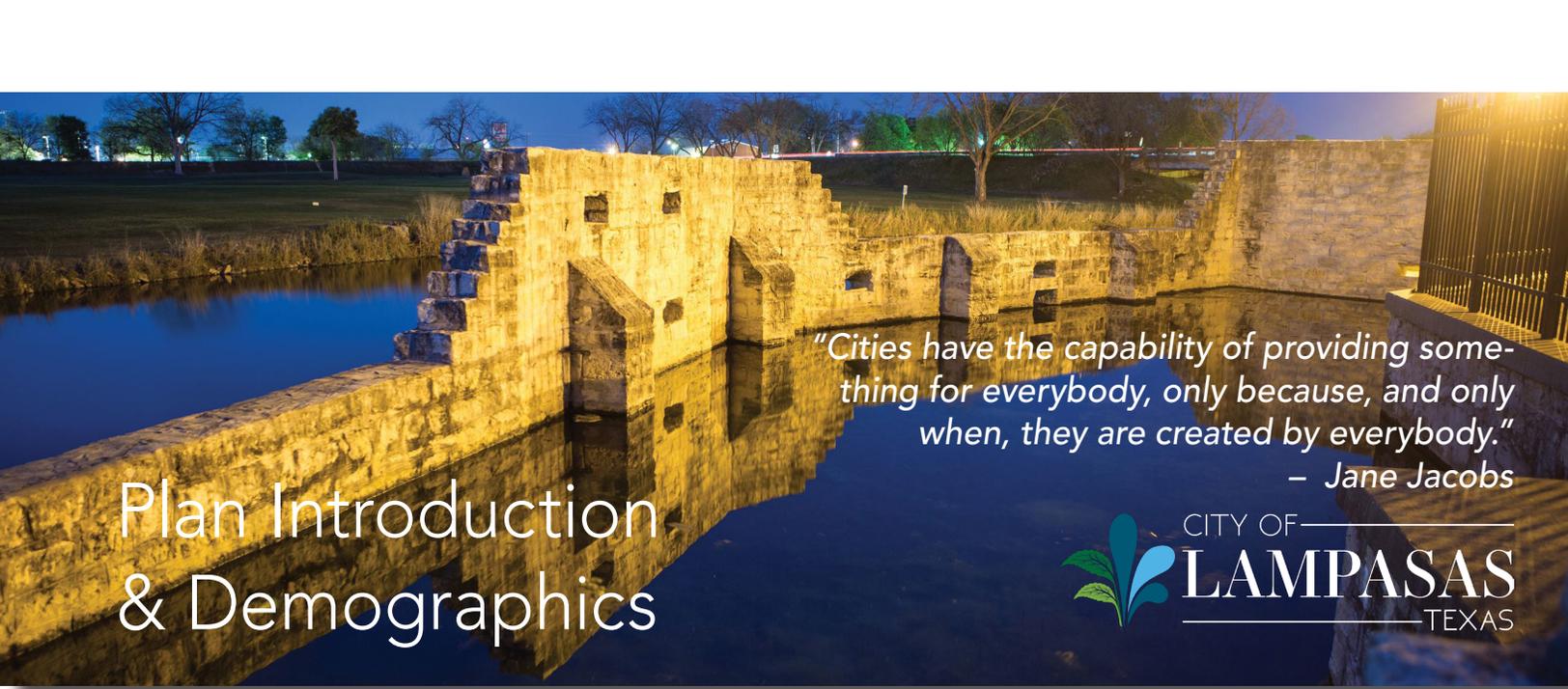
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Plan Introduction & Demographics

"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."

– Jane Jacobs



Introduction

Because of its bountiful mineral springs, the land where present day Lampasas is located has a long history of human settlement. From serving as a hunting ground for Tonkawa, Apache, Comanche and other tribes, to attracting visitors to bathe in its waters and attend its festivals, Lampasas occupies an important place in Texas history.

The City of Lampasas is located on the northeast edge of the Texas Hill Country surrounded by scenic natural areas. It is the county seat of Lampasas County. Rich natural amenities, a charming small-town atmosphere, and parks system continue to attract new residents to Lampasas. As the City continues to grow, Lampasas City leaders recognize the importance of proactive planning. The Lampasas Comprehensive Plan provides a vision that will serve as a blueprint for upcoming growth in Lampasas for the future.

This introductory chapter describes the purpose of a comprehensive plan, what Lampasas seeks to accomplish, and the process that the City has completed to prepare the Comprehensive Plan.



Why Plan?

The Lampasas Comprehensive Plan is a policy document that articulates a vision, outlines goals and objectives, and recommends specific actions for implementation. It ensures that new development and redevelopment of land, roads, parks, utilities, and public facilities are well-planned and occur in a manner that achieves the desired vision of the community. One of the primary purposes of a Comprehensive Plan is to guide land use decision-making.

A sound plan is based on a thorough understanding of community assets and provides a firm footing upon which communities can make decisions about future investment of their resources. It also serves as a policy document for future development and updates to the City's regulations. The development of a comprehensive plan in Texas is permitted by Chapter 213, Municipal Comprehensive Plans, of the Texas Local Government Code for the "purpose of promoting sound development." A comprehensive master plan becomes a document that guides decisions made by city leaders. It helps staff and elected and appointed officials make public policy, plan for capital improvements, and evaluate proposed private developments in a way that leads toward the long-term vision for Lampasas.

Planning Authority

For the "purpose of promoting sound development of municipalities and promoting public health, safety, and welfare," the Texas Local Government Code (LGC) permits municipalities to develop a comprehensive plan "for the long-range development of the municipality."¹ In Texas, the bulk of land use control falls on municipalities. And while comprehensive plans are not required in Texas, as they are in other states, municipalities across the state use comprehensive plans and the planning process to identify their needs and desires and how to achieve them. Political leaders and decision makers use comprehensive plans as a foundation to establish development and land use regulations.

This section is only intended to provide a brief summary of legislative authority for land use planning and regulations among municipalities. It is not intended to provide legal guidance on land use regulation issues.

According to the LGC, municipalities may "define the content and design of a comprehensive plan" and this may: (1) include, but is not limited to, provisions on land use, transportation, and public facilities; (2) consist of a single plan or a coordinated set of plans organized by subject and geographic area; and (3) be used to coordinate and guide the establishment of development regulations.²

The LGC requires the adoption or amendment of a comprehensive plan to include both review by the city's planning commission or department (if one exists), as well as a public hearing.

In addition, a municipality may define the relationship between a comprehensive plan and development regulations. Municipalities are given different authority to regulate land use and development depending on whether the property is within their full service jurisdiction or within the municipality's extraterritorial jurisdiction (ETJ). Also, cities have different authority based on whether they are a home rule or general rule city. Home-rule cities have more authority and are established when a city with more than 5,000 residents votes to approve a charter to assume the full power of local self government (also known as a home-rule charter). Lampasas is a home rule city.

¹ Texas Local Government Code, Chapter 213. Municipal Comprehensive Plans, Section 213.002.

² Ibid.

Plan Structure

The plan is organized into six chapters, providing both a high level overview of the City's key recommendations and implementation priorities as well as greater detail on existing conditions and other materials which support the plan's conclusions.

CHAPTER 1: PLAN INTRODUCTION AND DEMOGRAPHICS

This chapter discusses the importance of comprehensive planning, authorities, plan outline, regional and historical context and a demographic snapshot.

CHAPTER 2: EXISTING LAMPASAS

This chapter presents a summary overview of existing conditions in Lampasas today, including growth capacity, mobility, community facilities and services, economic development, and livability.

CHAPTER 3: COMMUNITY INPUT

This chapter describes the community engagement process and presents the results of the various input methods including stakeholder meetings, advisory committee meetings, the public survey, the public open house, and elected and appointed officials meetings.

CHAPTER 4: COMMUNITY VISION

The fourth chapter presents the overall vision and supporting goals that guide the plan update and discusses the future development scenario options.

CHAPTER 5: FUTURE DIRECTIONS

This chapter analyzes existing conditions and makes recommendations for growth and capacity, future land use and development, mobility, community facilities and services, economic development, and community livability.

CHAPTER 6: PLAN IMPLEMENTATION

The final chapter details the specific strategies for implementation, recommended phasing, and responsible parties in order to achieve the overall plan vision.

Historical Context

1600s-1880s Tonkawa, Lipan Apache and Comanche peoples all occupied territory near the site of present day Lampasas.



Source: <https://www.texastejano.com/history/aguayo-expedition/>

1850 John Burleson receives 1,280 acres of land for his services in the Texas Revolution.



Source: <http://txrrhistory.com/depots/JKL/Lampasas/Lampasas.htm>



Source: <https://www.wbur.org/npr/127930650/comanche-nation-the-rise-and-fall-of-an-empire>

1721 Aquayo Expedition from Spain passes through Lampasas County.

1882-83 Railroad arrives, bringing tourists to the springs.

Regional & Planning Context

LAMPASAS HISTORY

Because of its bountiful mineral springs, the land where present day Lampasas is located has a long history of human settlement. Before Texas Revolutionary leader John Burleson received the present day site of Lampasas as a 1,280-acre land grant in honor of his service, Tonkawas, Apaches, and Comanches were all drawn to Sulphur Creek’s waters and rich hunting and fishing grounds.³ Early European settlers also were attracted to the area for grazing livestock, and visitors continued to come looking for cures for ailments in the cool water. The city’s name changed from Burleson to Lampasas after the nearby river named by the Spanish Aquayo Expedition in 1721, a possible variation on a Spanish word for “lilies.” Lampasas County was established in 1856 and the City of Lampasas was officially incorporated in 1883.

The City’s modern history continues to be shaped by water. In 1957, 12 inches of rain fell on the area west of town leading to five drownings, and damage to more than 100 homes and businesses were destroyed or damaged. Water was seven feet deep in the Lampasas County Courthouse. Flood prevention dams protect modern-day Lampasas from rising waters and regular inspection and maintenance are required so that they continue serving that function.⁴

The planning area for the Comprehensive Plan includes the currently incorporated area of Lampasas (City limits), as well as the extraterritorial jurisdiction (ETJ). Today, the incorporated area includes approximately 7.4 square miles, the ETJ adds an additional 25 square miles.

Due to its location at the confluence of several Texas State highways, Lampasas is easily accessible to Killeen, Austin, San Antonio and other surrounding communities.

Lampasas is located approximately 146 miles northeast of downtown San Antonio, 68.6 miles northwest of Austin, and 29 miles west of Killeen

³ Texas State Historical Association. “Lampasas, Texas” <https://tshaonline.org/handbook/online/articles/hfl01>

⁴ City of Lampasas Website, “History of Lampasas”. <https://www.lampasas.org/246/History-of-Lampasas>.

1883

City of Lampasas incorporated. Park Hotel brings tourists to visit the town's springs.



Source: <http://www.texasescapes.com/TOWNS/Lampasas/Lampasas-CountyCourthouseTexas.htm>

1942

Fort Hood established to prepare troops for overseas combat in WWII

1873, 1936, 1957

Catastrophic floods damaged homes, businesses and the Courthouse, causing several deaths. Flood dams built to prevent future flooding.

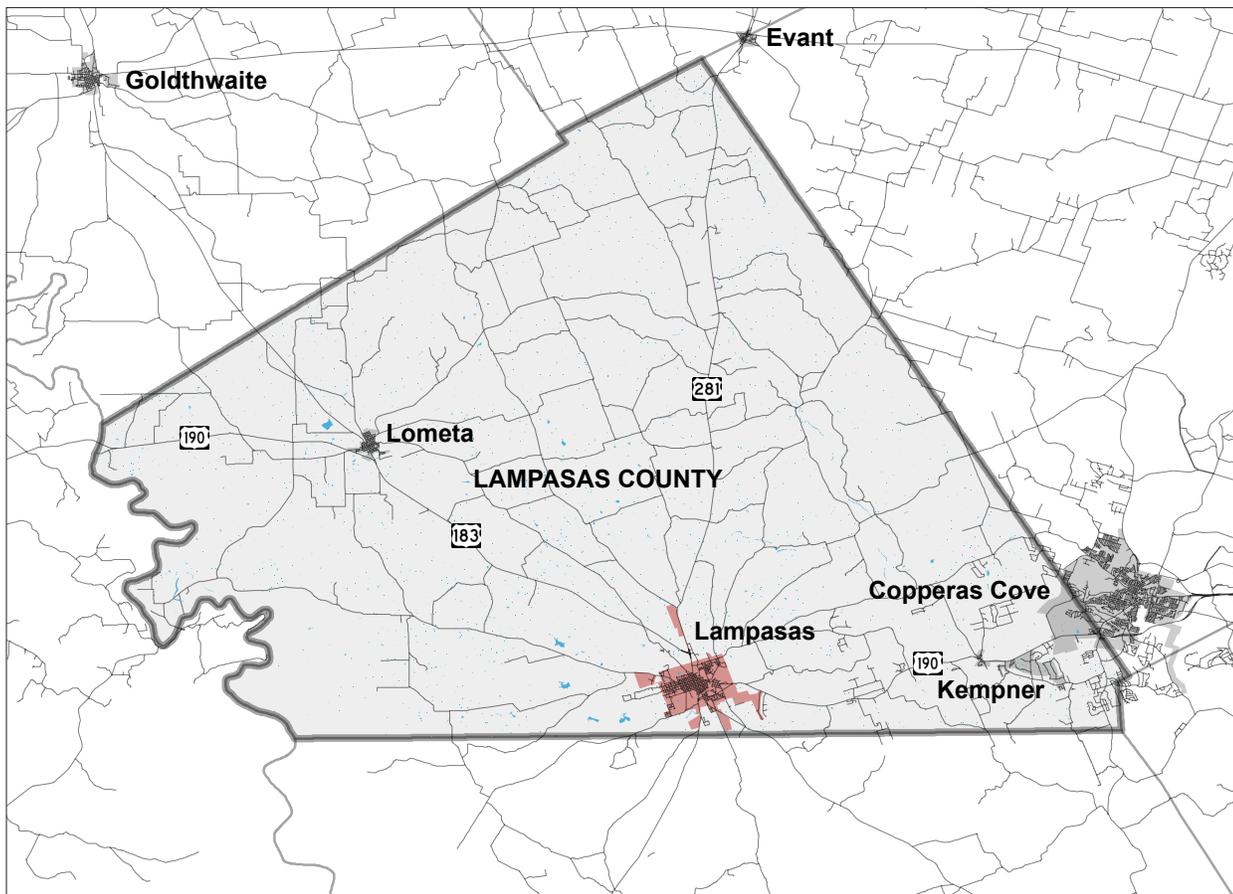


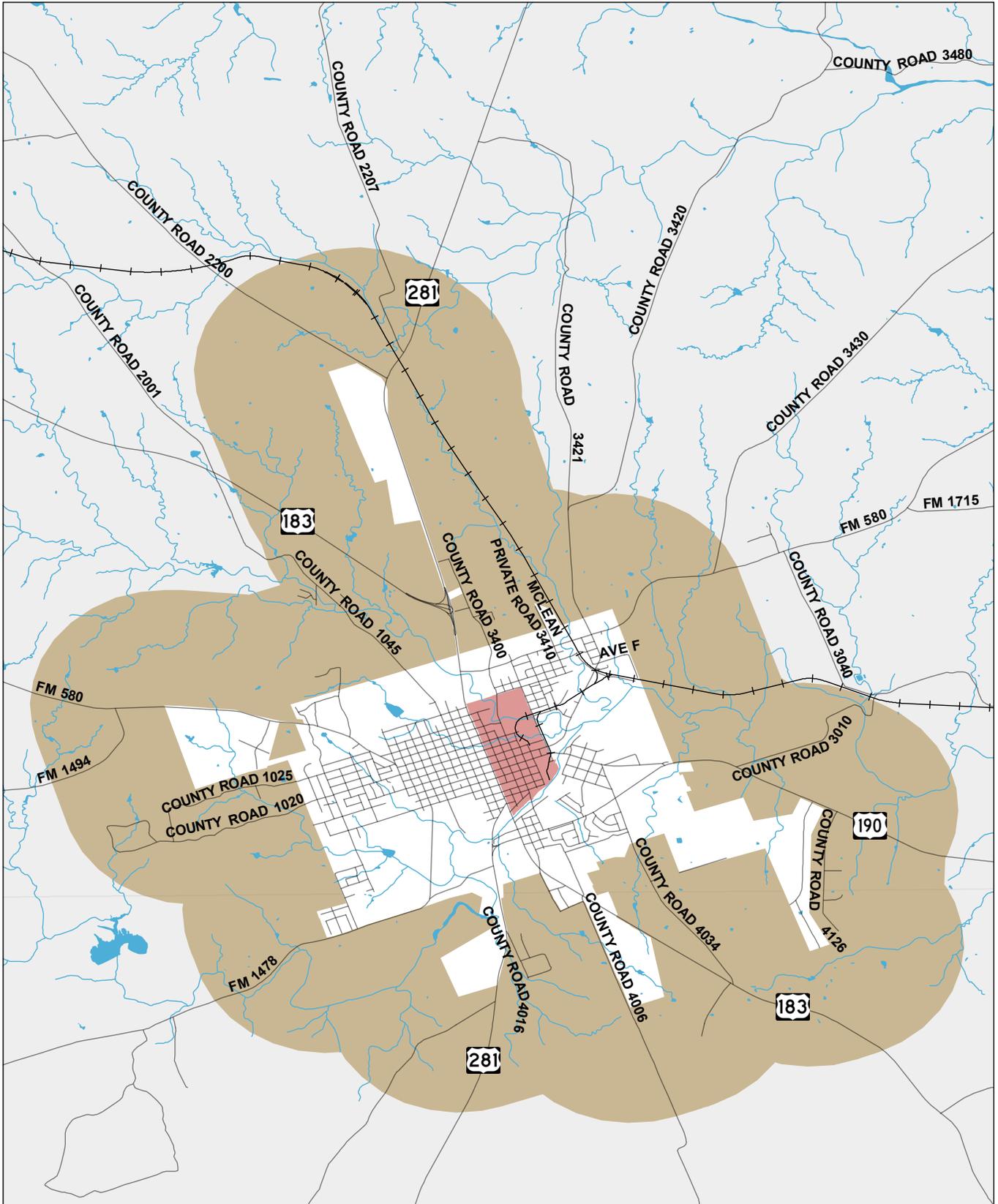
Texas Escapes - Pending Permission

2018

Lampasas population approaches 8,000 people.

MAP I.1, REGIONAL LOCATION





LEGEND

- | | | | |
|---|----------------------|---|-----------------------------------|
|  | Lampasas City Limits |  | Non-Lampasas Areas |
|  | Lampasas ETJ |  | Roads |
|  | Downtown Lampasas |  | Watercourses (Rivers and Streams) |
|  | Railroads | | |



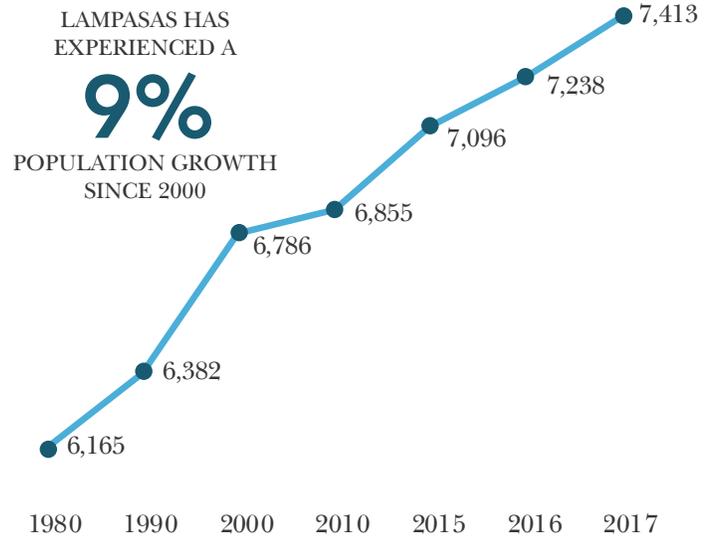
Demographic Snapshot

HISTORICAL POPULATION GROWTH

Lampasas has experienced stable levels of growth, growing nine percent since 2000, when the population was 6,786 residents. Between 1990 and 2000, the population increased six percent to 6,786 residents as shown in *Figure 1.1, Historic Growth*.

As Lampasas has grown, its share of the county population has also increased. In 2000, Lampasas accounted for 38.2 percent of Lampasas County’s population. However, between 2016 and 2017 Lampasas grew at 1.5 the rate of the county, and its share of the population increased to 36.2 percent. Between 2015 and 2016, Lampasas grew at a faster rate than Lampasas County, and now Lampasas accounts for 35.6 percent of the county’s population. See *Figure 1.1, Historic Growth* and *Figure 1.2, Historical Population Growth*.

FIGURE 1.1, HISTORIC GROWTH



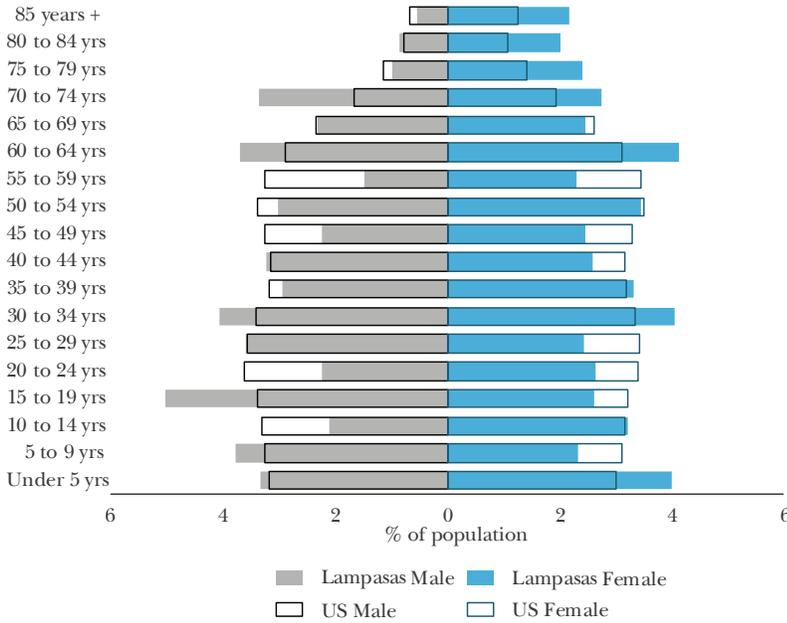
Source: U.S. Census Bureau.

FIGURE 1.2, HISTORICAL POPULATION GROWTH

Year	Lampasas (Persons)	Percent Change	Lampasas Percent of County Population	Lampasas County (Persons)	Percent Change	Lampasas’ Share of County Growth
1980	6,165	-	51.4%	12,005	-	-
1990	6,382	4%	47.2%	13,521	13%	14.3%
2000	6,786	6%	38.2%	17,762	31%	9.5%
2010	6,855	1%	34.8%	19,677	11%	3.6%
2015	7,096	4%	35.1%	20,219	3%	44.5%
2016	7,238	2%	35.6%	20,357	1%	102.9%
2017	7,413	2%	36.2%	20,473	1%	150.9%

Source: U.S. Census Bureau, 2000 and 2010 Summary File 1 (SF1), Table DP-1

FIGURE 1.3, AGE DISTRIBUTION



Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, S0101 Age and Sex

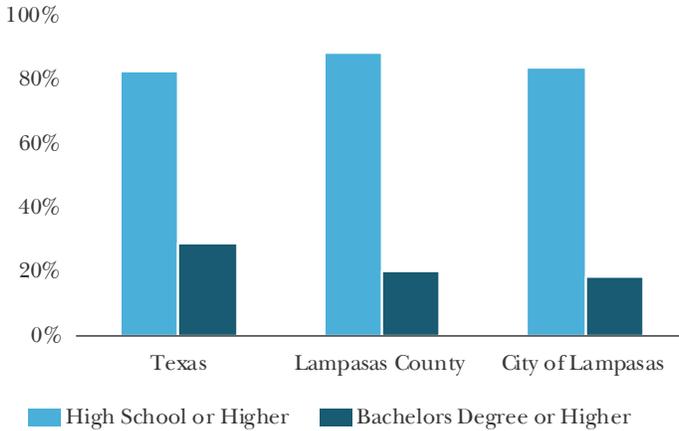
AGE DISTRIBUTION

When compared to 2017 population estimates for the United States, Lampasas has a greater percentage of the population aged zero to nine, 30 to 34, 60 to 64, and 70 to 74. See *Figure 1.3, Age Distribution*. In 2017, 26 percent of the population was 19 years or younger and 23.2 percent was between the ages of 35 and 54.

Residents at or nearing retirement age, particularly those from 60 to 64 and 70 to 74 also form a larger part of the community than in other locations around the nation, and the city is fortunate to have a greater than average percentage of residents that are living into their 80s and beyond.

At the same time, there’s a significantly low population aged 45 to 59. Although this age group accounts for over 20 percent of the total population in the United States, it makes up only 14.9 percent in Lampasas. There’s also a lower portion of population aged between 20 and 24. These trends are likely due to an absence of housing choices and amenities or services that accommodate these populations.

FIGURE 1.4, EDUCATIONAL ATTAINMENT



Source: U.S. Census Bureau, 2013-2017 5-Year American Community Survey , S1501: Educational Attainment

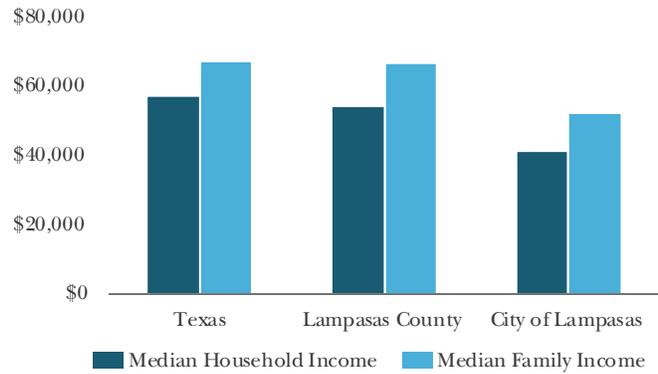
EDUCATIONAL ATTAINMENT

As shown by *Figure 1.4, Educational Attainment*, Lampasas has a lower percentage of high school graduates than Lampasas County, but a similar amount of high school graduates when compared to Texas. It also has a lower percentage of people with a bachelor’s degree or higher than Texas or Lampasas County.

HOUSEHOLD AND FAMILY INCOME

According to the U.S. Census Bureau, household income consists of income from the householder and all other individuals (whether they are related) who are 15 years or older living in the same housing unit. Family income consist of income from two or more individuals related by birth, marriage, or adoption who are living together. As shown in *Figure 1.5, Housing and Family Income*, median family income and median household income in Lampasas is lower than both Texas and Lampasas County.

FIGURE 1.5, HOUSING AND FAMILY INCOME



Source: U.S. Census Bureau, 2013-2017 5-Year American Community Survey , DP03: Selected Economic Characteristics

RACE AND ETHNICITY

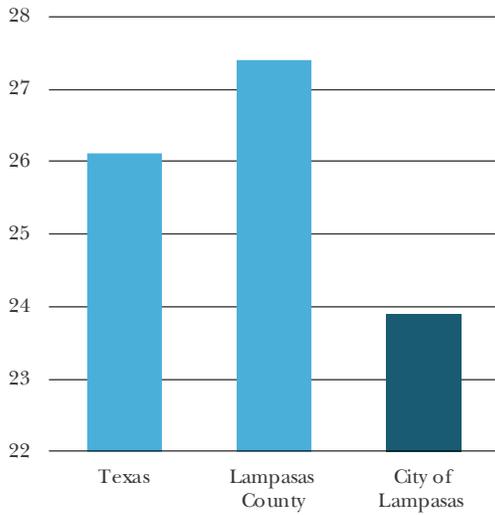
The American Community Survey estimates that Lampasas and Lampasas County are both mainly white. As *Figure 1.6, Race and Ethnicity* shows, Lampasas is somewhat more diverse than Lampasas County, but the two are less diverse than Texas. As the City continues to diversify, more cultural, educational, and economic opportunities could arise.

FIGURE 1.6, RACE AND ETHNICITY

	Texas	Lampasas County	City of Lampasas
White	74.6%	88.4%	87.9%
Black or African American	12.0%	3.0%	3.3%
American Indian & Alaska Native	0.5%	0.5%	0.0%
Asian	4.5%	1.2%	1.9%
Native Hawaiian & Other Pacific Islander	0.1%	1.2%	1.1%
Other Race	5.8%	2.0%	3.1%
Two or More Races	2.6%	3.7%	2.6%
Hispanic or Latino Descent	38.9%	19.2%	27.3%

Source: U.S. Census Bureau, 2013-2017 5-Year American Community Survey , DP05 ACS Demographic and Housing Estimates

FIGURE 1.7, MEAN TRAVEL TIME TO WORK



Source: U.S. Census Bureau, 2013-2017 5-Year American Community Survey, S0801: Commuting Characteristics by Sex

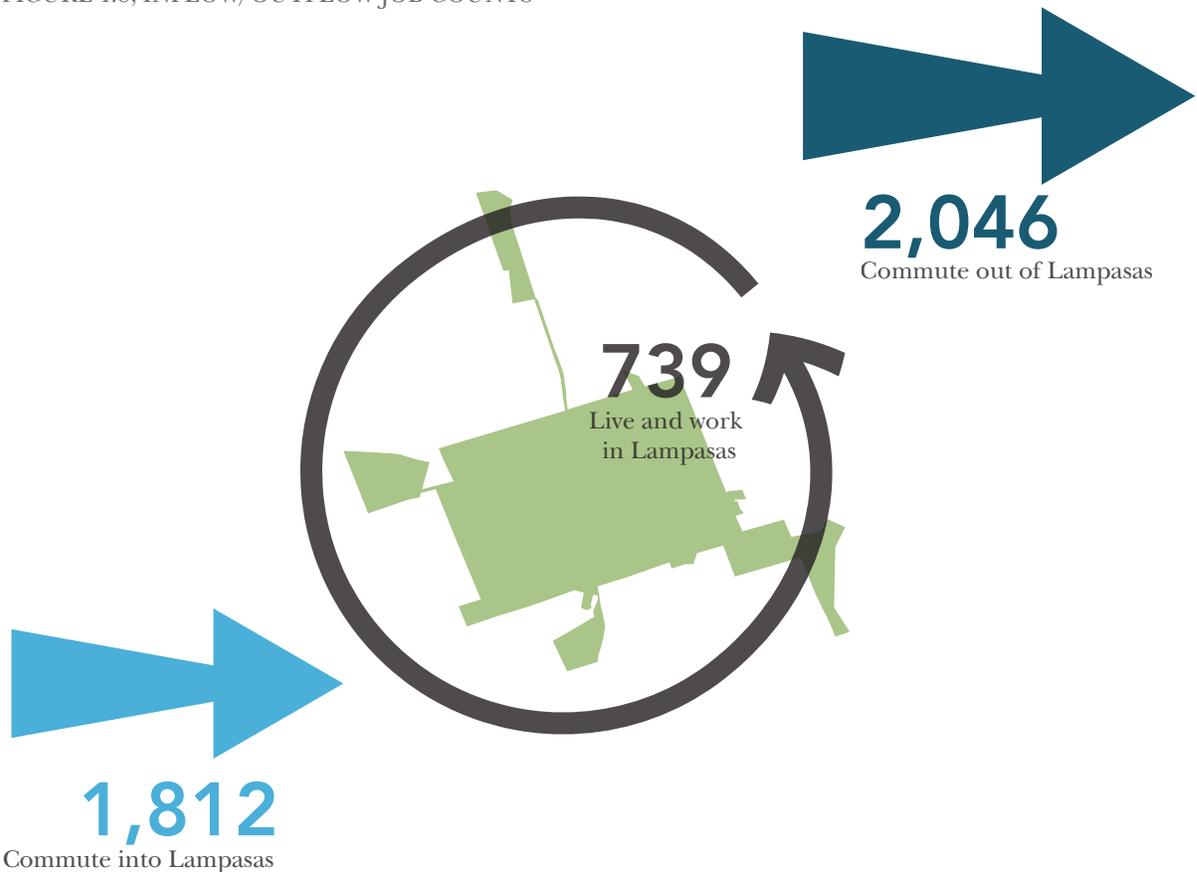
COMMUTING PATTERNS

A similar number of the residents of Lampasas work outside and commute into the city. According to the U.S. Census Bureau, 73.5 percent of the residents of Lampasas commute out of Lampasas to their job. Despite that fact, Lampasas has a lower mean travel time to work than Texas or Lampasas County. See *Figure 1.7, Mean Travel Time to Work*. In addition, 71 percent of the jobs in Lampasas are occupied by individuals commuting into the City and only 26.5 percent of the employed workforce of Lampasas remains in Lampasas to work. See *Figure 1.8, Inflow/Outflow Job Counts*.

This difference shows an absence of employment opportunities in the city. However, on the whole Lampasas has a 0.74 household to job ratio, close to the target ratio of one job per household that many communities strive for. The match between residents' skills and available jobs may need additional review.

New local employment opportunities would not only have economic benefits such as a expanded non-residential tax base, but providing local jobs to community members of Lampasas would decrease commute times, air pollution emissions, and costs to commuters. Additional employment opportunities could enhance the general quality of life in Lampasas.

FIGURE 1.8, INFLOW/OUTFLOW JOB COUNTS



Source: U.S. Census Bureau, Center for Economic Studies 2011-2015 5-Year American Community Survey, <http://onthemap.ces.census.gov/>



"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."

— Jane Jacobs

Existing Conditions



Introduction

As Lampasas has grown over the past decade, it has remained remarkably stable. Development pressures, however, are beginning to grow.

While most of the existing development is located in the historic core of the City, development interest is starting to turn its sights toward the undeveloped areas to the west, south and northwest. It is these undeveloped areas, however, that give Lampasas its small-town charm and rural character that its residents prize. By proceeding deliberately with a plan for future growth, Lampasas can ensure opportunities for development are balanced with the conservation of natural areas.

Since population growth is expected to continue in Lampasas over the 20-year horizon addressed by this Comprehensive Plan, the City will need to be proactive in its efforts to create a long lasting, quality built environment. This can be done through strategic investment in the city's infrastructure, services and neighborhoods.

In other words, Lampasas is poised to protect its character and direct new growth through a well-planned system of land uses that when combined, create sense of place and character that is distinct from its neighbors.

Zoning and Land Use

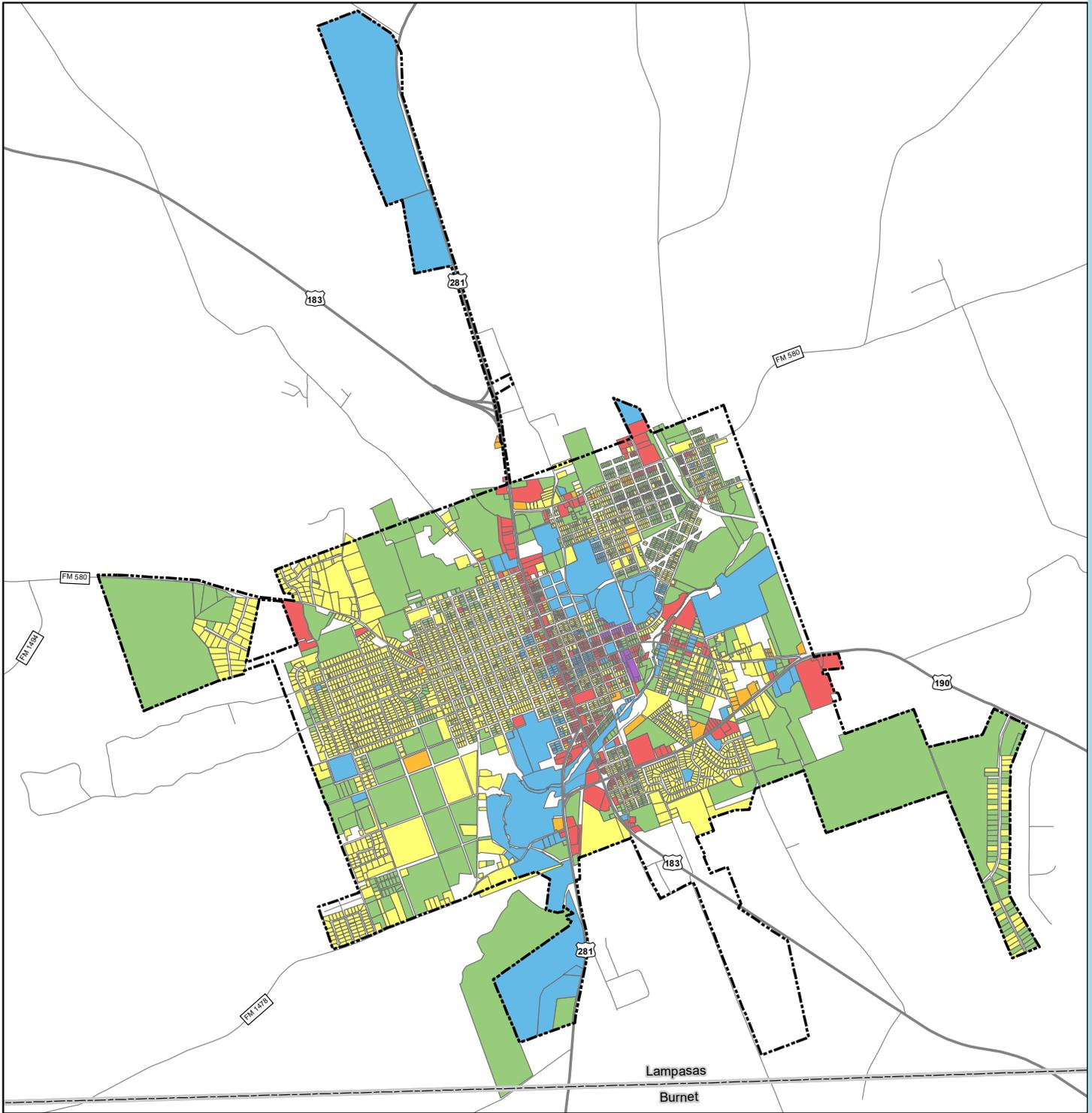
A brief analysis of existing zoning and land use was undertaken to help understand current growth patterns and predict where similar uses might go in the future. To determine the alignment between land uses and current zoning, this planning effort examined the City's zoning map, the 2013 Land Use Study and other GIS spatial data. When properly applied, a long-range strategy for land use will lay the foundation for a diverse and functional city of residential, commercial, industrial, public, institutional and open space uses.

Currently, there are a number of instances where land use regulations and existing land uses do not align. For residentially zoned areas in particular, there appears to be a significant mismatch between zoning ordinance requirements for lot sizes and the actual dimensions of historically platted lots. An examination of retail zoning and the best available data on actual land use also indicates that the City has a substantial amount of unused retail capacity. Although city leaders have indicated that mixed-use development may be appropriate for many of these areas, particularly those adjacent to Downtown, there is no district in the current code that provides for this combination of uses to occur.

Current land uses were also compared against the 2002 Lampasas Comprehensive Plan, which was never adopted. The 2002 plan recommended a large expansion of the City's industrial base and extensive annexation of areas in the ETJ, however, the demand for industrial land has not grown at the pace anticipated and the boundaries of Lampasas have stayed relatively consistent in recent decades. The limited annexation that has occurred incorporates the City's airport and other areas annexed at the request of the property owner in anticipation of residential subdivision to the west, south and southeast of the city's boundaries.

The existing land use categories include:

- **Agriculture (AG).** Properties comprised of undeveloped lands or rural farmsteads and residences are classified as "Agricultural." Many of these areas contain large undeveloped tracts, or have been subdivided into a few small minor parcels along the road frontage. Almost all of these areas are served by rural roadway cross-sections (i.e., no curb and gutter), wells, and on-site septic. Some of these properties contain active agriculture; others are just undeveloped open space.
- **Undeveloped (U).** Properties classified as "Undeveloped" are located within the City limits, and although currently undeveloped, they are served by existing public infrastructure and city services that could support active development. In some cases, sites may be platted as part of an active development. Generally, an "Undeveloped" property classification indicates that development is imminent or possible in the short-term.
- **Residential (LDR, MDR, HDR, MH).** Properties located within the City limits which are comprised of residential uses are classified into one of four subdistricts: low-density residential, medium-density residential, high-density residential, and manufactured housing / mobile home. The classifications are intended to enable better planning for compatibility with surrounding uses and utility requirements, while providing a basis of comparison to previous land use assessments. The four classifications can be further defined as:
 - » **Low-Density Residential** uses (LDR) are dwellings situated on parcels ranging from 5 acres to 20,000 square feet, or 0.46 acres.
 - » **Medium-Density Residential** uses (MDR) are single-family dwellings situated on lots ranging from 10,000 square feet to approximately 6,000 square feet. Many historic lots falling into this category are slightly smaller in size.
 - » **Higher-Density Residential** uses (HDR) include duplex, triplex, and apartment uses.
 - » **Manufactured Housing / Mobile Home** use (MH) is determined by the presence of a home commonly known as such, and as regulated by the Department of Housing and Urban Development. The size of the lot or parcel that these homes are situated on is not considered in this classification.
 - » **Public & Parks (P).** Properties located within the City which are comprised of public governmental or utility facilities are classified as "public." In most cases, these areas are home to public entities like municipal offices or parks. Public use does not imply that the general public has access to the facilities;



City of Lampasas: Land Use
Date: 10/11/2019

Boundaries
--- City Limits
___ County Boundary

Land Use
Agricultural/Undeveloped
Commercial/Office/Retail
Single Family/Manufactured Home
Multi Family/Duplex
Industrial
Public

0 0.5 1 1.5 2 Miles

rather it is intended to identify those uses which are under the control of a public body. In some cases, non-profits and/or private entities are also included (e.g., private schools). This category also includes properties which are comprised of parkland and facilities for which the primary use is intended for recreation, either passively or actively.

- » **Commercial / Retail (CR).** Properties located within the City which offer the sale of products, goods, or services are classified as “commercial / retail.” Typical uses include: retail and wholesale sales of products, personal and non-personal services (e.g., mechanics), offices, etc. For the purposes of this analysis, non-medical professional offices are considered commercial.
- » **Industrial (I).** Properties located within the City which are comprised of industrial and business park uses are classified as “Industrial.” The “Industrial” classification describes those uses which are generally considered either basic industry or resource extraction, custom or light manufacturing, stockyards, scrap and salvage operations, or vehicle storage.
- » **Areas not Included in Land Use Inventory.** Areas within the City which are not associated with a parcel of development. These areas can include public streets, rights-of-ways, and the railroad.

EXISTING LAND USE AREA ANALYSIS

The majority of Lampasas’ developed land area is devoted to single family residential housing. As Central Texans continue to look for new housing opportunities outside the metropolitan areas of Killeen, Temple and Austin, the amount of land in nearby communities dedicated to agriculture or remaining undeveloped land has declined. In many cases, land that was annexed to the City under an agricultural zoning classification has been rezoned to accommodate new or planned subdivisions. At the City Stakeholder meetings, residents from all age groups and local housing developers talked about the need for new housing types, particularly larger homes with a greater variety of amenities, but also town homes or similar properties that attract retired residents and young professionals alike by virtue of being affordable and easier to maintain than larger lot homes. The City has multiple zoning districts for single family zoning, including lots of 20,000 square feet or greater, and lots sizes of 10,000, 8,000 and 6,000 square feet respectively. In many cases, it appears that the mapped zoning district does not match the existing neighborhood lot size and more closely resembles a denser development pattern.

FIGURE 2.1, AREA OF EXISTING LAND USES

Existing Land Use Category	2013	
	Acres	%
Agriculture / Undeveloped (AU)	1,496.9	32.8
Low-Density Residential (LDR)	1,037.7	22.7
Manufactured Housing (MH)	18.2	0.40
Higher-Density Residential (MDR)	43.6	1.0
Public (P) Including Parks	771.41	16.9
Commercial / Retail (CR)	234.21	5.1
Industrial (I)	5.1	0.3
Area not Included in Land Use Survey	952.78	20.9
Total:	4,568.98	100.0

Although development potential for Lampasas is somewhat limited by the city’s existing boundaries, over thirty (30) percent of the City’s land area was identified as Agricultural or Undeveloped during the 2013 land use study. Some of these agriculturally zoned properties are home to active farming or ranching uses. However, in many cases, they represent unused development potential.

Infill development in existing neighborhoods and commercial districts offers another promising opportunity for growth, with a number of locally based developers already investing in structural rehabilitation or new construction on vacant platted lots in Downtown and other historic neighborhoods. These lots are already in the City’s existing water and wastewater CCN and require limited infrastructure improvement. With regards to the current national trend of reintroducing mixed neighborhoods of

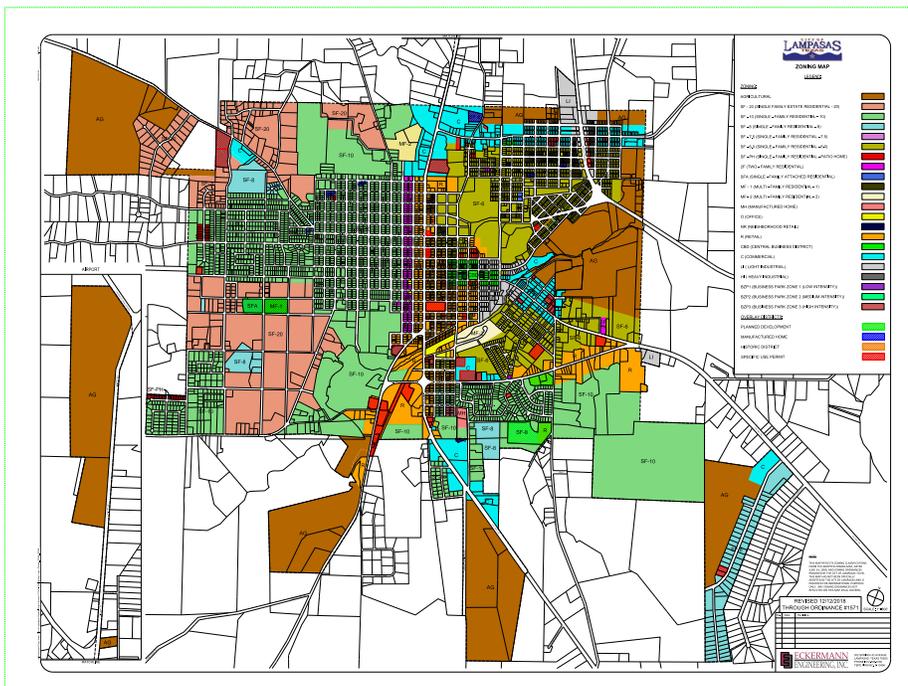
residential, retail and commercial uses to areas like historic downtowns, Lampasas may benefit from continuing to identify new opportunities to catalyze mixed-use growth through its historic properties and well-connected street grid. Doing so could generate further interest in neighborhood revitalization and improvement of existing housing stock.

Lampasas is home to several large employers. The majority of opportunities for new commercial and retail development are concentrated along Key Avenue, in Downtown, and on the outskirts of the City along Hwy 190 and 281. In the public outreach and engagement process, residents have indicated that growth in the City’s retail options is a high priority. Despite this demand, the extensive retail zoning to the east of Key Avenue toward downtown, as well as the large parcels of land zoned for retail at the north and south ends of the Key Avenue corridor appear to have attracted limited development. Some of the mixed character residential areas near Downtown might be more appropriate for a new mixed-use zoning district.

Industrial zoning is located near the Ajinomoto plant to the east of Downtown and extends northward along the railroad track. A smaller industrial zone is located along Highway 190 east of town. The City, under the leadership of the Economic Development Corporation is also continuing to lead the charge to attract new employers to the 165-acre Lampasas Business Park, located on Highway 183. Given that citizens have expressed that new high paying jobs are a high priority, this site may offer the opportunity to attract larger scale businesses that can fill this need.

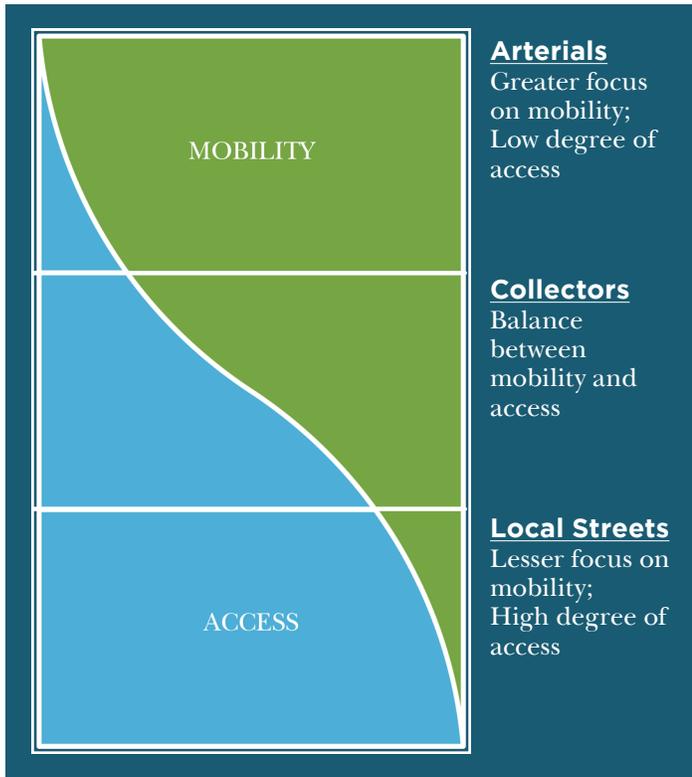
One limiting factor on new residential and commercial development, however, is flood risk. The City is currently basing its floodplain on National Flood Insurance Program (NFIP) maps from 1982. Although the recent recalculation of the 100-year storm known as Atlas-14 does not anticipate a significant rainfall increase for Lampasas, changes in land use and land form have occurred since that time that may affect the accuracy of those maps. A flood control dam built to manage the catastrophic floods of the City’s past occupies one of the larger undeveloped sites to the north of the City. Though there are a number of homes in the area, much of the undeveloped land in the northeast part of the city is in the floodplain or at elevated risk of flooding. Flood risk will be discussed in more detail in the Overview of Utilities and Infrastructure.

MAP 2.2, EXISTING ZONING MAP



Transportation

FIGURE 2.2, FUNCTIONAL CLASSIFICATION



Due to its historic role as a Texas tourist destination and its central location on the route between Austin and San Antonio, Lampasas is well-connected to many other cities by a network of Highways, Farm to Market and County Roads. Its population is relatively small compared to the volume of cars traveling through the community, which can be both an asset and a liability for local businesses. (see *Figure 2.2, Functional Classification*).

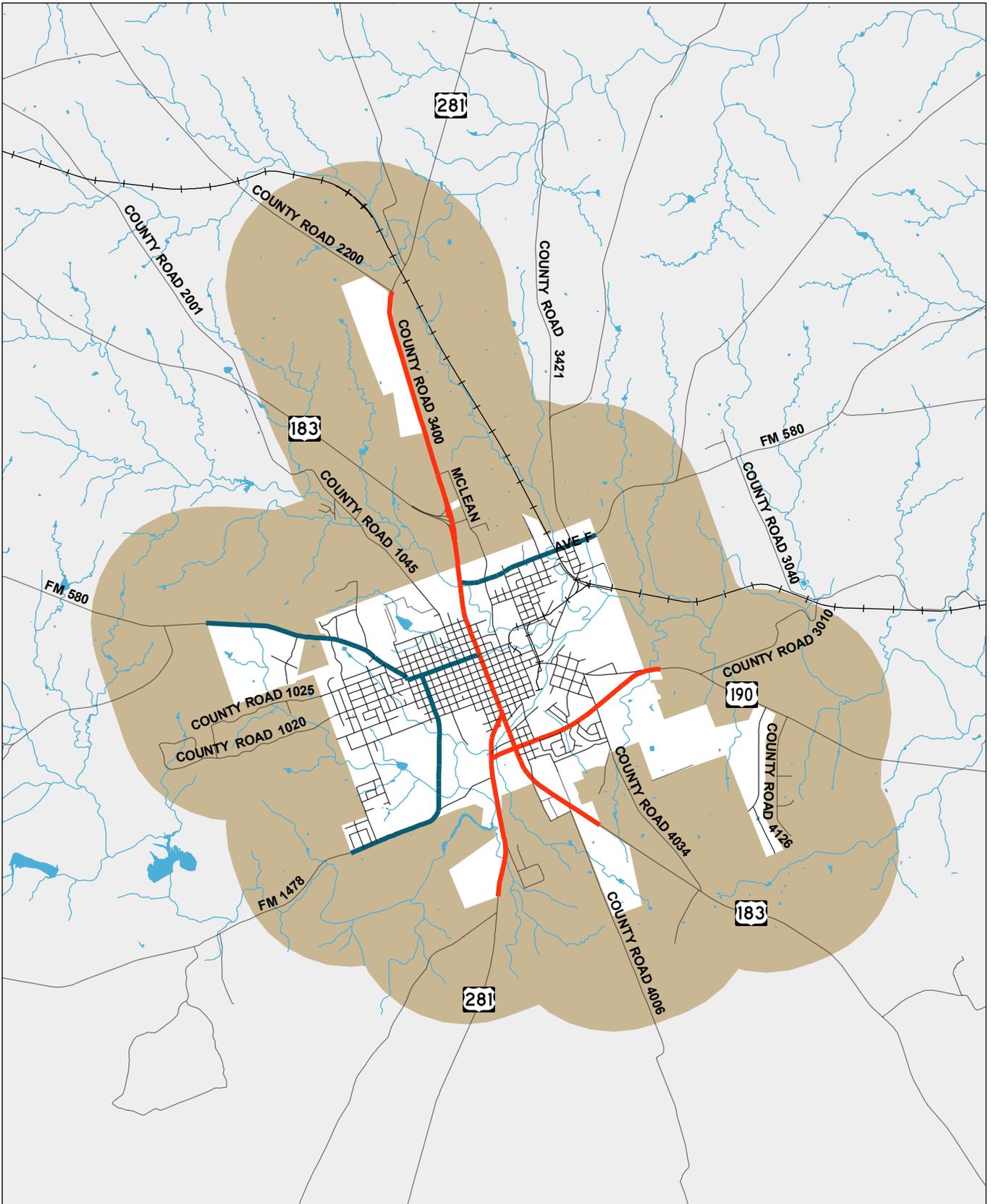
Easy access to Killeen, the home of Fort Hood, means that there is a constant flow of commuters to and from the military base. This primarily occurs by personal vehicle but is also by the Hill Country Transit District's (HCTD) HOP shuttle service, which provides rural transportation to Lampasas and surrounding counties by appointment. Santa Fe railroad transports freight from local industries, and the Lampasas Airport offers limited aviation services. Residents of Lampasas have also voiced interest in a deliberate approach to planning for the needs of pedestrian and bicyclists. Indeed, all these transportation choices will need to be considered as the City moves ahead in the future.

CURRENT THOROUGHFARE NETWORK

Lampasas is connected to the state by U.S. Highway 183 (traveling north to south within Lampasas joining Austin and SH 45), U.S. Highway 281 (traveling north to south within Lampasas and linking to San Antonio and North

Texas) and U.S. Highway 190 (linked to Killeen and U.S. Hwy 14) Locally, the City's main transportation system consists of the following functional classifications of streets (see *Map 2.3, Existing Thoroughfare Plan*):

- **Principal Arterial:** Principal arterials are meant to hold higher volumes of vehicles where the main emphasis is on through traffic (i.e., somewhere from 2,000 to 27,000 motor vehicles each day). Primary arterials are meant to provide an uninterrupted way across the City, usually offering connectivity to the main business district. They span from three and five lanes and occasionally contain a middle turning lane. In Lampasas, Key Avenue (US Hwy 183/281) and Plum Street (US Hwy 190) and American Legion Memorial Highway (US Hwy 281 S) are principal arterials.
- **Major Collectors:** Major collectors perform an important part in the transportation system by collecting traffic (i.e., around 150 to 2,600 motor vehicles each day) from local roads and distributing them to the greater arterial system. In Lampasas, major collectors running east to west include North Avenue J/ North Avenue/ Nix Road (Hwy 580); 1st, 3rd and 5th Streets. From north to south they include Willis, Steele and Porter Streets; Howe Street/Naruna Road (FM 1478; and Hackberry amongst others (see *Map 2.3, Existing Thoroughfare Plan*).
- **Local Roads:** Unlike arterials, local roads are primarily meant to give access to adjacent land by the lowest traffic volumes in the network (around 15 to 700 motor vehicles each day). They make up the greatest percentage of the City's entire transportation network and are usually intended to prevent through traffic.



LEGEND

- | | | | |
|---|--------------------|---|----------------------|
|  | Principal Arterial |  | Railroads |
|  | Major Collector |  | Lampasas City Limits |
|  | Local Road |  | Lampasas ETJ |
|  | Watercourses |  | Non-Lampasas Areas |
|  | Water Bodies | | |



CURRENT ROAD CONDITIONS

Although Lampasas has grown steadily since 1980, as shown in *Figure 1.2, Historical Population Growth* (Chapter 1), the volume of traffic appears to be far outpacing the change in population. From 1980 to 1990 the population of the City increased four percent. In 2000, the City’s population increased six percent over 1990. Since the 2010 Census, the population has been steadily climbing with the Texas State Demographer estimating the number of citizens at 7,947, or almost a 19% change over 2010, as of January 1, 2019.

At many intersections, the City’s traffic volumes increased even more rapidly, however. As shown in *Map 2.4, Historical TxDOT Traffic Volumes*, and *Figure 2.4, Historical TxDOT Traffic Volumes Comparisons*, traffic volumes in the last four years have risen at all intersections assessed. Since 2014, traffic volumes have risen by 16% at the intersection of U.S. Highway 183 and West North Avenue but the most dramatic increase can be seen on Hwy 281 at Naruna Road, where volumes increased by 40% over four years. While some of this increase may be due to population growth, it is likely that the explosive growth of the Austin/ San Antonio Corridor is leading travelers to seek routes that bypass major cities.

MAP 2.4, HISTORICAL TXDOT TRAFFIC VOLUMES

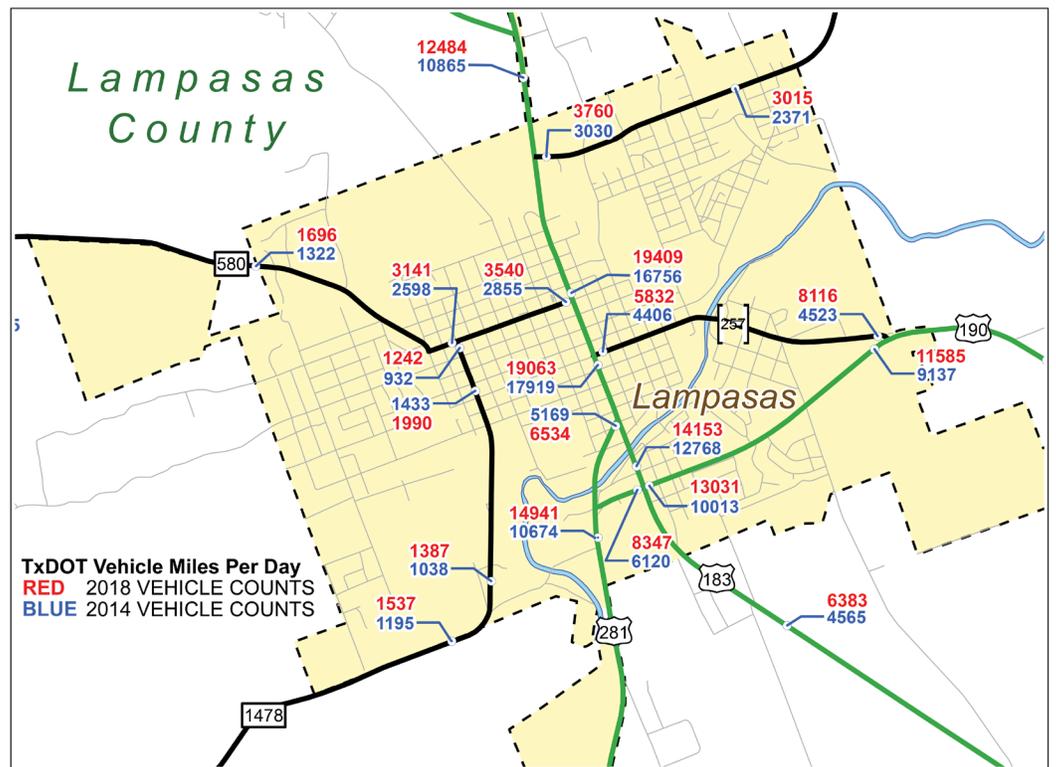


FIGURE 2.3, HISTORICAL TXDOT TRAFFIC VOLUMES COMPARISONS

Location	2014	2018	% Increase / Decrease 2014 to 2018
HWY 183, North of West North Ave.	16,756	19,409	16%
West North Avenue, West of South Howe St.	2,598	3,141	21%
HWY 190, West of 4th St.	9,137	11,585	27%
HWY 281, North of Naruna Rd.	10,674	14,941	40%

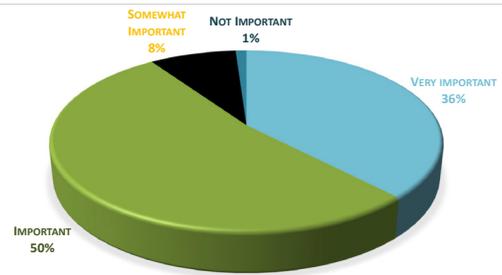
Source: TxDOT District Traffic Maps

ROAD MAINTENANCE

There are presently approximately 95 miles of roads in Lampasas. Road maintenance of local streets is primarily conducted by the City's Street Department. It consists of maintenance of unpaved roads; mowing of right-of-ways, drainage channels; and the pruning of trees over the street and around the stop and yield signs.

According to the public survey of Lampasas citizens that was conducted for the purposes of this comprehensive planning effort, street maintenance is a top priority for improvement to city services.

FIGURE 2.4, CITIZEN SUPPORT FOR ROADWAY MAINTENANCE



RURAL TRANSPORTATION

Lampasas does not have a large enough passenger base to support its own internal public transit system. However, basic transit needs for those who are without a car or unable to drive are served by the Hill Country Transit District (HCTD) HOP System. Lampasas is part of the HCTD's nine-county Rural Division which provides rural on-demand transportation to area citizens. The HOP helps citizens coordinate many types of trips, including service to passengers with disabilities via the Special Transit Service (STS) which often connects with the Fixed Route Service (FRS).

Presently, HCTD provides Lampasas on-demand transportation from 7:00 a.m. to 4:00 p.m. Trips can be scheduled between 8:00 a.m. to 5:00 p.m. Base fare tickets are one dollar.

SANTA FE RAILROAD

The Lampasas / Lampasas County region is served by the Santa Fe Railroad, also known as BNSF which is one of America's primary cargo transport companies.

LAMPASAS AIRPORT

Lampasas Airport is in the northern City limits of Lampasas and includes one runway. It is accessible to the public and is owned by the City of Lampasas. In 2018, the airport was responsible for \$259,000 of economic activity and \$124,000 in payroll.

The Lampasas Municipal Airport has a 4,200-foot runway, a small terminal / lounge building, tee hangers, nine aircraft-tie down spaces, and Automated Weather Observation System (AWOS).



Utilities and Infrastructure

OVERVIEW OF EXISTING UTILITIES AND DRAINAGE INFRASTRUCTURE SYSTEM

Delivering fresh drinkable water, safely treating wastewater and managing drainage are essential City services. As Lampasas continues to grow and develop, it is important that the infrastructure system grows to serve new development and populations and to provide excellent service to residents.

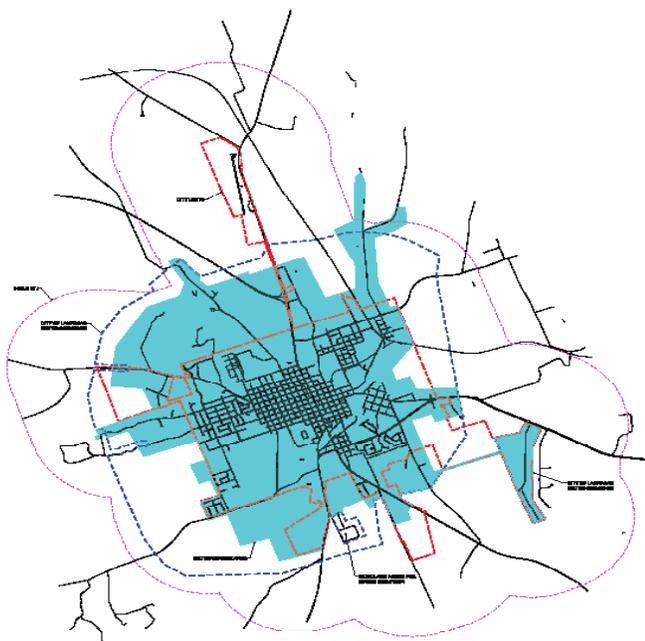
WATER SYSTEM

The City of Lampasas operates a municipal water system providing potable water to customers within an approximate 9,500-acre service (CCN) area. The utility's approved Certificate of Convenience and Necessity (CCN) area includes land within and outside of the City's current municipal limits. The City of Lampasas provides municipal water service for almost 3,500 customers. Of these, roughly 85 percent are residential customers. Other non-residential service accounts serve a variety of commercial, industrial, and institutional land uses. The City of Lampasas municipal water CCN area does not include the entire municipal limits or statutory ETJ. Some property owners and residents of these areas are serviced by Kempner Water Supply Corporation (Kempner WSC), Corix Utilities Texas, or Woodland Acres POA, while others remain on private wells.



Development improves cities by updating existing infrastructure and expanding on the existing system.

MAP 2.5, WATER SERVICE AREA



WATER SYSTEM DEMAND

The average water consumption of the City of Lampasas municipal water customers is 1.26 MGD (million gallons per day), although peak usage can fluctuate greatly with peak daily flow of the water system reaching up to 3.51 MGD. The majority of the current and expected growth with the City is occurring in the western pressure plane. Additional storage and pumping stations are expected to be required to meet the storage and demand requirements to accommodate this growth.

WATER SUPPLY AND STORAGE

Lampasas relies on surface water for its potable water supply. The water is supplied to the City of Lampasas by Kempner WSC and Central Texas Water Supply from Stillhouse Hollow Lake in Belton, Texas. Water enters the City through two meter sites located east of the City along FM 580 East and US Highway 190. Lampasas has three water storage facilities within the city limits with a cumulative capacity of 2.45 million gallons (MG). The Georgetown Road Ground Storage Tank has a storage capacity of 2.0 MG, the Spring Street Ground Storage Tank has a capacity of

0.25 MG, and the Nix Road Elevated Storage Tank has a capacity of 0.20 MG. Storage in the western pressure plane is nearing capacity and will need to be addressed in the near future as demand is increasing in this area with new residential developments.

WATER TREATMENT

The majority of the treatment of water provided to the City of Lampasas is done by Central Texas Water Supply. The water is delivered to the City of Lampasas through Kempner WSC's transmission lines. At each meter site where the water enters the City's system, the City of Lampasas has injection facilities adding chlorine and ammonia for disinfection. Lampasas continues to experience intermittent problems with chlorine residual throughout the distribution system. The City's water system has many dead end water lines and long stretches of water lines with minimal connections, causing the water quality to decrease in these areas and requiring the City to flush large amounts of water to keep chlorine residuals at acceptable levels. Methods to address the chlorine residual issue include the installation of additional injection sites, more specifically in the western pressure plane, and the construction of additional water line looping to eliminate some of the dead end lines in the system.

WATER DISTRIBUTION AND FIRE PROTECTION

The City of Lampasas water distribution system is divided into two (2) pressure zones. There is sufficient pressure within the majority of the City's system to provide for daily water demand, but some areas, including the Sunrise Hills and Fawn Acres Subdivisions, portions of the proposed business park, and the outer limits of the City's CCN, pressure is inadequate. The City currently maintains a fire insurance rating of 3. Improvements could be made to lower this rating, including changes in fire department training and daily operations, increasing water availability and storage throughout the city, etc. Although sufficient water pressure exists in the majority of the City to meet acceptable fire flow demands, there are many areas where smaller water lines could be strategically replaced to enable increased volumes.

improvements that can be made to lower this rating, including changes in fire department training and daily operations, increasing water availability and storage throughout the city, etc. Although sufficient water pressure exists in the majority of the City to meet acceptable fire flow demands, there are many areas where smaller water lines could be strategically replaced to enable increased volumes.

FUNDING

The water system is operated by the City of Lampasas (Lampasas Public Utilities) and is funded through utility rates. All revenues are utilized by the City of Lampasas to extend, maintain, improve municipal water facilities and services to “preserve the financial integrity of the utility” as defined by the Texas Water Code, Section 13.183. Water customers are charged rates based on residency, account type, and usage.

While the City has no planned changes in fees or funding, possible rate increases or the development of water service impact fees applied to new development within the municipal limits and applicable portions of the ETJ could be considered in the future.

SUMMARY

Three (3) principal factors will continue to influence the timing and manner in which the City of Lampasas invests in its municipal water utility over the next 20 years:

- Meeting the basic needs of its customers in a financially and environmentally responsible manner;
- Adhering to the statutes of the Texas Water Code and the regulatory rules of the Texas Commission on Environmental Quality; and
- Facilitating and supporting the growth and development policies and goals adopted by the Lampasas City Council, including those established in this Plan.

MAP 2.6, WASTEWATER SERVICE AREA



WASTEWATER SYSTEM

The City of Lampasas operates a municipal waste water system providing sewage collection and treatment service to customers within an approximate 3,350-acre service (CCN) area. The municipal system includes gravity sewers, lift stations, and a central wastewater treatment facility.

The utility's approved Certificate of Convenience and Necessity (CCN) area includes the majority of the City's municipal limits, but it does not appear to have been modified to include annexed areas over the past 10 to 20 years. Wastewater collection facilities do exist outside of the City's CCN area. The City of Lampasas waste water system serves approximately 2,800 customers. Of these, roughly 88 percent are residential customers. Other “commercial” service accounts serve a variety of commercial, industrial, and institutional land uses. Some property owners and residents within the City's wastewater CCN remain on private on-site sewage facility (septic) systems.

WASTEWATER COLLECTION

The wastewater collection system extends across varied terrain and multiple watersheds, requiring the City to operate (10) lift stations of varying capacity. As growth expands to the western portion of the city, the need for additional lift stations is expected.

There are areas within the city limits that remain unsewered, including subdivisions on the western end of the city, where extension of wastewater infrastructure and lift stations will be required to serve the area.

Inflow and infiltration (I & I) into the waste water collection system is a system-wide challenge. Aging collection lines can allow for increases in overall flows during high rain periods, which can then dilute sewage and decrease treatment effectiveness. I & I problems are most apparent at the wastewater treatment facility in the flows encountered during rain events. Elimination of I & I problems requires line repairs and replacement of manholes. The overall cost associated with wastewater line replacement and limited access to many of the existing wastewater lines located in easements or alleys provide some of the challenges to eliminate these problems.

WASTE WATER TREATMENT

The City of Lampasas operates a single wastewater treatment facility located at 100 Brown Street in Lampasas. The City's treatment facility is permitted to treat 1.25 MGD. It is currently operating at approximately 45 percent of capacity (0.56 MGD). While the wastewater treatment facility does have redundant electrical feeds to the site, it lacks a back-up generator which may inhibit wastewater treatment capabilities during a natural disaster or significant storm event. The City currently has no plans for increasing the wastewater treatment capacity.

FUNDING

The wastewater system is operated by Lampasas Public Utilities and is funded through utility rates. All revenues are used by the City to extend, maintain, and improve municipal wastewater facilities and services to "preserve the financial integrity of the utility" as defined by the Texas Water Code, Section 13.183. Wastewater customers are charged rates based on a percentage of water consumption.

While the City has no planned changes in fees or funding, possible rate increases or the development of wastewater service impact fees applied to new development within the municipal limits and applicable portions of the ETJ could be considered in the future.

FLOODPLAIN AND STORM DRAINAGE

The City of Lampasas has a long history of drainage and flooding issues along Sulphur Creek dating back to the beginning of the settlement. The majority of these major flooding issues were resolved by the installation of nine (9) regional flood prevention dams to the west of the City. These drainage structures were installed by the Hill County Soil Conservation District and the Lampasas County Water Control and Improvement District No. 1 (WCID) in cooperation with the Soil Conservation Service in the late 1950s and 1960s. The WCID is responsible for the continued maintenance and repair of these facilities and receives limited funding from the City and County. It is anticipated that as these drainage structures age the need for funding to repair and maintain these critical facilities will increase significantly.

Although Lampasas is traversed by a number of natural drainageways, including Sulphur, Burlson and Cemetary Creeks, the City of Lampasas has no adopted stormwater drainage policy for development within its jurisdiction and therefore has limited drainage infrastructure within the City Limits. Most developed areas drain to the creeks. The existing drainage infrastructure consists mainly of City and TXDOT installed/maintained improvements within the following general areas:

- Downtown/Central Business District – Infrastructure consists of pipes and tunnels that convey drainage from 3rd Street and the downtown district to Sulphur Creek. It is understood that many of the subject drainage ways are aging, silted in, and in need of repair/replacement.

- Key Avenue/US 183 Corridor – The Key Avenue drainage infrastructure was installed within the past 10 years by TXDOT to collect and convey flows from Key Avenue and areas to the west of the roadway to Sulphur Creek near the Key Avenue Bridge. Prior to the installation of these improvements Key Avenue was subject to localized flooding issues.

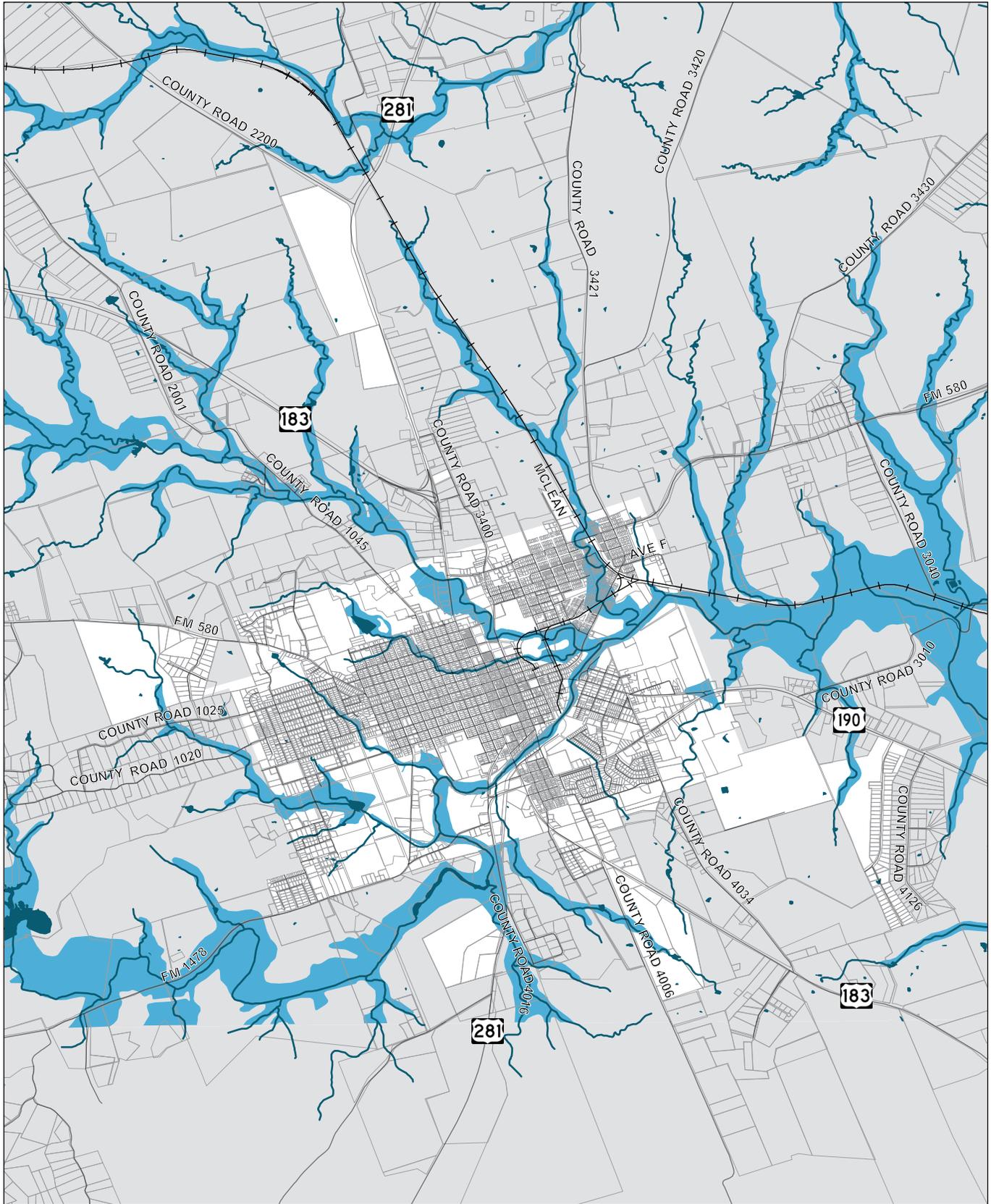
- 4th Street/Loop 257 Corridor – Infrastructure consisting of inlets and storm pipes along 4th Street were upgraded by TXDOT within the last 10 years between Key Avenue and the 4th Street Sulphur Creek Crossing.

The City of Lampasas currently does not have any regional detention facilities with the exception of the WCID facilities previously mentioned. Existing drainage within the rest of the City Limits is generally conveyed via sheet flow down roadways to open channels that generally flow from west to east and ultimately outfall into Sulphur Creek or one of its tributaries. The following areas experience localized flooding and/or ponding during heavy rainfall events:

- Sulphur Creek near the Golf Course
- Cemetery Creek from Avenue E to North Avenue
- Burlson Creek from Hackberry to 3rd Street
- Rice Street and Fairview Drive from Avenue C to North Avenue
- Avenue H near McLean Street
- Brown and Cloud Streets
- Hollywood and Riverview Drives

These drainage issues can be attributed to inadequately sized drainage structures, silted in or blocked drainage ways, and increased development. These drainage issues appear to be occurring more frequently as development continues without the implementation of an effective drainage policy.

While the City's water resources are a real asset, they can also pose a hazard. As more growth takes place and the City's impervious cover rises, the chance of flooding and subsequent health and safety risks will also grow if they are not appropriately addressed. Many areas of Lampasas are situated in the floodplain (see *Map 2.7, Natural Drainage Systems*). Even streams that have very low flow for much of the year can serve as channels for flash flooding in periods of heavy rainfall. Therefore, it is important to ensure that future land use avoids the floodplain whenever possible, and that properly operative drainage structures and/or channels are in place to handle flooding as it occurs.



LEGEND

-  Floodzone
-  Watercourses
-  Water Bodies
-  Roads
-  Railroads
-  Non-Lampasas Areas
-  Parcels



Existing Parks and Trails

The City of Lampasas Parks and Recreation Department owns and maintains over 103 acres of property in eight City facilities, including two neighborhood parks, five community parks, and one greenbelt. Each park contains both active and passive recreation activities. Open space, pools, sports fields, playscapes, trails, and picnic areas. These parks are located mostly near the center of the City. Hanna Springs Sculpture Garden is located west of Hackberry Street and North of East Second Street (see *Map 2.8, Existing Parks and Public Facilities*). Cooper Spring Nature Park is located south of East Avenue A and East of Hackberry Street. WM Brook Park is east of Highway 281 and west of South Western Avenue, and hosts youth and adult baseball tournaments at this park.

The City of Lampasas has yet to develop an extensive hike and bike trail system, although Hanna Springs and Cooper Springs Nature Park boast a number of walking trails. The City has also been successful in connecting Lampasas High School to the commercial district via sidewalk along Highway 281. The City's existing sidewalk system is very small and does not offer sufficient pedestrian routes for either fitness or transportation purposes. The City's present road system has numerous streets which are large enough for on-street bicycle lanes and/or sidewalks. Incorporating pedestrian and bicycle facilities in a more deliberate fashion could greatly enhance the quality of life for existing citizens and appeal to potential residents. Lampasas also has an 18-hole golf course located on the south side of the City, near the high school.

Survey respondents were asked how important it is for the City to address different issues in the near future. A significant number of respondents would like to see parks and recreation issues addressed. Improving sidewalks was also stated to be a high priority.

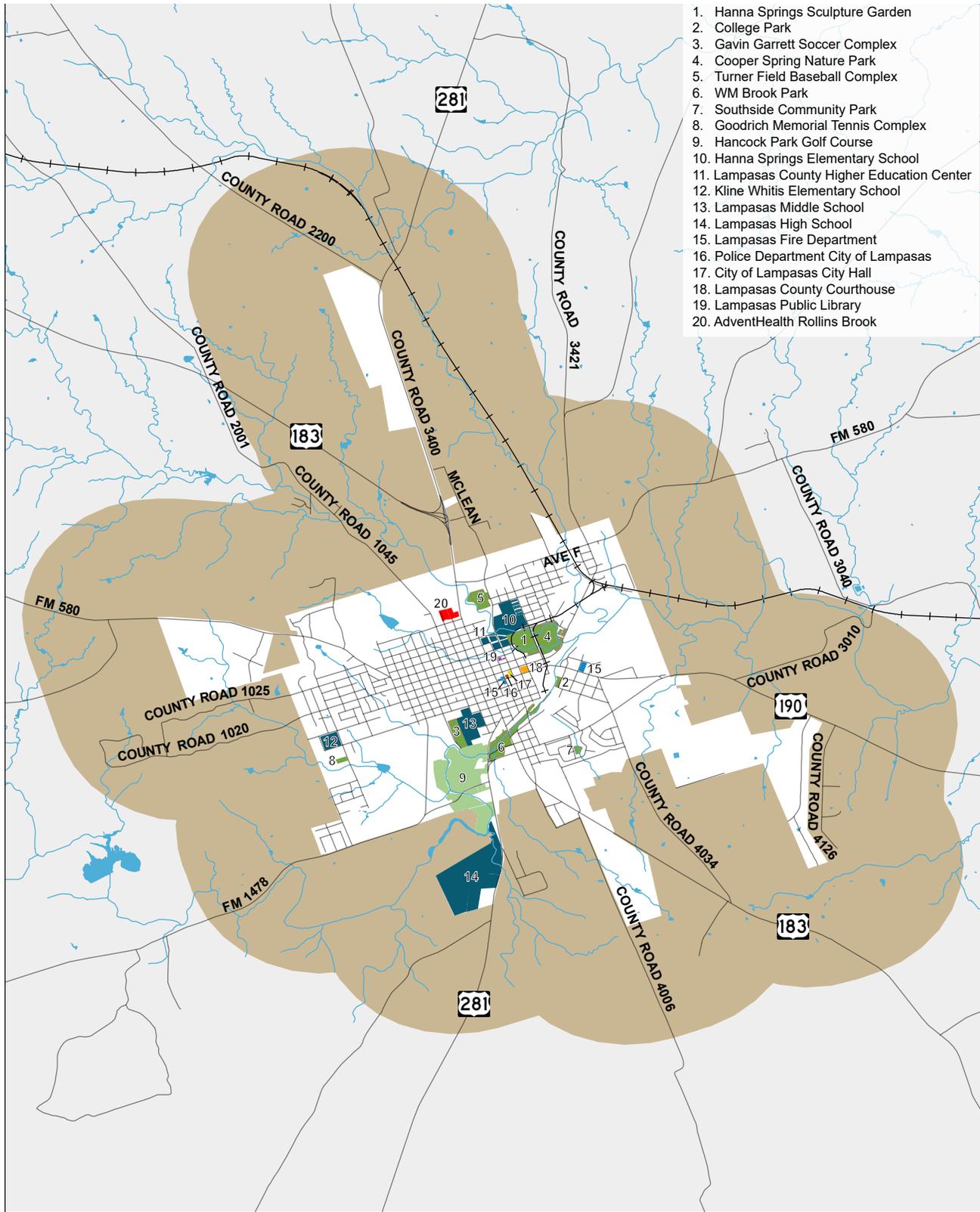
Public Facilities

Public facilities in Lampasas include several schools, one fire station, one police station, City hall, the courthouse, library, and a hospital.

LAMPASAS ISD AND HIGHER EDUCATION CENTER

In Lampasas County, there is only one school district that serves the area, Lampasas Independent School District. The City of Lampasas has a total of five schools in their Independent School District. This includes one high school, Lampasas High School, and one junior high school, Lampasas Middle School (see *Map 2.8, Existing Parks and Public Facilities*). There are also three elementary schools – Hanna Springs Elementary School, Kline Whitis Elementary School, Taylor Creek Elementary School. All of the schools are located centrally in Lampasas, other than Lampasas High School which is located on the south edge of the City and Taylor elementary, which is located approximately 15 miles from Lampasas. There are a total of 3,350 students enrolled in public schools in Lampasas. Another education center in the City is the Lampasas County Higher Education Center, primarily serving as a career training facility for students looking to further their education. The Lampasas County Higher Education Center is located near downtown Lampasas.

MAP 2.8, EXISTING PARKS AND PUBLIC FACILITIES



1. Hanna Springs Sculpture Garden
2. College Park
3. Gavin Garrett Soccer Complex
4. Cooper Spring Nature Park
5. Turner Field Baseball Complex
6. WM Brook Park
7. Southside Community Park
8. Goodrich Memorial Tennis Complex
9. Hancock Park Golf Course
10. Hanna Springs Elementary School
11. Lampasas County Higher Education Center
12. Kline Whitis Elementary School
13. Lampasas Middle School
14. Lampasas High School
15. Lampasas Fire Department
16. Police Department City of Lampasas
17. City of Lampasas City Hall
18. Lampasas County Courthouse
19. Lampasas Public Library
20. AdventHealth Rollins Brook

LEGEND

Parks	City Hall	Water Bodies	Lampasas ETJ
Golf Courses	Courthouse	Railroads	Roads
Schools	Library	Lampasas City Limits	Non-Lampasas Areas
Fire Station	Hospital	Watercourses	
Police Station			



EMERGENCY RESPONSE FACILITIES

Lampasas has one police station near the center of the City on Fourth Street and an animal control facility located on College Street. Although the primary service area is within City Limits, the Police Department serves the ETJ upon request. It is anticipated that both facilities may need to be expanded or improved if the City continues to grow. Crime prevention and animal control are both high priorities for Lampasas citizens. Citizens currently report a high level of satisfaction with police services, however, constraints such as the Animal Control Supervisor's office being converted to a cat room point to the need for improvements. The City fire station is located downtown as well, across from the police station. The historic courthouse is located on the intersection of Pecan Street and Fourth Street.

COMMUNITY FACILITIES

There is one library on Main St., which is also near the Lampasas County Museum, which is a highly prized local institution. This facility offers a wide variety and programs and services to the community including an ongoing adult literacy program, daytime programs for parents and young children, a book club and after school activities among other services. Lampasas City Hall is located at the intersection of Third Street and Western Avenue.

ADVENTHEALTH ROLLINS BROOK HOSPITAL

There is one hospital on the north side of Lampasas, AdventHealth Rollins Brook Community Hospital. This hospital has served the City of Lampasas, Lampasas County, and the surrounding area since 1935. In the late 20th century, the hospital went through multiple changes in ownership and ultimately declared bankruptcy, before being rescued by community fundraising totaling \$600,000. It was purchased by Advent Health, and now offers a full range of services from urgent care to heart, vascular and sports and orthopedic services.

SUMMARY

Over 700 citizens of Lampasas responded to a survey asking how satisfied they are with civic/public services (whether offered by the City or Lampasas County). Fire protection and police services received very high marks in the City, as did the local library. Approximately 75 percent of respondents are also either very satisfied or satisfied with the park's services offered in Lampasas. In general, citizens reported a high level of satisfaction with current quality of life and quality of services.



Economic Profile and Analysis

OVERVIEW OF EXISTING DEVELOPMENT CORPORATION OF LAMPASAS INITIATIVES

The Lampasas Economic Development Corporation's mission is to promote the economic development of the community through the coordinated actions of the City and the Chamber of Commerce. A director and board make up the management team of this public-private non-profit organization that can carry out real estate development initiatives and manage low-interest loan pools that back local business.

Benefits of development corporations including responsiveness, confidentiality, and the decrease of development being influenced by politics. Development corporations can also receive tax credits and tax deductible gifts to help serve their purpose.

MAJOR AREA EMPLOYERS

Table 2.5, *Major Area Employers*, shows that Lampasas Independent School District, Walmart, Ajinomoto, and Oil States are among the top four employers in the area. AdventHealth Rollins Brook Hospital, located along Key Avenue on the north side of Lampasas, is another top employer in the area. These five companies employ nearly 1,350 people in the Lampasas area, which is roughly 18% of the total population in Lampasas.

In the City of Lampasas retail trade and services dominate employment in the area with over 3,000 people working in these types of establishments. The City of Lampasas is strategically located at the intersection of three main arteries: Highways 281, 183 and 190 (Central Texas Highway), making it an excellent location for regional retail serving surrounding communities. The City is home to several billion-dollar companies. Along Key Avenue, the main north-south arterial through Lampasas, retail, and services are developing, however it is important to define the character of businesses that the City needs in order to maintain the City's small town historic feel.

FIGURE 2.5 MAJOR AREA EMPLOYERS

Employer	Employees
Lampasas ISD	530
Walmart	184
Ajinomoto	380
Oil States	135
AdventHealth Rollins Brook Hospital	111
City of Lampasas	100
Lampasas County	95
HEB	90
Family Medicine Clinic	52

Source: Economic Development Corporation Lampasas

The largest employer in Lampasas is Lampasas Independent School District (ISD). The school system serves both the City and Lampasas County, and includes three elementary schools (Hanna Springs, Taylor Creek and Kline Whitis Elementaries) as well as one middle and one high school. The district also operates two administrative and student service properties as well as the Lampasas Badgers High School Football Stadium. Approximately 3,300 students are enrolled in the ISD, with the growth of approximately 50 students between 2017 and 2019. The District has a long-held reputation for good schools and is steadily climbing in the State of Texas' Academic Accountability ratings. Employees of the district receive health, retirement and life insurance benefits.

In 2014, Ajinomoto bought the parent company of Windsor Foods, the second largest employer in Lampasas for \$800 million dollars. Today, Ajinomoto has around 380 employees. As a leading manufacturer in the frozen food industry, Ajinomoto Foods North America is dedicated to contributing to a healthier lifestyle through nutritious and balanced foods. Brands like Tai

Pei, Ling Ling, and Jose Ole are produced in Lampasas. Ajinomoto produces thousands of frozen packaged foods weekly, providing a huge base of jobs for the city.

Oil States Industries is the fourth largest employer in the City with 135 employees. The company is a main worldwide supplier of integrated energy systems and solutions. They allow their customers to construct and operate high-performance offshore energy exploration fields with solutions for the most challenging conditions. Their Lampasas Plant develops custom molding solutions for well-servicing equipment.

ASSETS IN LAMPASAS

Lampasas County Higher Education Center is an organized combination of school-based and work-based learning. This center focuses on helping students with career training, community education, and higher education opportunities. The center has partnered with local businesses and Texas A&M to help students obtain jobs after graduation, while the school is providing Lampasas with skilled workers for local industries. Students have the option of acquiring a GED, post-secondary certificates or degrees, and certification of industry-recognized abilities related to various high-skilled professions. This education center is a useful in creating a connection between the classroom, job experiences, and obtaining higher education career goals.

There are several other assets that exist in Lampasas including:

- The Lampasas Business Park offers 165 acres for new manufacturing facilities and office buildings one mile from three major highway arteries, Hwy 183, 190, and 281.
- Approximately 5,500 people are in the City's labor pool.
- Incentives are offered by the local development corporation to help projects become profitable more quickly. The corporation acts as a sponsor and helps sustain a rapport with the community. In most cases, there is an incentive for cash job creation.

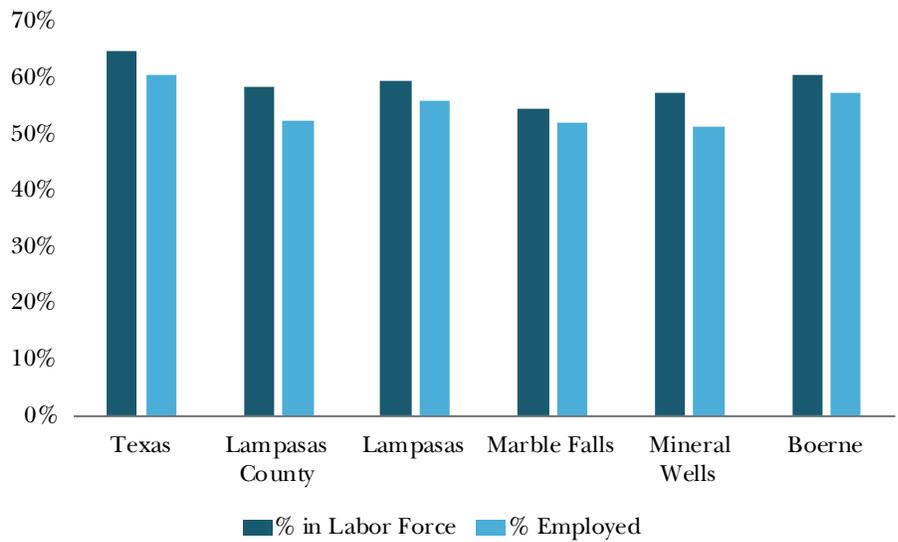
For Lampasas County and the adjacent counties, Lampasas County Higher Education Center (LCHEC) offers opportunities for quality career training, community education, and higher education.



LABOR FORCE PARTICIPATION AND UNEMPLOYMENT

With 59.3% of the population in the labor force, the ACS estimates indicate that 55.8% of Lampasas’ population is employed, leaving only three and a half percent unemployed (See *Figure 2.7 Labor Force Participation*). This is higher than both Mineral Wells and Marble Falls by comparison, but lower than the state average by 0.7 percent.

FIGURE 2.7 LABOR FORCE PARTICIPATION

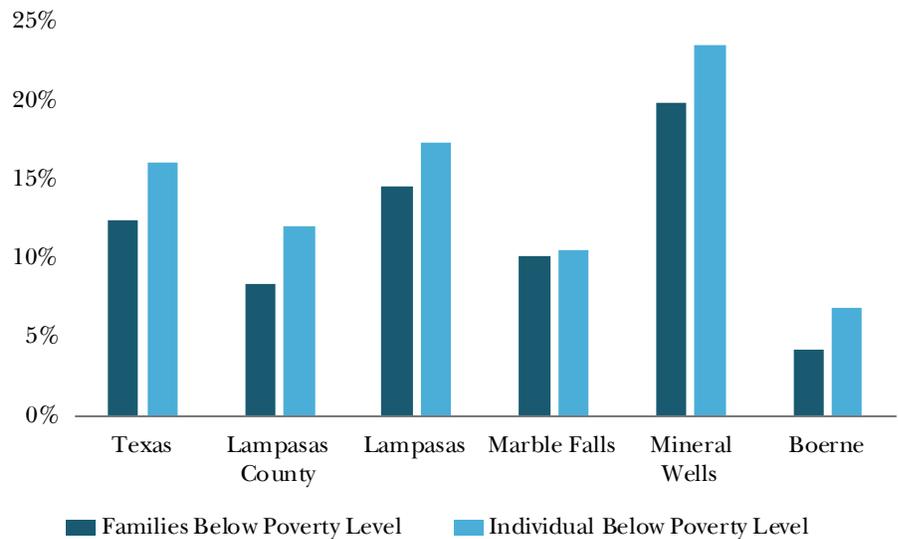


Source: U.S. Census Bureau, 2013-2017 5-Year American Community Survey , DP03: Selected Economic Characteristics

POVERTY LEVEL

Correlated with income levels, Lampasas has the second highest percentage of families (14.6%) and individuals (17.3%) amongst the peer group (excludes both Texas and Lampasas County) whose income fell below the poverty level in the last year (see *Figure 2.8, Poverty Level*). The City had a greater percentage of citizens living in poverty than the county or the state. As the economy in Lampasas continues to grow, the city’s focus on attracting higher wage can alleviate the impact of current poverty levels.

FIGURE 2.8, POVERTY LEVEL



Source: U.S. Census Bureau, 2013-2017 5-Year American Community Survey , DP03: Selected Economic Characteristics

Downtown Lampasas

No matter how Lampasas grows in the future, residents and visitors will continue to identify the community with Downtown and its historic courthouse square. People are beginning to tire of the homogeneous auto-oriented character of suburban development all across the country. The sense of small town identity that Downtown provides this tight knit community is drawing residents back home to raise their families in Lampasas. In fact, Lampasas residents indicated in a community-wide survey that the City's small town character and its historic neighborhoods are some of the things they value most.

There are already several assets adding to the vitality of Downtown. These include:

- Over 20 businesses located in the greater Downtown area.
- Four organizations working on behalf of Downtown revitalization
- Growth in tourism to Downtown and the nearby freshwater springs
- Five annual festivals that draw visitors to Downtown, bringing activity to the streets and supporting local businesses
- Investment in the historic preservation of structures such as the Keystone Hotel
- National Register of Historic Places listing for the Courthouse and surrounding area

The National Register of Historic Places designation is a potential draw in itself, as the district includes three National Register buildings, eight Texas Historic Landmarks and ten Texas Historic Commission markers, all in a seventeen block area. There are fifty-three contributing buildings which showcase a variety of architectural styles, many with the limestone facades that characterize Central Texas communities. The courthouse square is laid out like the Shelbyville Square Plan, a common layout for Texas county seats in the 19th century and is at the center of the square formed by Third, Fourth, Live Oak and Pecan streets. Third Street originally served as the main artery, and features the highest concentration of historic buildings. In the 1880s, newcomers drawn by the railroad built elegant houses west of Downtown in an area which became known as Silk Stocking Row. This area is now separated from the commercial district by Key Avenue.

Out-of-town visitation is a small component of the City's overall economy today, despite its extensive transportation links to other Central Texas cities. Signage to divert travelers from the highways to Downtown is limited. Coordinated marketing efforts from Downtown businesses and nonprofits are already occurring, but more investment in these efforts could help increase the amount and reach of visitations. Festivals draw the largest number of visitors to Downtown, but many stakeholders report that there is little activity to bring customers to the area after 5:00 and on the weekends. Survey respondents indicated that new entertainment options, historic preservation efforts and enhancements to the streetscape are top priorities for the revitalization of Downtown.

Capital investments in infrastructure (e.g., streetscape enhancements), regulatory protections for historic structures (e.g., historic preservation ordinances), urban design standards, financial or economic tools (e.g., a downtown tax increment reinvestment zone (TIRZ), etc.) could incentivize the private sector to reinvest. These strategies, when working in synergy, can make a dramatic difference in the vitality of a City.

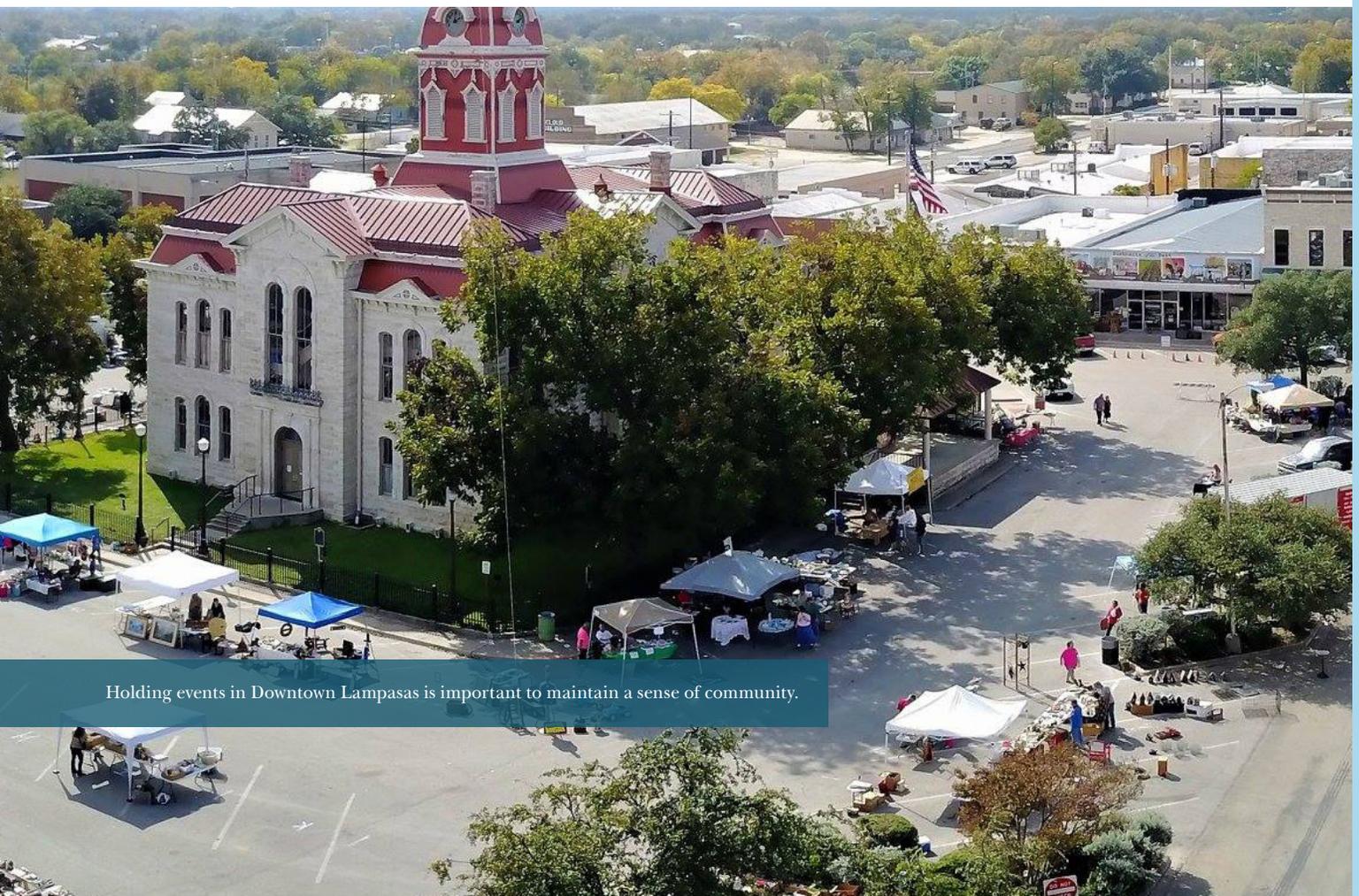
Revitalization efforts typically take both public and private investment. In other words, investments in streetscapes and other infrastructure (e.g., streetlights) can only go so far. Moving forward, public investment should include additional focus on establishing strategies to improve the financial attractiveness of Downtown to private investment

Often, further investment will follow once catalyst projects take the lead. While this is a good start, additional actions need to be taken into consideration regarding the continued redevelopment and revitalization of Downtown.

MAP 2.9. DOWNTOWN LAMPASAS: EXISTING BUILDINGS



- As new growth occurs on the City's periphery, less focus is given to growth in the core. The standard response is that "growth is going to go where growth wants to go," or "we can't compete with the new auto-oriented areas along the highway." While there is some truth in that, it does not provide the full picture because each of these areas (downtown vs. auto-oriented highway corridors) have different market draws and purposes. Along the highway, the primary purpose is to serve the automobile. As such, it is common to have a mix of fast-food restaurants, chain retail shops, gas stations, serving both locals and passersby. In the Downtown area, the City should promote home-grown, entrepreneurial businesses that reflect local culture and have a long-term vested interest in the future of Downtown.
- Potential flooding of portions of the Downtown area can act as a deterrent to reinvestment. Consequently, the City should consider being proactive in mitigating flood prone areas. Mitigation projects can both protect existing development and open new areas to development and an improved tax base.
- One of the keys to continued success of a downtown area is creating more of a 24-hour live, work, play atmosphere. For continued success in Lampasas, investments or incentives for Downtown urban housing (e.g., townhouses or apartments), or near downtown housing with connections, can lead to a more vibrant downtown and stronger tax base.
- Many cities are also spearheading their downtown revitalization initiatives with public investment in parks and recreation. For Lampasas, there is an untapped opportunity to improve their downtown parks and Sulphur Creek with trails and other community desired amenities.



Holding events in Downtown Lampasas is important to maintain a sense of community.

Other Major Existing Community Assets

INTERNET SERVICE

One of the greatest impediments to future economic and population growth is related, paradoxically, to its prized small-town character. City staff, business leaders, young families and retirees alike have all noted that the lack of access to fast, reliable internet is one of the greatest quality of life concerns facing the City. Even when residents pay for enhanced service, extended service outages disrupt businesses' ability to process credit card payments and fill online orders. The cost and unreliability of internet service poses a recruiting challenge for the EDC. It also affects the housing market for potential residents who are interested in enjoying Lampasas' high quality of life while telecommuting to a distant workplace. The City has recruited several service providers, but has consistently received the message that the City's market is not large enough to justify the infrastructure expense. To provide adequate service, Lampasas may need to consider investing in fiber optic cable at its own expense.

SPRINGS AND NATURAL AREAS

Hancock Springs Pool is a unique and historic natural asset for the City of Lampasas. Many residents swear by its healing properties. Thursday through Saturday, the city releases cold, artesian spring water to fill the pool and maintain a temperature of about 72 degrees. The historic nature of the pool and its purported healing properties draw visitors from around the country to its week-long Spring Ho! Festival. Throughout the year, it attracts Texas daytrippers and even visitors from as far away as Europe.

Following Sulphur Creek to the northeast, visitors pass by the remains of historic bath house arrive at Hanna Springs. Even though Hanna Springs is no longer a bathing area, the water still bubbles up from the ground into a fountain, which is now surrounded by an outdoor sculpture garden with a diverse array of pieces that encourage the visitor to explore the park.

Directly across Hackberry Street from Hanna Springs is Cooper Spring Nature Park. This little slice of the Hill Country is only two blocks from downtown Lampasas. Cooper Spring Nature Park began with a donation from the Johnson Family and is now comprised of approximately twenty-five acres dedicated to sustainable habitats for native birds and butterflies and conserving soil and water resources. From the pavilion at the entry, trails guide visitors along Burleson Creek and Spring Branch as well as Cooper Spring. Improvements and habitat restoration activities are heavily driven by local volunteers. A non-profit corporation exists to supplement City funding for Park improvements and maintenance.

SUMMARY

Whereas the lack of reliable internet service is one of the greatest drawbacks to growth in Lampasas, the City's natural resources and local engagement in caring for its art spaces and natural areas are overlooked assets. The parks, springs, and the arts are all part of what makes Lampasas distinct from its neighbors, and gives the community an identity worth protecting.



Public Engagement

"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."

– Jane Jacobs



CITY OF
LAMPASAS
TEXAS

Introduction

In Central Texas, smaller historic communities are growing as urban dwellers from cities like Austin and Killeen flee heavy traffic and overcrowded conditions. Lampasas residents desire to protect the historic, family-friendly character of their community, even while preparing to capture a share of this regional growth. This chapter discusses how residents feel about their community today, as well as how they believe the City should prepare for that growth.

Residents of Lampasas show a great deal of devotion to their hometown, extolling its small town character and virtues in all phases of the public engagement process. Many are second and third generation residents. While some reported moving away for college or to start their career, the hometown environment convinced them to return home to raise their families. Through a series of stakeholder meetings, a citywide survey, and open house event, residents reported a great deal of pride in this historic community, and satisfaction with the level of services it provides. Feedback from the community reflects a balance between enhancing its existing character, while setting the right conditions for growth that is anticipated in coming decades.



Community Engagement Process

OVERVIEW

A comprehensive master plan is not just a document. Preparing a successful plan depends on community involvement, from surveys to in-depth conversations with residents and stakeholders in Lampasas regarding their vision of the community's future. A comprehensive master plan should capture the wants and needs of its citizens and provide steps to achieve that vision. Public input provides crucial insight into the City's current and future needs.

Throughout this process, a variety of public involvement techniques were used to engage citizens' in identifying strengths and providing ideas for improvement. These strategies allowed people of all ages and backgrounds to express their opinions. The public engagement component of this planning process included seven stakeholder meetings, five meetings with the Comprehensive Plan Advisory Committee (CPAC), an online community survey, a public open house, and two meetings with the Planning and Zoning Commission and City Council. Below is a discussion of these efforts and a summary of findings.

SUMMARY OF STAKEHOLDER MEETINGS

As part of the two-day project kick-off for the Comprehensive Master Plan held in June 2019, five stakeholder group listening sessions were held to identify community concerns, issues, and opportunities for Lampasas. Two additional stakeholder meetings were held in August to reach a broader segment of the population. Attendees included elected and appointed officials; City staff; economic development interests; downtown residents and business owners; and neighborhood representatives. Over 50 people participated in the meetings.

Attendees were asked to provide input on a variety of topics including, but not limited to: downtown, neighborhoods, housing supply, transportation resources, parks, recreation, and economic development, among other topics.

As part of these meetings, a series of key topics were identified which helped to frame the planning process as well as the final Comprehensive Plan. Some of the key topics are summarized on the next page.

LAND USE AND CHARACTER

- Large downtown district with distinct historic character should be preserved and rehabilitated to attract new businesses and a mix of uses;
- Historic homes and resort architecture are a significant draw;
- Community is compact enough to be walkable, but lacks sidewalks and safety features;
- Infill residential development is revitalizing several neighborhoods; and
- Gateways to the City would encourage more travelers to stop and experience the community.

TRANSPORTATION AND MOBILITY

- Key Avenue does not adequately represent the character of Lampasas;
- Need to find ways to capitalize on location at the convergence of multiple state highways;
- Expansion of Highway 281 will affect commercial districts and traffic through town;
- Traffic conflicts along Key Avenue and westbound connections to Downtown from 190 and 257 would benefit from improved signage, traffic management and alternate routes;
- Conflict between needs of local pedestrians, personal vehicles and truck traffic; and
- Enhance bike and pedestrian connections, including bike lanes and sidewalks.

HOUSING AND NEIGHBORHOODS

- Alternative types of neighborhoods and housing stock are in demand (e.g., smaller home—smaller lot, mixed income, rental properties, etc.);
- Demand for homes suitable for telecommuting workforce;
- Not enough rental properties to meet demand; and
- Demand for housing is outpacing supply.

PARKS, RECREATION, OPEN SPACE, AND TRAILS

- Commitment to youth sports with athletic fields and park properties for multiple sports;
- Need supporting facilities in parks for festivals, such as pavilions and restrooms;
- The trail plan and development is at a standstill;
- Sportsplex can be used to draw more tournaments and regional events; and
- More Americans with Disabilities Act (ADA) accommodation is needed.

COMMUNITY FACILITIES AND SERVICES

- Library facilities and programming are a great City asset;
- Seeking funds for water, streets, and drainage infrastructure improvements;
- Need for better communication between City and residents;
- Need for expanded infrastructure; and
- Need for a community center/senior center.

ECONOMIC DEVELOPMENT

- Focus on a coordinated marketing strategy for Downtown and historic district; higher paying jobs could retain and attract residents;
- Poor internet connectivity is a substantial barrier to attracting business and residents;
- Existing businesses serve the county and other surrounding communities; and
- Unmet demand for commercial and retail businesses, restaurants, medical offices, and hotels.

ONLINE SURVEY

A Citywide community survey was conducted as an online questionnaire. More than 750 residents responded. The survey asked citizens questions on a range of topics including:

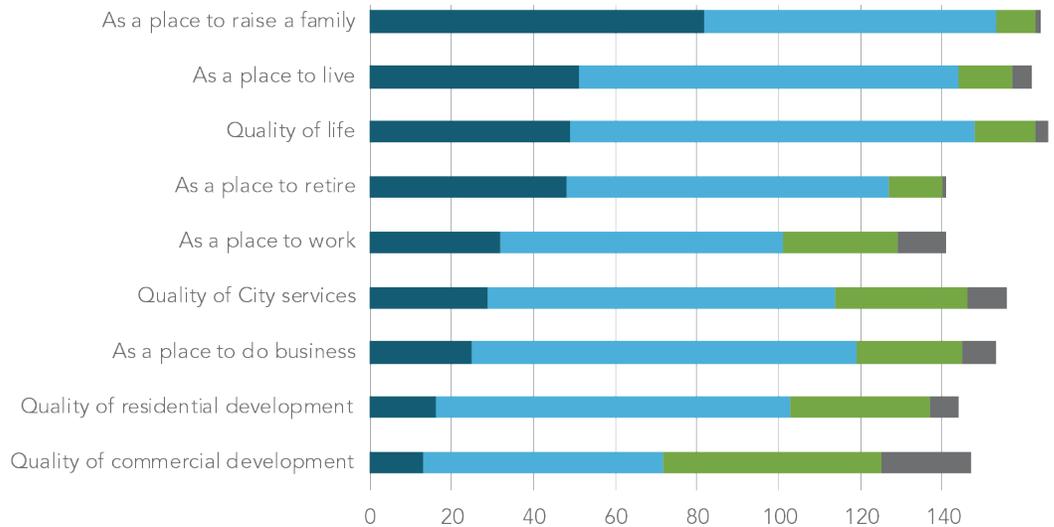
- Demographics;
- Quality of life;
- Satisfaction with City services;
- Transportation;
- Housing and neighborhoods;
- Parks, recreation, and trails; and
- Economic development.

Results from the community survey can inform trends about opportunities and concerns in the City. A total of 757 survey responses were collected, equivalent to around ten percent of the City’s residents.

GENERAL QUALITY OF LIFE IN LAMPASAS

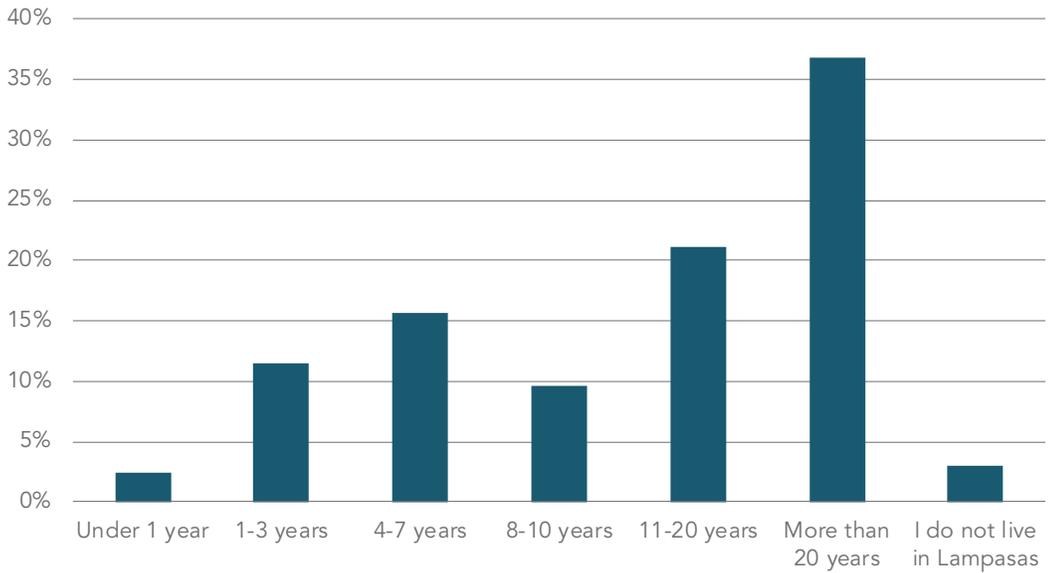
Citizens of Lampasas are largely pleased with the quality of life in the City. When asked about satisfaction on the specific topics below, including as a place to raise a family, a place to live, a place to retire and work, the majority of residents rated the City very highly. Survey respondents were most satisfied with Lampasas as a place to raise a family, and least satisfied with the quality of commercial development in Lampasas. See *Figure 3.1, Community Satisfaction*.

FIGURE 3.1, COMMUNITY SATISFACTION



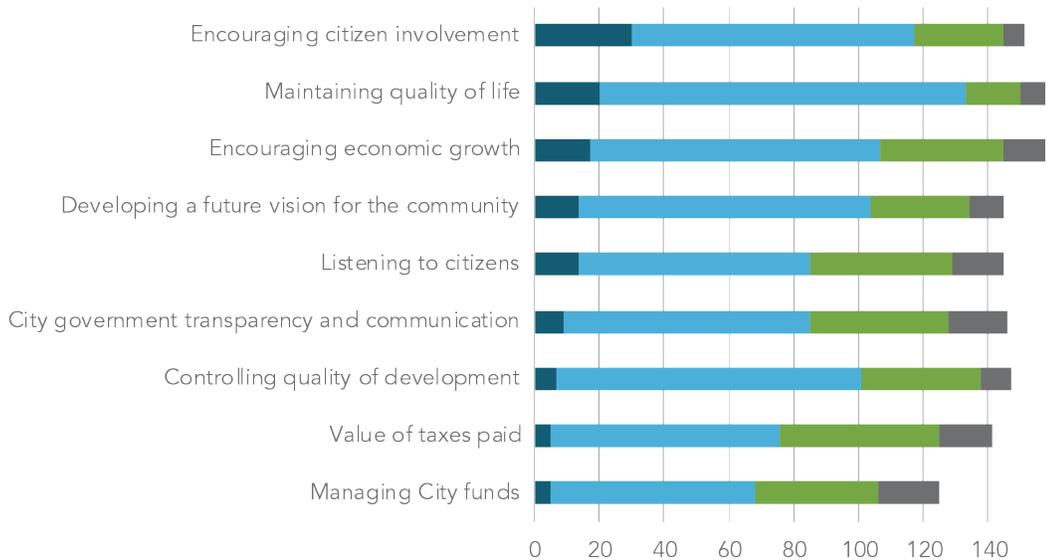
Responses reflected a depth of knowledge about the community as well. As illustrated by *Figure 3.2, How Long Have You Lived in Lampasas?*, long-term residents made up the largest block of respondents. Over 40 percent of respondents report that they have lived in Lampasas for more than 20 years. Those who have resided in Lampasas for between 11 and 20 years made up the second largest block of respondents, at over 20 percent. More recent residents, those who have been living in the City for under ten years made up more than 25 percent of respondents. Participants who have between four and 10 years in the City made up approximately 25 percent of the total. Relative newcomers to town showed their engagement in the community’s future as well, making up just over 10 percent of all respondents.

FIGURE 3.2, HOW LONG HAVE YOU LIVED IN LAMPASAS?



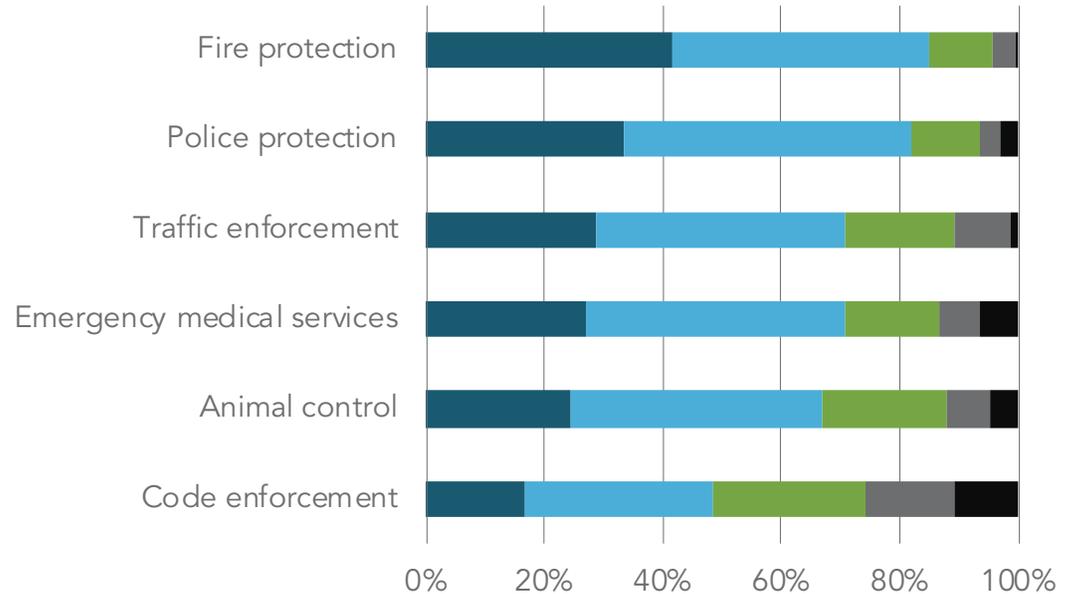
Survey respondents provided more in-depth feedback about the reasons behind their responses showcased in *Figure 3.1, Community Sanctification*, with the survey’s question about community performance measures, as highlighted in *Figure 3.3, Community Performance Measures*. Three of the top three reasons that citizens are satisfied with life in Lampasas include the way in which City government encourages citizens to be involved, as well as its efforts to maintain quality of life, and encourage economic growth. Although responses were still largely positive, the City received a lower rating on controlling the quality of development, the value received for tax dollars, and the City’s management of its funds. None of the questions, however, received a greater than 50% rating of dissatisfied or very dissatisfied.

FIGURE 3.3, COMMUNITY PERFORMANCE MEASURES



Survey respondents also stated that the City provides high quality services with respect to public safety, as illustrated by *Figure 3.4, How Satisfied Are You With City's Public Safety Services?* When asked about their satisfaction with City services, more than 80 percent of respondents were either satisfied or very satisfied with police and fire protection. Traffic enforcement and emergency medical services and even animal control are also rated highly, with over 60 percent expressing that they were either very satisfied or satisfied with these services. The area where citizens indicated the greatest need for improvement is in code enforcement, in which approximately 25 percent responded that they were dissatisfied or very dissatisfied with the City's efforts to enforce its own regulations.

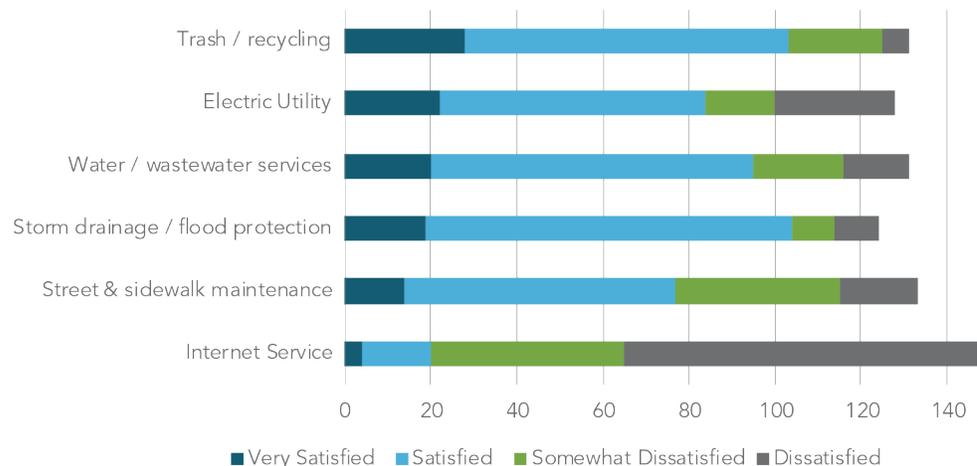
FIGURE 3.4, HOW SATISFIED ARE YOU WITH CITY'S PUBLIC SAFETY SERVICES?



UTILITY SERVICES

Survey respondents were asked how satisfied they are with the City's local utility services. *Figure 3.5, Utility Services*, shows that survey respondents are most satisfied with trash/recycling, electric utility, and water/wastewater services. Survey respondents are least satisfied with their internet service. This is consistent with what we heard in stakeholder groups and the open house as well.

FIGURE 3.5, UTILITY SERVICES



TRANSPORTATION

The online survey identified transportation safety, street conditions and maintenance, pedestrian and bicycle accommodations, and public transportation as the highest priorities to be addressed for transportation. Over 80 percent of respondents reported in *Figure 3.6, Street Condition and Maintenance*, that this activity is very important. An even larger percentage of the population reported that safety is a top priority, see *Figure 3.7, Transportation Safety*. Lampasas is very fortunate in the Central Texas region in that over 40 percent of respondents enjoyed a commute to work of less than five minutes.

Pedestrian and bicycle accommodations were important or very important to 67 percent of those responding, as illustrated by *Figure 3.8, Pedestrian and Bicycle Accommodation*. While wayfinding signs were indicated to be very important in the stakeholder focus groups hosted at the beginning of this process, *Figure 3.9, Wayfinding Signs*, shows that while still considered to be important, they do not appear to be as critical of an issue for the general public. A still significant, if smaller, number of respondents also indicated that they feel that public transportation is very important.

FIGURE 3.6, STREET CONDITION AND MAINTENANCE

FIGURE 3.7, TRANSPORTATION SAFETY

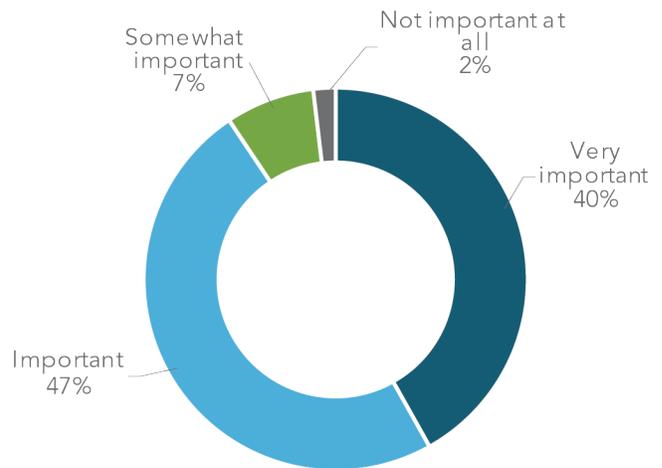
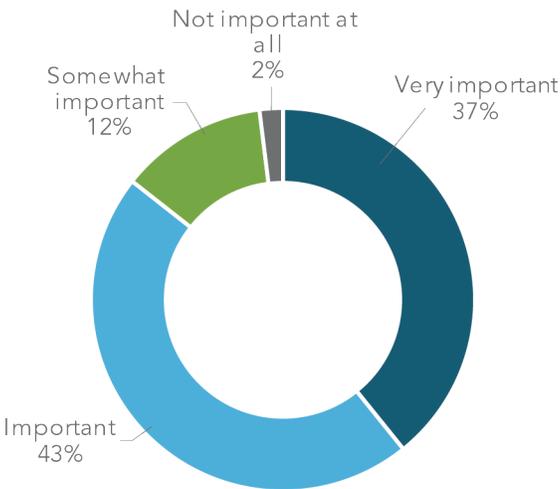
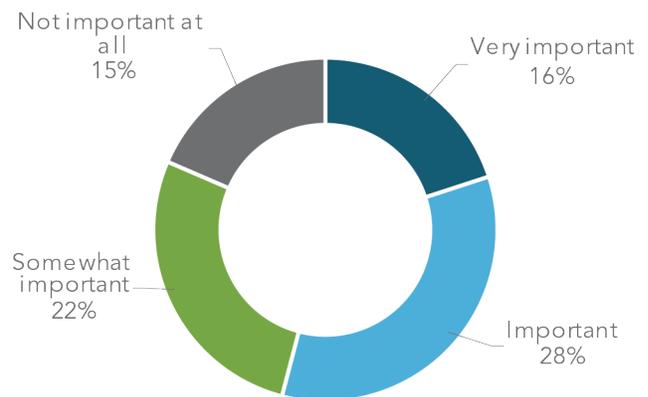
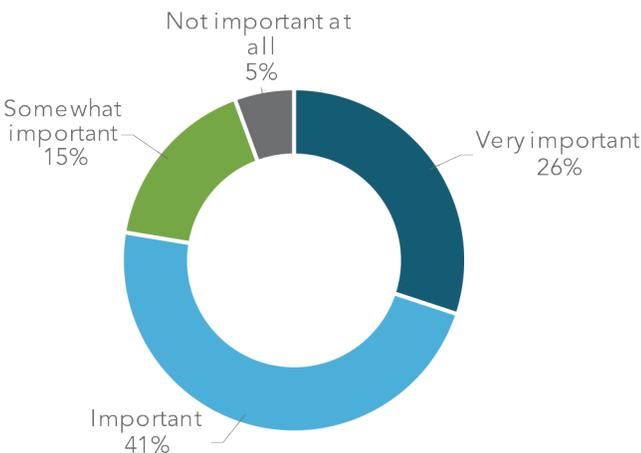


FIGURE 3.8, PEDESTRIAN AND BICYCLE ACCOMMODATION (E.G., SIDEWALKS, CROSSWALKS, TRAILS, ETC.)

FIGURE 3.9, WAYFINDING SIGNS (I.E., SMALL SIGNS IDENTIFYING IMPORTANT DESTINATIONS)



PARKS, RECREATION, AND TRAILS

Lampasas’ three most highly ranked recreational and cultural services are parks, library services and community events. See *Figure 3.10, Recreational and Cultural Services*. Respondents indicated a need for improvement in the trails network and the quality of recreational and senior services. Families with children living at home rated the library slightly higher, and registered a slightly higher level of dissatisfaction with community events, trails, recreational, and senior services than did the population at large. While the response to all of these services is largely positive, the results indicate room for improvement in all of the services addressed by the survey.

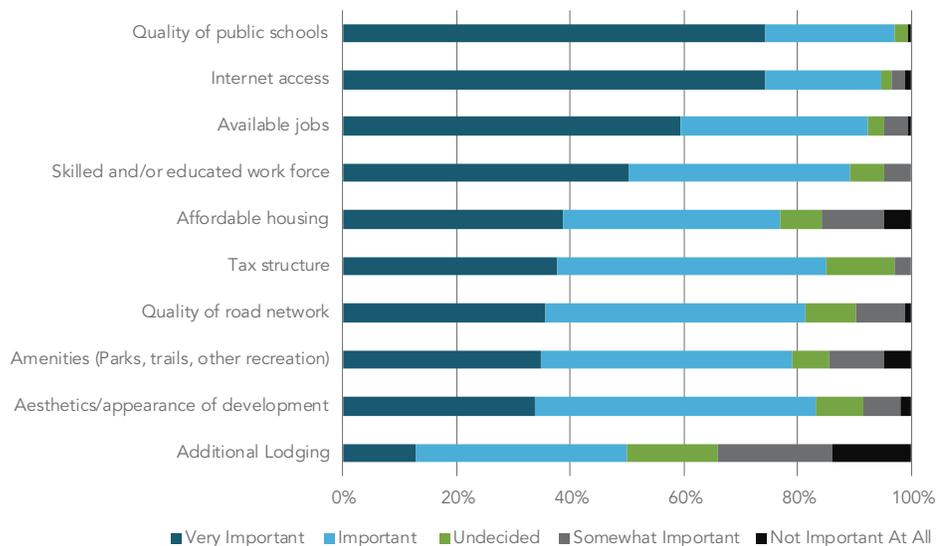
FIGURE 3.10, RECREATIONAL AND CULTURAL SERVICES



ECONOMIC DEVELOPMENT

Survey respondents were also asked to identify the top three most important things needed to encourage more investment and vitality in downtown. Their top three selections were better entertainment options, preservation of historic buildings, and enhanced streetscapes. See *Figure 3.12, Downtown Priorities*.

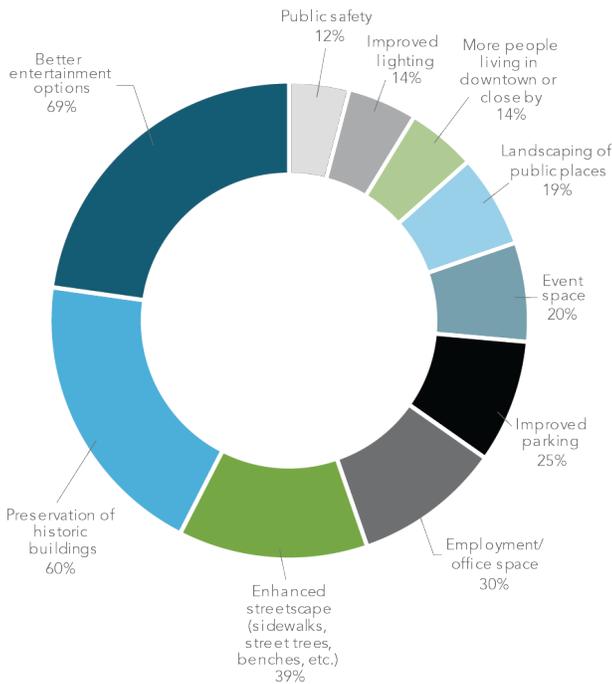
FIGURE 3.11, IMPORTANCE OF THE FOLLOWING FACTORS FOR FUTURE ECONOMIC DEVELOPMENT



DOWNTOWN REDEVELOPMENT

Residents see Downtown as the heart of Lampasas. *Figure 3.12, Downtown Priorities*, indicates how residents would like to prioritize continued investment, including improving entertainment options, (especially after hours), restoring historic structures, and enhancing the downtown environment through improvements to the streetscape, including sidewalks, landscaping, and places to sit and enjoy their surroundings.

FIGURE 3.12, DOWNTOWN PRIORITIES

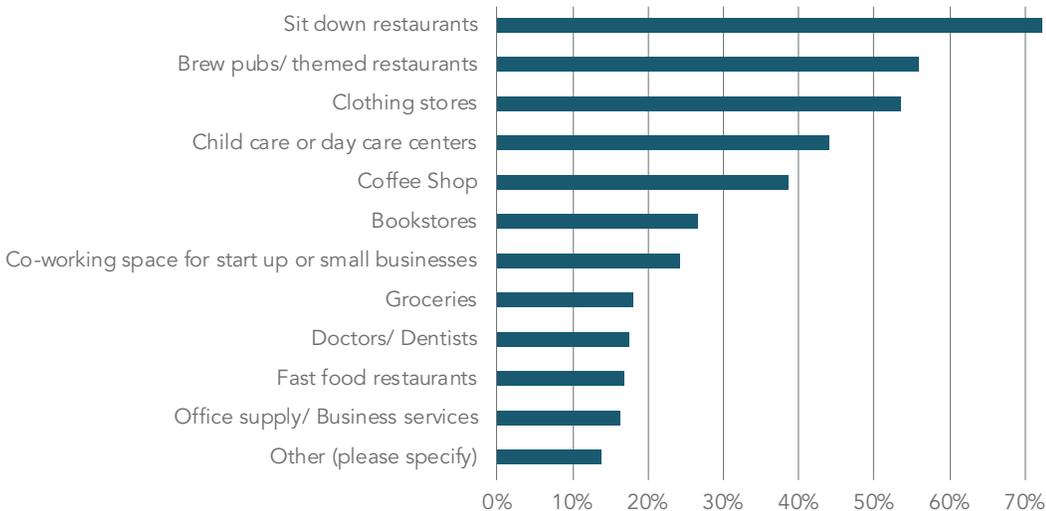


Several other objectives for Downtown that enjoy a relatively high level of support include providing new and improved office space and parking, including an event space Downtown as a location for festivals. Many communities in Central Texas are seeking to return their Downtowns to 24-hour use, where people live, work and play. To that end, 19 percent of respondents wanted to see more landscaping of public spaces and 14 percent indicated that increasing housing opportunities in and near Downtown is desirable. To make that 24-hour use more attractive, improved lighting and public safety are also important priorities.

COMMERCIAL DEVELOPMENT

In a number of venues in the public engagement process, residents expressed the need for new opportunities to shop and meet the daily demands of their household without leaving Lampasas. The responses in *Figure 3.13, What Kind of Businesses Would You Like to See in Lampasas?*, illustrate some of the commercial opportunities residents would like to see located in Lampasas.

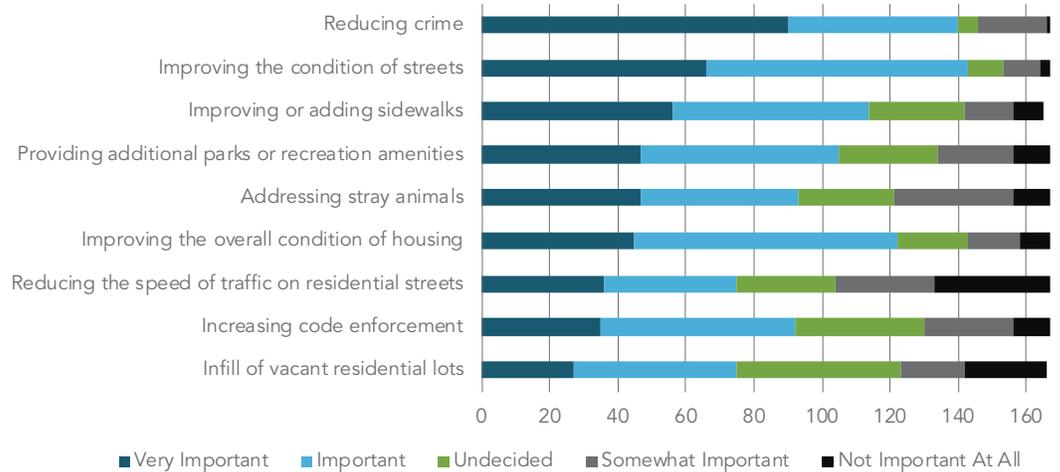
FIGURE 3.13, WHAT KIND OF BUSINESSES WOULD YOU LIKE TO SEE IN LAMPASAS?



PRIORITY ISSUES TO ADDRESS

To conclude the analysis of these survey results, a summary of the top priority issues that citizens would like to see the City address in this comprehensive planning process are shown below. These responses reflect not only what is important to citizens, but also the urgency with which they feel these issues should be addressed. In *Figure 3.14, How Important is it for the City to Address the Following Issues in the Near Future?*, citizens rank their highest priority as reducing crime, followed by improving the condition of streets, and adding sidewalks. Additional analysis of this question was completed to determine differences by household composition. One of the most notable differences was that families with children at home placed a higher priority on parks and recreation, while retired citizens expressed greater concern about slowing traffic. Improving the overall condition of the City's housing stock rose high on the priority list as well, which may also be related to the need to increase code enforcement.

FIGURE 3.14, HOW IMPORTANT IS IT FOR THE CITY TO ADDRESS THE FOLLOWING ISSUES IN THE NEAR FUTURE?



The high participation rate in this survey provides a reliable measure of the community's needs and desires for the future, and was a valuable resource in the preparation of recommendations for the plan's vision and goals.



FIGURE 3.16, WHAT WE'VE HEARD SO FAR

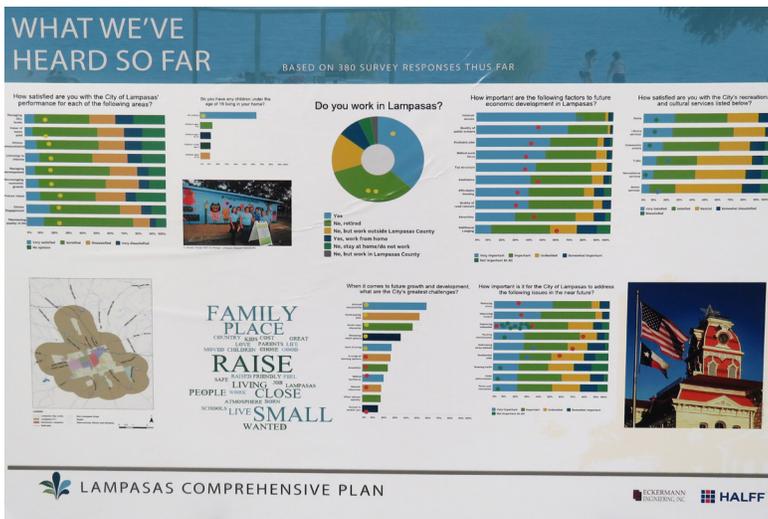
SUMMARY OF PUBLIC MEETINGS

Following the initial collection of public goals and opinions through the stakeholder meetings and online survey, Lampasas hosted an open house to solicit feedback from the public at large.

This open house was held on the evening of August 29, 2019 and was attended by over 50 people. Participants came to the Old Middle School Cafeteria to learn more about the comprehensive planning process and to provide their own vision for the City's future.

At the time of the open house, results of the community survey were shared with citizens, giving them insight into their neighbors views of the City's needs and goals for the future. Preliminary community survey results are shown in *Figure 3.16, What We've Heard So Far*. They were then given the option to provide their own feedback on areas of need in the City, such as housing, transportation, downtown redevelopment, economic development, parks and recreation, and infrastructure improvements. At each station, participants voted for their own top priorities with colored stickers and provided written results on the boards.

Key results from the first open house are summarized below.



HOUSING IN LAMPASAS

Community survey results indicated that citizens believe Lampasas needs to modernize and expand its housing stock, and that the City should encourage some new types of housing that are more affordable for young professionals, families, singles and seniors. As illustrated by Figure 3.17, *Needed Housing in Lampasas*, participants in the City’s open house confirmed that there is a very high demand for all types of housing in Lampasas, and that it is a challenge to provide the amount and type of housing options that new and potential residents are seeking.

Participants expressed a need to continue adding to the City’s stock of traditional single family homes that offer more modern features. However, there appears to be untapped demand for housing options suited to residents at different stages of life who would prefer a smaller housing unit with fewer responsibilities for maintenance and landscape upkeep. These options are often known as the ‘Missing Middle’. Residents expressed an interest in cottages and tiny houses. Rental alternatives such as duplexes and apartments are also seen to be in short supply, and participants indicated that the City’s retiree population could benefit from options that cater to seniors, including assisted living.

When asked what types of housing may be needed for future populations to make Lampasas a full life-cycle community, top answers included:

- Traditional lot single family;
- Cottages and tiny homes;
- Senior, retirement, or assisted living; and
- Apartments.

DOWNTOWN REDEVELOPMENT

Revitalizing Lampasas’ historic Downtown continues to enjoy a high level of public support. At every stage of public engagement, residents expressed that Downtown and the Courthouse Square are critical to the City’s distinct identity, and that the City should place a high priority on connecting residents and visitors to Downtown, see Figure 3.18, *Downtown Lampasas*. The top four priorities identified for Downtown improvements were:

- Streetscape enhancements;
- Incentives for redevelopment of historic structures;
- Extended hours for businesses and restaurants; and
- Unified promotion of Downtown’s Attractions.

FIGURE 3.17, NEEDED HOUSING IN LAMPASAS

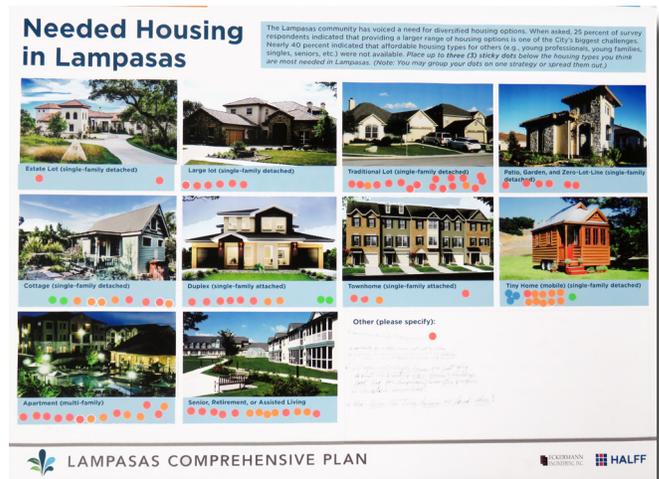


FIGURE 3.18, DOWNTOWN LAMPASAS

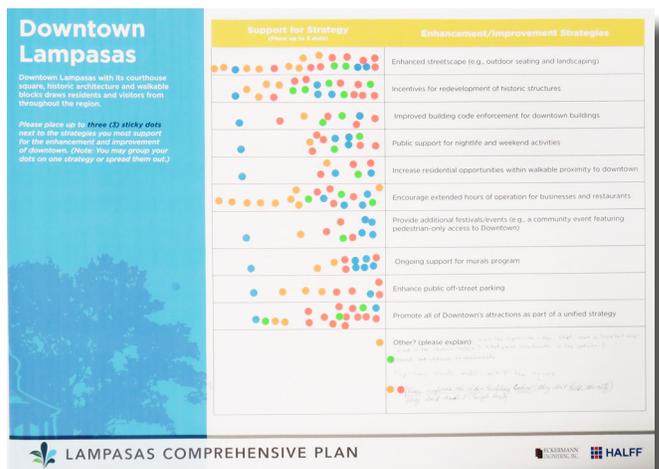


FIGURE 3.19, TRANSPORTATION SAFETY

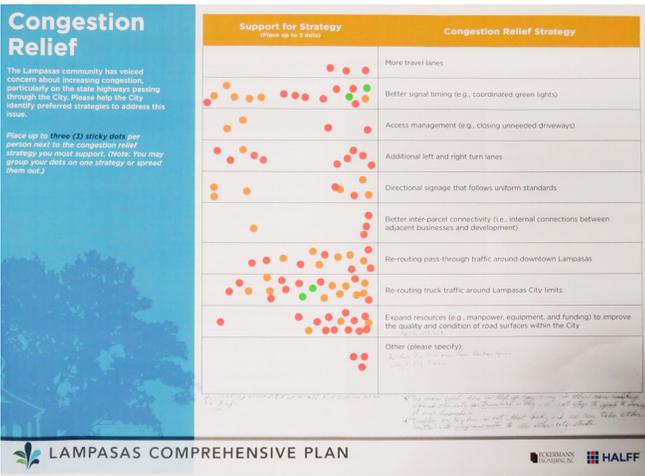


Participants praised the renovation of structures like the Keystone Hotel and suggested they would also like to see a higher level of code enforcement to protect the integrity and appearance of historic structures, as well as continuing support for the murals program downtown. One of the most consistent themes cut across several recommendations was the importance of bringing more people downtown, through festivals, extended hours of operation for businesses, and even creating new opportunities to live and work near Downtown.

TRANSPORTATION AND CONGESTION RELIEF

Lampasas is a crossroads. Resolving conflicts between local travelers on City streets and pass-through traffic on U.S. and state highways, is a top priority that citizens would like the Comprehensive Plan to address. Participants in both stakeholder focus groups and the open house shared their insights about the location and nature of this conflicts, as well as the strategies they believed would be effective to address them. See Figure 3.19, Transportation Safety.

FIGURE 3.20, CONGESTION RELIEF



With regards to transportation concerns in Lampasas, citizens indicated that the following concerns are their top priorities.

- Truck routes that remove heavy truck traffic from neighborhoods and Downtown;
- Improved sidewalks and expanded sidewalk network; and
- Adopting a Complete Streets policy, to encourage all streets to accommodate pedestrians and bicyclists.

Planning for pedestrians appeared as a priority in multiple responses. Residents also showed interest in a variety of improvements, such as expanding an off-street trail network and providing additional opportunities for school children to walk or bike to school. While speed bumps were not a popular option to slow traffic, participants expressed support for the following traffic calming strategies to make streets safer for drivers and pedestrians alike, including:

- Center landscape medians;
- Pedestrian refuge islands in the center of multi-lane streets; and
- Curb extensions / bulb outs at intersections.

While TxDOT’s imminent improvements to the intersection of U.S. 183 and 281 will begin to address some major points of conflict in the City’s transportation network, there are several areas of town where congestion is still a major concern. See Figure 3.20, Congestion Relief. The following mobility strategies and public investments were recognized as promising opportunities to provide congestion relief for the City, including:

- Re-routing truck traffic around the City limits;
- Re-routing pass-through traffic around downtown;
- Expanding resources to improve road quality; and
- Better management of traffic flow with signals and turn lanes.

INFRASTRUCTURE IMPROVEMENTS

As illustrated by Figure 3.21, Infrastructure Improvement, improving infrastructure in Lampasas is also a high priority for citizens. Attendees emphatically expressed their support for upgrading the City’s access to high-speed internet service. In the open house, community survey and multiple stakeholder focus groups, participants cited unreliable access to high speed internet as a primary obstacle for the growth of new business, telecommuting residents, as well as general quality of life. Improvements to Key Avenue and the City’s water infrastructure ran a close second as a priority. Drainage improvements ranked high on the list as well.

URBAN DESIGN AND ARCHITECTURAL PREFERENCES

A visual preference survey was conducted as part of the open house, evaluating the public sentiment regarding the quality and extent of the built environment. This assessment included overall street view, building form and architecture, landscaping, and signage along the Key Avenue corridor. This information can help shape updates to development regulations in a way that reflect the preferences of the community character.

Attendees displayed a preference for varied architectural form, and a safe, landscaped pedestrian environment. For overall street view, there was a preference for the highest quality choice. The preferences for building form and architecture were evenly distributed among the top two choices. The second highest quality signage type and the highest quality landscaping choice were preferred.

Commercial Building Form And Architecture

Figure 3.22, Commercial Building Form and Architecture, shows that the majority of open house attendees, 72 percent, would like to see the following design character for commercial architecture in Lampasas in the future. See the top photo on the left.

- Enhanced pedestrian experience;
- Articulated building offsets, both horizontal and vertical;
- Accentuated architectural details (e.g., roof overhangs, structural awnings); and
- Pedestrian-scaled signage.

The bottom photo on the left displays an auto-oriented experience with articulated vertical building offsets. Architectural detailing is present on the canopy and awnings.

Based on the responses from open house attendees, residents prefer not to continue to add auto-oriented strip centers for commercial development in Lampasas.

FIGURE 3.21, INFRASTRUCTURE IMPROVEMENT

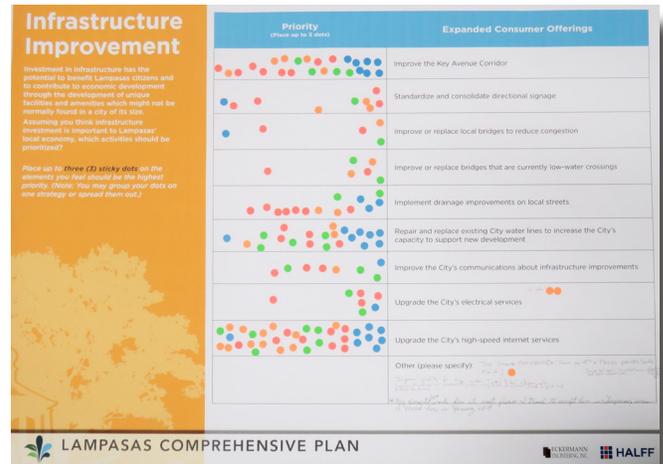


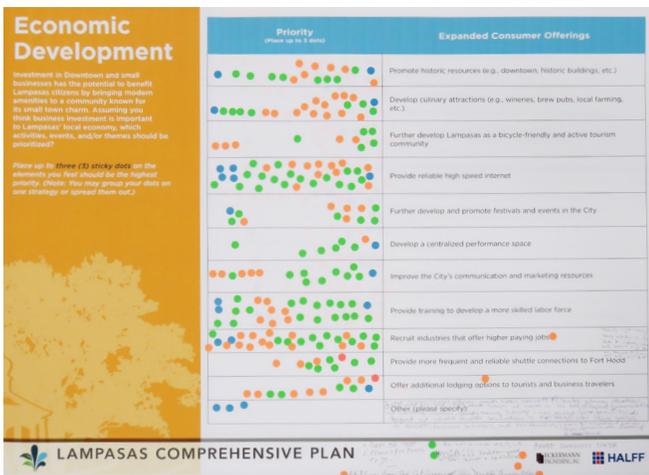
FIGURE 3.22, COMMERCIAL BUILDING FORM AND ARCHITECTURE



FIGURE 3.23, COMMERCIAL SITE DESIGN



FIGURE 3.24, ECONOMIC DEVELOPMENT



COMMERCIAL SITE DESIGN

Open house attendees were asked their visual preference of four examples of commercial site quality. *Figure 3.23, Commercial Site Design*, shows that the top selection was the top photo on the right with 78 percent of attendees selecting this option. This type of site construction could be found along Key Avenue and is auto-oriented. This choice consists of the following parameters.

- Auto-oriented and enhanced pedestrian-oriented experience (e.g., internal pedestrian connectivity);
- Native/low water parking lot landscaping;
- Decorative site furnishing and lighting; and
- Outdoor seating areas.

The bottom photo on the right was attendees' second choice. It displays both an auto-oriented and pedestrian-oriented experience with a grouped building configuration. Landscaping is located in the interior parking lot. Non-decorative lighting and limited furnishings are also present.

Open house attendees indicated they would like to see more pedestrian-oriented commercial development on Key Avenue and other growing areas of the City. In addition, attendees would also like to see improved landscaping on future commercial development.

ECONOMIC DEVELOPMENT

Open house attendees were asked to identify what investments and policies they felt the City should make in the future to promote a strong and vibrant economy for Lampasas. They indicated a high level of support for the following:

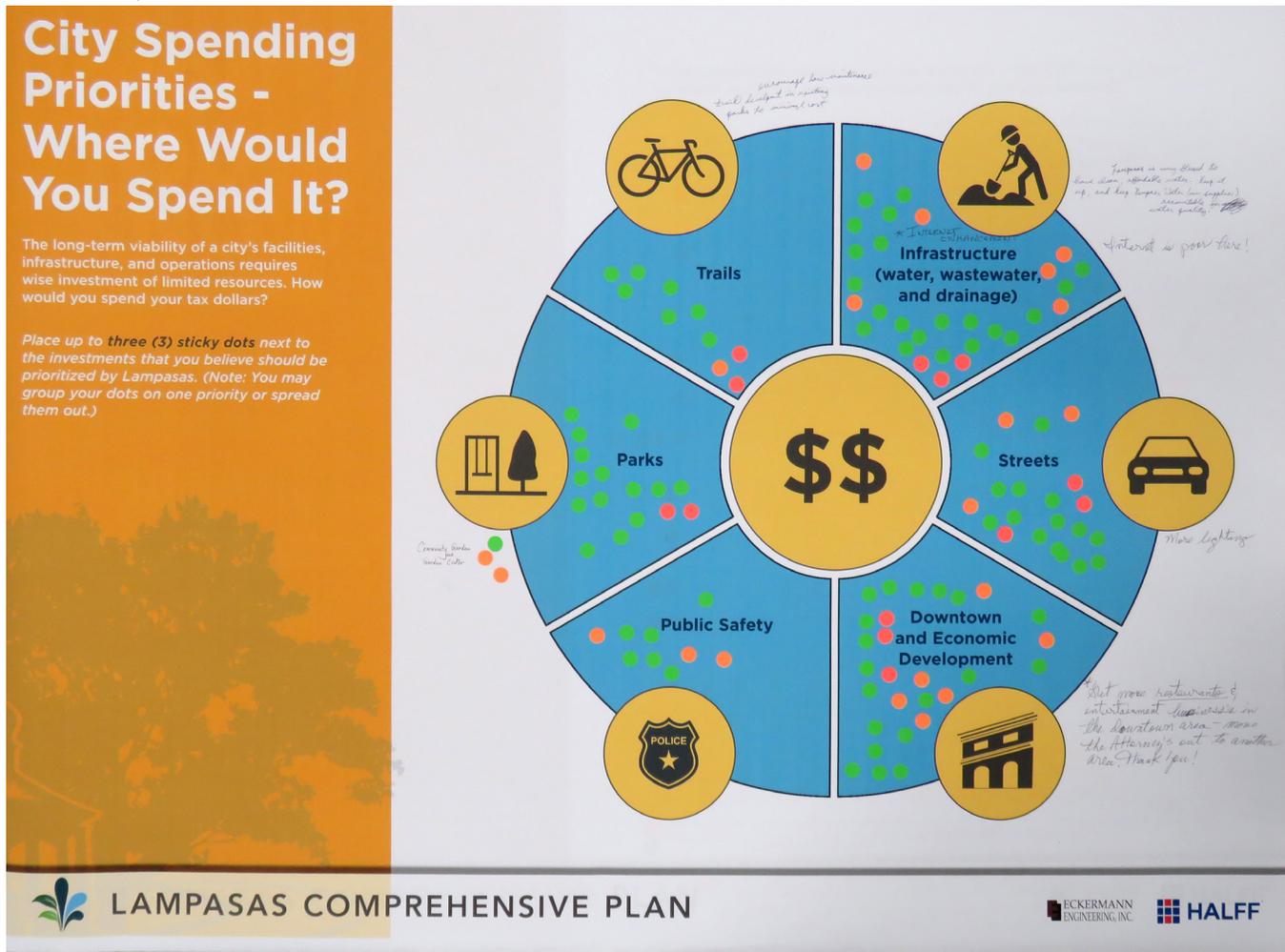
- Reliable high-speed internet;
- Labor force training for development of marketable skills; and
- Recruiting businesses that offer higher paying jobs.

Other priorities include developing local attractions, such as:

- Promoting historic resources;
- Attracting wineries and brew pubs;
- Developing and promoting festivals; and
- Offering additional lodging options.

Some of the strategies citizens supported to achieve these goals included more frequent shuttles to Fort Hood and a greater investment in the City's communication and marketing of local attractions. A number of participants also addressed the types of businesses they would like to see come to town, including family-oriented restaurants and more diverse retail and shopping options.

FIGURE 3.25, CITY SPENDING PRIORITIES



CITY SPENDING PRIORITIES

The open house concluded with a panel that asked community members to prioritize how they would like to see the City invest in its future. Responses were relatively balanced across the following categories:

- Infrastructure;
- Downtown and economic development; and
- Streets.

While parks and trails received a lower number of votes, they were still important priorities for attendees. Public safety, while a high priority for citizens, was indicated to be a lower priority in terms of spending.

The feedback received in this exercise confirms what the City heard throughout the process, from the survey, to the stakeholder focus groups to conversations with the CPAC. The public engagement program provided with consistent priorities and clear direction for the development of the City's vision for its future.



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Photo Courtesy of Lampasas Dispatch Record

A community vision expresses the City’s collective aspiration for its future, while also defining a direction for the goals and actions set out later in this plan. It functions as a tool for decision-making by elected and appointed officials, guides staff priorities and helps build community support. For this Comprehensive Plan to be implementable, this vision must represent a collective desire for how the community would like to see its future unfold. The City, with the support of the CPAC, began developing and vetting the vision statement in early stakeholder meetings, the online survey, and the Public Open House.

Lampasas Vision

Lampasas values the character of its community, and as development pressures rise in the region, the City will welcome new growth that enhances quality of life, protects its natural and cultural assets and enhances its small-town atmosphere.

- *Lampasas’ roots as a city of springs can continue to draw travelers from Texas highways to visit the historic Downtown, swim in Hancock Springs Free Flow Swim Area and experience the city’s culture through its festivals, parks and murals.*
- *Attracting a diverse range of new housing options and revitalizing historic neighborhoods will be the critical steps needed to retain multi-generational families and attract new residents to make Lampasas their permanent home.*
- *The investment of our community’s entrepreneurs in restoring Downtown, increasing retail and entertainment options and providing well-paying jobs make Lampasas a thriving community.*

Lampasas is poised to protect its character, make strategic investments in infrastructure and services and direct new growth through a well-planned system of land uses and infrastructure improvements that create a sense of place that is distinctly different from its neighbors in Central Texas.

Community Character and Growth

Lampasas' Downtown, its historic neighborhoods and its parks and springs form the core of its identity, both for its citizens and the surrounding region. Maintaining the character of these areas while providing a wider variety of mixed-use and housing opportunities was a clearly identified goal throughout the public engagement process. Outside of these areas, however, citizens expressed that they would like to see the City do better. Much of the new development along Key Avenue, U.S. 281 and 183 exhibit a standard pattern of suburban and auto-centric development that can be found anywhere in the U.S. These spaces must be planned to reflect Lampasas, as they are essential to expanding and maintaining the City's economic viability over time.

As growth pressures increase on this family-friendly community, it is more important than ever for Lampasas to identify a well-planned system of land uses framed by a high quality built environment to strengthen the community's unique sense of place. Community members identified the distinct character areas illustrated in *Map 4.1, Future Character Context Map* that vary from rural to urban that may be appropriate to accommodate new types of growth built to the higher development standards identified in the Open House visual preference survey (see *Ch. 3, Public Engagement*).

Much of Lampasas' latest development displays the typical suburban and auto-centric development that can be found all over the U.S. It can be challenging for pedestrians to navigate, and often lacks the curb appeal of more established neighborhoods. Indeed, several of these areas could be characterized as anything but "small town." They are, nevertheless crucial to developing and sustaining the City's financial capability over time, and can grow in a way that better reflects the City's character.

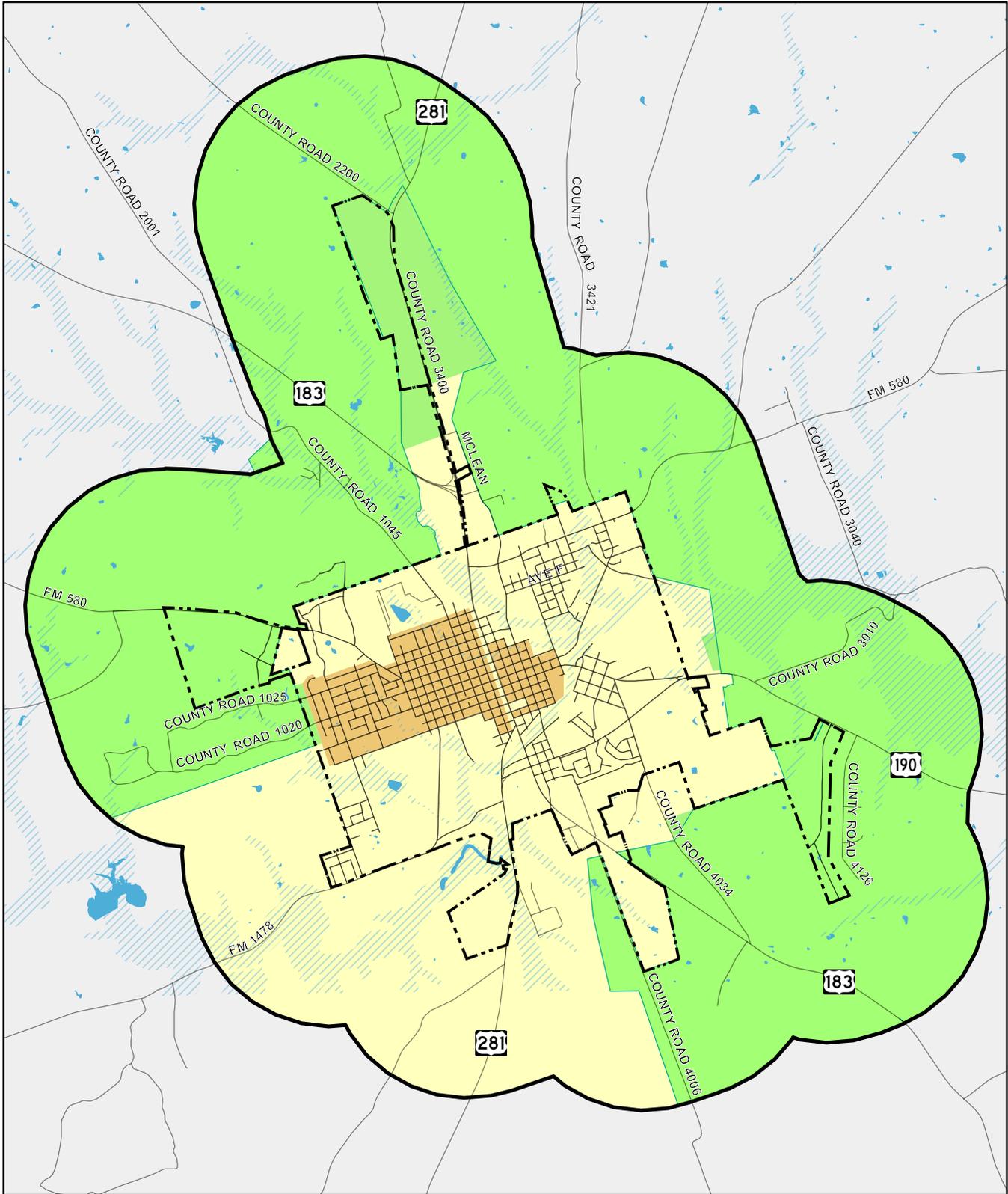
Going forward, the City will need to find the right balance between these differing areas of character. It will involve both public sector actions and the help of private development. One of the most crucial aspects will need to be the continuous development, growth, and revitalization of the "urban" character of downtown. It is the historical, cultural, and governmental center of the community, and is what citizens imagine when they think of the "small-town character" of Lampasas.

Photo credit: Jared Payne



As Lampasas looks ahead to its future, the City will need to make sure that it keeps what makes Lampasas distinctive and unique.

MAP 4.1, FUTURE CHARACTER CONTEXT MAP



LEGEND

- | | | | |
|---|--------------|---|----------------------|
|  | Rural |  | Floodzone |
|  | Suburban |  | Lampasas City Limits |
|  | Urban |  | Lampasas ETJ |
|  | Watercourses |  | Roads |
|  | Water Bodies |  | Non-Lampasas Areas |



FUTURE LAND USE AND CHARACTER

The Future Land Use Plan (see Map 4.2 at right) captures the community's values and vision for how, when, and where Lampasas should grow over the next 10 years and beyond. Using feedback from the public engagement process (see Chapter 3, for additional information regarding community preferences for the future) it outlines potential Future Land Use for all areas within the City limits and the City's ETJ.

The Future Land Use Plan is a map of preferred patterns of future development, and also a tool to guide staff, elected and appointed officials and the development community in the type of development to be located within the community. Protecting public health, safety, and general welfare and preserving important community features and values are the core purposes of the Future Land Use Plan. This is perhaps the most important component of the City's comprehensive plan.

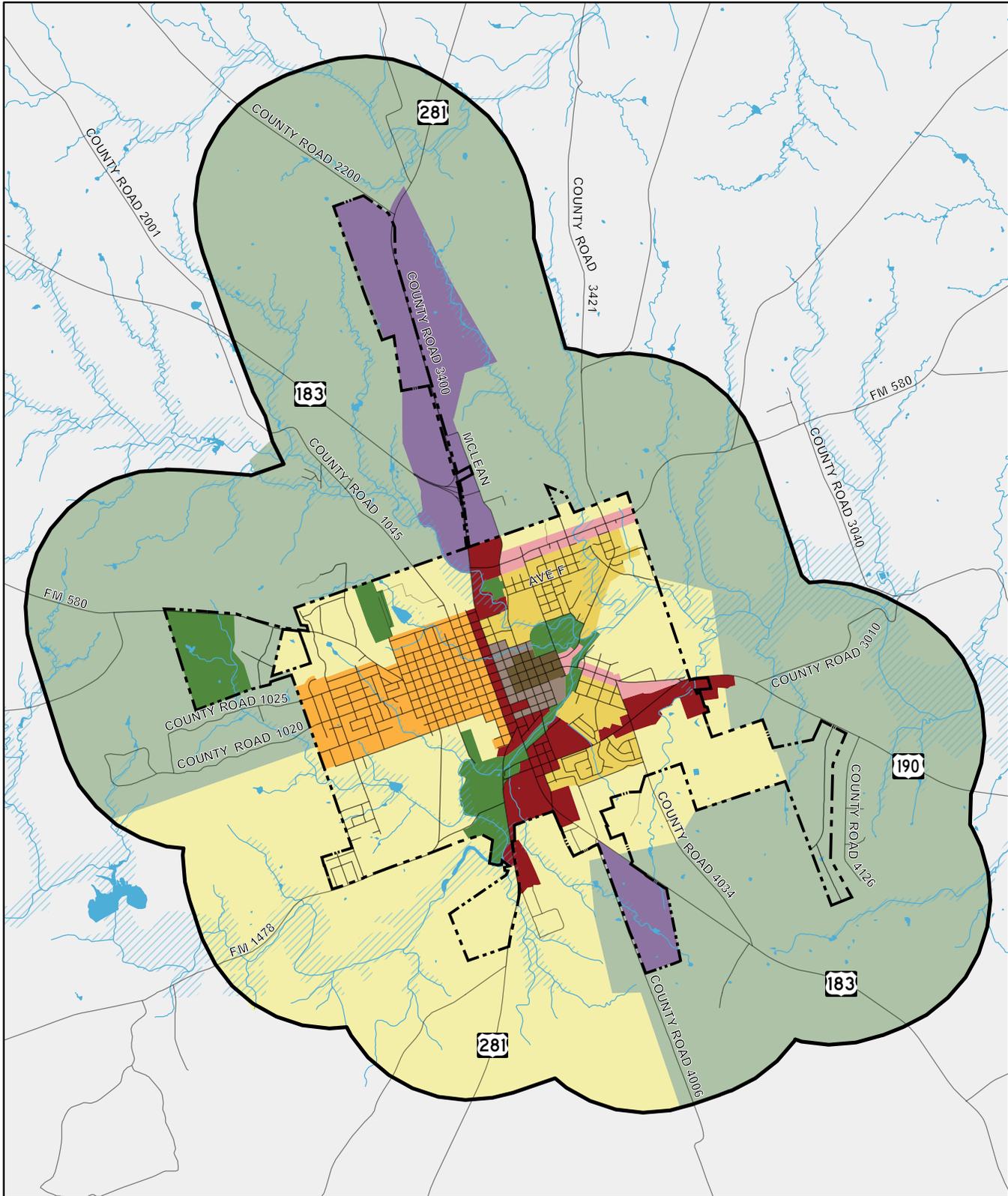
The Future Land Use Plan, however, is a living document, that is intended to serve as a guide and is subject to modification over time - based upon new or changing information and circumstances. The map itself is primarily used to evaluate zoning requests. Similarly, the descriptive text is used to support staff recommendations and decision-making by elected and appointed officials. The Future Land Use Plan does not have the same force of law as the City's zoning map. However, the descriptive text is often used to guide updates to the City's zoning and other development regulations. The Future Land Use descriptions that follow on pages 60 through 69 provide further information about the intent for these areas of the community, and will serve as the basis for improvements to the City's zoning regulations over time.

Land Uses are further delineated and broken down into projected acreage and percentage of land cover as shown in Figure 4.1, *Future Land Use Category Analysis*. The three largest future land use designations by acreage are Rural Estate, Parks and Open Space and Suburban Residential. Employment Mixed-Use is the fourth largest category, located along the N. 281 corridor and south highway 183 and CR 4006.

FIGURE 4.1, FUTURE LAND USE CATEGORY ANALYSIS

Future Land Use Category	Map Color / Symbol	Acres	Percent
Parks and Open Space		5,773	22.0%
Rural Estate		12,171	46.4%
Suburban Residential		5,472	20.8%
Transitional Residential		495	1.9%
Urban Residential		592	2.3%
Suburban Mixed-Use		134	0.5%
Corridor Commercial		449	1.7%
Employment Mixed-Use		1,037	4.0%
Downtown Transitional		73	0.3%
Downtown Core		53	0.2%
Total		26,249	100.0%

MAP 4.2, FUTURE LAND USE PLAN



LEGEND

- | | | | |
|-------------------------|-----------------------|----------------------|--------------------|
| Parks and Open Space | Suburban Mixed-Use | Watercourses | Lampasas ETJ |
| Rural Estate | Corridor Commercial | Water Bodies | Roads |
| Suburban Residential | Employment Mixed-Use | Floodzone | Non-Lampasas Areas |
| Traditional Residential | Downtown Transitional | Lampasas City Limits | |
| Urban Residential | Downtown Core | | |



Note: A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.



RURAL ESTATE (RE)

The Rural / Estate future development category is intended for land areas that are and will continue to be comprised of a rural character during the plan horizon. These areas are categorized by the abundant presence of open space and low intensity uses including agriculture, ranching, large-lot rural residential, and natural landscapes.

APPROPRIATE LAND USE TYPES

Representative primary and secondary uses allowed in areas identified as RE include:

- *Agricultural Uses:* farming, ranching, orchards or gardening, greenhouses and nurseries; etc.
- *Residential Uses:* farm or ranch houses and individual homesteads; industrialized housing; and single-family detached dwellings on large lots (i.e., estate lots) or in conservation subdivisions.
- *Recreational and Entertainment Uses:* country clubs; day camps; golf courses, parks; stables.
- *Utility, Service, and Other Uses:* public facilities and infrastructure.
- *Educational, Institutional and Special Uses:* elementary and secondary schools; institutional uses (e.g., places of public assembly).
- *Retail and Service Uses:* supporting agricultural uses; limited general commercial supporting rural uses; bed and breakfasts.
- *Other:* home occupations.

COMPATIBLE ZONING DISTRICTS

The current zoning districts that may be appropriate to implement the Rural / Estate (RE) future development category include agriculture (AG) and planned development (PD).

LOCATION & DECISION-MAKING CRITERIA

The following decision-making criteria should be considered as part of rezonings and other City decisions, as may be applicable.

- New nonresidential commercial, civic, and other uses should be designed with a rural character, including large setbacks to maintain a “feel” of open space.
- Appropriate residential dwelling types could include rural lots, large lots, and manor lots provided that a minimum of one dwelling unit per two acres is maintained. Depending on lot size, this could necessitate minimum amounts of open space depending on lot size (e.g., conservation subdivisions could be allowed with smaller lot sizes and larger areas of protected common open space).
- New rural neighborhoods should be served by roads with rural cross-sections and should not need sidewalks or on-site stormwater detention systems.
- New rural neighborhoods are intended to be served by on-site septic and wells.
- New nonresidential development should also be designed to reflect a rural character.



SUBURBAN RESIDENTIAL (SR)

The Suburban Residential (SR) future development category is intended for areas to be developed primarily as new single-family detached residential subdivisions and associated amenities, including parks, trails, open space areas, and elementary schools. These areas are intended to have a mix of suburban and auto-oriented development character in which a central driveway and garage are the dominant features for residential lots. Some larger lots with a side driveways and rear detached garages are also appropriate in these developments.

APPROPRIATE LAND USE TYPES

Representative primary and secondary uses allowed in areas identified as SR include:

- *Residential Uses*: single-family detached dwellings; industrialized housing; and in some cases, single-family attached (i.e., duplexes, twins). Manufactured homes may be appropriate provided that they are located in a new manufactured home subdivision.
- *Recreational and Entertainment Uses*: private parks and amenities; trails and connections to public parks and trails.
- *Utility, Service, and Other Uses*: public facilities and infrastructure.
- *Educational, Institutional and Special Uses*: elementary schools; secondary schools provided that they take access from a collector roadway or greater; institutional uses (e.g., places of public assembly).
- *Retail and Service Type Uses*: neighborhood retail may be allowed.*
- *Other*: home occupations.

COMPATIBLE ZONING DISTRICTS

Current zoning districts that may be appropriate to implement the Suburban Residential (SR) future development category include single-family detached (SF-20, SF10, SF8, SF 6.5, SF-PH); two-family (2F, SF-A); and planned development (PD). Manufactured home parks and subdivisions may be compatible depending on site design and location.

LOCATION & DECISION-MAKING CRITERIA

The following decision-making criteria should be considered as part of rezonings and other City decisions, as may be applicable.

- Appropriate residential dwelling types could include a mix of lot sizes provided that the performance standards achieve the envisioned suburban character of the area (i.e., as lot size goes down, open space goes up).
- New single-family attached uses (i.e., duplexes, twins) are allowed provided that they are located on and take access from a collector or greater street classification and are considered for areas that provide for a transition between single-family detached residential uses and other more intensive uses (e.g., more intensive zoning districts and future development areas).
- New neighborhood retail may be provided that is developed as part of a overall master planned community development
- Areas of differing compatibility should be screened by bufferyards.



TRADITIONAL RESIDENTIAL (TR)

The Traditional Residential (TR) future development category is intended for revitalizing part of town which embody some of the original characteristics of the older core areas of the City (e.g., gridded streets), but lack urban character. These areas are intended to be developed and redeveloped with single-family detached and attached uses with an auto-oriented character, meaning the automobile and its associated uses (e.g., streets, driveways, parking, etc.) are the predominant visual characteristic.

APPROPRIATE LAND USE TYPES

Representative primary and secondary uses allowed in areas identified as TR include:

- *Residential Uses*: single-family detached dwellings; industrialized housing; single-family attached (i.e., duplexes, twins). Manufactured homes may be appropriate provided that they are located in a new manufactured home subdivision.
- *Recreational and Entertainment Uses*: private parks and amenities; trails and connections to public parks and trails.
- *Utility, Service, and Other Uses*: public facilities and infrastructure.
- *Educational, Institutional and Special Uses*: elementary schools; secondary schools provided that they take access from a collector roadway or greater; institutional uses (e.g., places of public assembly).
- *Retail and Service Type Uses*: neighborhood retail may be allowed.*
- *Other*: home occupations.

COMPATIBLE ZONING DISTRICTS

The current zoning districts that may be appropriate to implement the Traditional Residential (TR) future development category include single-family detached (SF-20, SF10, SF8, SF 6.5, SF-PH); two-family (2F, SF-A); and planned development (PD). Manufactured home parks and subdivisions may be compatible depending on site design and location.

LOCATION & DECISION-MAKING CRITERIA

The following decision-making criteria should be considered as part of rezonings and other City decisions, as may be applicable.

- Appropriate single-family detached and attached residential dwelling types are allowed in all areas.
- New neighborhood retail (e.g., neighborhood retail and services) could be allowed provided that it takes access from a collector or greater street classification.
- Areas of differing compatibility should be screened by bufferyards.



SUBURBAN MIXED-USE (SM)

The Suburban Mixed-Use (SM) future development category is intended for mixed-use areas to be developed at a higher density/intensity and for uses not allowed in the Suburban Residential classification. These areas, predominantly along higher trafficked arterial or collector corridors within Suburban Residential areas, are intended to provide the opportunity for transitioning residential to commercial uses, designed in a manner that is more appropriate to the character of the surrounding areas.

APPROPRIATE LAND USE TYPES

Representative primary and secondary uses allowed in areas identified as SM include:

- *Residential Uses*: single-family detached dwellings; industrialized housing; single-family attached (i.e., duplexes and twins, triplexes, and quadriplexes).
- *Recreational and Entertainment Uses*: private recreational and entertainment uses where operations are primarily contained indoors (e.g., amusement, commercial indoor); private parks and amenities; trails and connections to public parks and trails.
- *Utility, Service, and Other Uses*: public facilities and infrastructure.
- *Educational, Institutional and Special Uses*: elementary schools; secondary schools provided that they take access from a collector roadway or greater; institutional uses (e.g., places of public assembly); assisted living and skilled nursing facilities.
- *Office and Professional Uses*: general and professional offices provided that they comply with neighborhood-scale design standards.
- *Retail and Service Type Uses*: neighborhood retail and service type uses that comply with neighborhood-scale design standards and do not include drive-throughs. These could be stand-alone or as part of a multi-building strip center.
- *Other*: home occupations.

COMPATIBLE ZONING DISTRICTS

The current zoning districts that may be appropriate to implement the Suburban Mixed-Use (SM) future development category include single-family detached (SF10, SF8, SF 6.5); two-family (2F, SF-A); multi-family (MF-1); office (O); neighborhood retail (NR); and planned development (PD). Manufactured home parks may be compatible depending on site design and location.

LOCATION & DECISION-MAKING CRITERIA

The following decision-making criteria should be considered as part of rezonings and other City decisions, as may be applicable.

- New nonresidential development should be located on and take access from a collector or greater street classification and may not include drive-throughs.
- New nonresidential development should be subject to scale limitations and design considerations (e.g., screened parking; residential appearance, etc.) which may vary depending upon the functional classification of roadway.



CORRIDOR COMMERCIAL (CC)

The Corridor Commercial (CC) future development category is intended for areas to be developed to primarily support local and regionally-serving businesses that rely on higher traffic volumes and the visibility that is associated with being located along a major roadway (e.g., U.S. Highway 281). In these areas, the predominant character of development is focused on serving the automobile.

APPROPRIATE LAND USE TYPES

Representative primary and secondary uses allowed in areas identified as CC include:

- *Residential Uses*: existing single-family; multi-family.
- *Recreational and Entertainment Uses*: All recreational and entertainment uses.
- *Utility, Service, and Other Uses*: public facilities and infrastructure.
- *Educational, Institutional and Special Uses*: schools; colleges, and universities; institutional uses (e.g., places of public assembly); assisted living and skilled nursing facilities.
- *Office and Professional Uses*. All office and professional uses.
- *Retail and Service Type Uses*: all retail and service type uses.
- *Commercial Uses*. Some commercial uses provided that it requires no federal permits and consists of indoor operations with no external nuisances (e.g., bakery, H-VAC sales; kennel (indoor pens); print shops; hotels and motels; etc.).
- *Automobile and Related Uses*. automobile services and repair, excluding sales.

COMPATIBLE ZONING DISTRICTS

The current zoning districts that may be appropriate to implement the Corridor Commercial (CC) future development category include general retail (GR); general commercial (GC); office (O); neighborhood retail (NR); multi-family (MF-1); and planned development (PD).

LOCATION & DECISION-MAKING CRITERIA

The following decision-making criteria should be considered as part of rezonings and other City decisions, as may be applicable.

- New nonresidential development should be located on and take access from a arterial or greater street classification, or an internal street network designed as part of a larger center.
- While accommodating the automobile will continue to be the predominant focus, improved street-side and parking lot landscaping, buffers, appropriately designed and scaled signage, higher quality development standards and landscaping, and access management techniques (e.g., limited access points and inter-parcel connectivity) can soften the impact and improve overall quality and appearance of the City's main economic spines.



EMPLOYMENT MIXED-USE (EM)

The Employment Mixed-Use (EM) future development category is intended for areas that will be developed to support various employment opportunities predominantly related to office, service, research and technology-related, light industrial, and warehousing uses in a campus-like environment. Public and private standards are intended to create a highly attractive business environment that will encourage investors to build quality structures, which sets the tone to attract additional businesses.

APPROPRIATE LAND USE TYPES

Representative primary and secondary uses allowed in areas identified as EM include:

- *Recreational and Entertainment Uses:* some recreational and entertainment uses may be appropriate if they are located within spec buildings of a business park (e.g., commercial amusement, indoor).
- *Utility, Service, and Other Uses:* public facilities and infrastructure.
- *Educational, Institutional and Special Uses:* some institutional uses may be appropriate if located within spec buildings of a business park (e.g., trade schools, places of public assembly, etc.).
- *Office and Professional Uses.* office and professional use may be appropriate if it is supporting and related to an overall business park or light industrial uses.
- *Commercial Uses.* all commercial type uses.
- *Automobile and Related Uses.* all automobile and related uses;
- *Transportation and Related Uses.* all transportation and related uses.

COMPATIBLE ZONING DISTRICTS

The current zoning districts that may be appropriate to implement the Employment Mixed-Use (EM) future development category include general commercial (GC); light industrial (LI); heavy industrial (HI); and planned development (PD).

LOCATION & DECISION-MAKING CRITERIA

The following decision-making criteria should be considered as part of rezonings and other City decisions, as may be applicable.

- New nonresidential development should be located on and take access from a collector or greater street classification, or an internal street network designed as part of a larger center.
- Operations should be conducted within the building and generate little to no perceived off-site nuisances; setback, parking lot, and bufferyard landscaping should be used to soften large expanses of parking and auto-oriented uses and create a sub-urban character; areas for outdoor storage should be fully screened from public rights-of-way and abutting non-compatible uses.
- Areas of differing compatibility should be screened by bufferyards.



URBAN RESIDENTIAL (UR)

The Urban Residential (UR) future development category is intended for areas to be developed primarily to conserve, and in some cases, transition, the already existing residential areas developed with an urban character. These areas are intended to conserve the existing gridded lot and block pattern of development. Along collector and arterial roadways, new neighborhood serving retail, personal service, and restaurant uses may be appropriate, provided that they adhere to the predominant urban character of the area.

APPROPRIATE LAND USE TYPES

Representative primary and secondary uses allowed in areas identified as UR include:

- *Residential Uses*: single-family detached dwellings; industrialized housing; single-family attached (i.e., duplexes, twins, and triplexes).
- *Recreational and Entertainment Uses*: private parks and amenities; trails and connections to public parks and trails.
- *Utility, Service, and Other Uses*: public facilities and infrastructure.
- *Retail and Service Type Uses*: neighborhood retail and restaurants may be allowed.*
- *Other*: home occupations.

COMPATIBLE ZONING DISTRICTS

The current zoning districts that may be appropriate to implement the Urban Residential (UR) future development category include single-family detached (SF10); two-family (2F, SF-A); multi-family (MF-1); neighborhood retail (NR); and planned development (PD).

LOCATION & DECISION-MAKING CRITERIA

The following decision-making criteria should be considered as part of rezonings and other City decisions, as may be applicable.

- These areas are intended to be developed with an urban character, meaning redevelopment requires maintaining traditional setbacks and a focus on pedestrian walkability. Access may be from front access driveways or from improved alleys and rear driveway access.
- New single-family detached and attached uses (i.e., duplexes, twins, triplexes) are allowed provided that they adhere to the existing urban character of the area. This includes a five foot setback from the edge of pavement to the sidewalk and an additional 20-25 ft. setback from sidewalk to the building setback (both measured using the prevailing character of the block). This also applies to the parking setback; alternately, rear alley access via improved alleys may be appropriate.
- New nonresidential development should be located on and take access from a collector or greater street classification, shall not exceed or change the existing lot and block configuration, and shall be developed with an urban character that adheres to the performance standards indicative the greater area, including setbacks, sidewalks, and street trees. Parking shall be on-street or provided via rear alley access. No drive-throughs are permitted and signage should be appropriately scaled for a neighborhood-serving urban character environment.



DOWNTOWN TRANSITIONAL

The Downtown Transitional future development category consist of the areas immediately surrounding the Downtown Core and is intended to provide an area that transitions from the higher density/intensity uses found in the Downtown Core to the abutting Urban Residential areas. These areas are intended to conserve the existing gridded lot and block pattern of development. These areas are intended to be developed with an urban character, meaning redevelopment requires a build-to line, on-street parking, and a focus on walkability.

APPROPRIATE LAND USE TYPES

Representative primary and secondary uses allowed in areas identified as UR include:

- *Residential Uses:* single-family detached dwellings; industrialized housing; single-family attached (i.e., triplexes); mixed-use urban lofts; and multi-family apartments.
- *Recreational and Entertainment Uses:* private parks and amenities; trails and connections to public parks and trails.
- *Utility, Service, and Other Uses:* public facilities and infrastructure.
- *Retail and Service Type Uses:* neighborhood retail and restaurants may be allowed.*
- *Other:* home occupations.

COMPATIBLE ZONING DISTRICTS

The current zoning districts that may be appropriate to implement the Downtown Transitional (DT) future development category include single-family detached (SF-6); two-family (2F, SF-A); multi-family (MF-1, MF-2); neighborhood retail (NR); and planned development (PD).

LOCATION & DECISION-MAKING CRITERIA

The following decision-making criteria should be considered as part of rezonings and other City decisions, as may be applicable.

- New nonresidential development shall not exceed or change the existing lot and block configuration, and shall be developed with an urban character that adheres to the performance standards indicative the greater area, including a build-to setback, sidewalks, and street trees. Parking shall be on-street or provided via rear alley access. No drive-throughs are permitted and signage should be appropriately scaled for an urban character environment.
- New single-family attached uses (i.e., triplexes) and mixed-use urban lofts are allowed provided that they adhere to the existing urban character of the area. Parking is to be provided via rear alley access.
- The highest priority for street improvements is on the pedestrian and maintaining the quality of the existing street character. As such, all new development and redevelopment requires the establishment of on-street parking (if needed), sidewalks (either new or replacement, if needed), and the planting of street trees between the edge of payment and the sidewalk.



DOWNTOWN CORE (DC)

The Downtown Core future (DC) development category consists of the Lampasas city center. This area is intended to be highly walkable, to promote a “sense of place” and should represent the “heart of the city.” This is the traditional city center and contains various institutional, commercial, and residential uses. This area is intended to be developed with an urban character, meaning redevelopment requires a build-to line, on-street parking, and a focus on pedestrian walkability. Features that would contribute to the area’s character includes larger buildings set at sidewalk edge that occupy a majority of the lot, creating a sense of enclosure. Parking is typically located on-street or on off-site public parking lots or garages. Vehicular circulation occurs along gridded-based streets with wider sidewalks scaled for higher volumes of pedestrians.

APPROPRIATE LAND USE TYPES

Representative primary and secondary uses allowed in areas identified as UR include:

- *Residential Uses:* mixed-use urban lofts and multi-family apartments.
- *Recreational and Entertainment Uses:* private parks and amenities; trails and connections to public parks and trails.
- *Utility, Service, and Other Uses:* public facilities and infrastructure.
- *Retail and Service Type Uses:* retail services generally allowed in the CBD area.
- *Other:* home occupations.

COMPATIBLE ZONING DISTRICTS

The current zoning districts that may be appropriate to implement the Downtown Core (DC) future development category include multi-family (MF-2); central business district (CBD); and planned development (PD).

LOCATION & DECISION-MAKING CRITERIA

The following decision-making criteria should be considered as part of rezonings and other City decisions, as may be applicable.

- New nonresidential development shall not exceed or change the existing lot and block configuration, and shall be developed with an urban character that adheres to the performance standards indicative the greater area, including a build-to setback, sidewalks, and street trees. Parking shall be on-street or provided via rear alley access. No drive-throughs are permitted and signage should be appropriately scaled for an urban character environment.
- New single-family attached uses (i.e, triplexes) and mixed-use urban lofts are allowed provided that they adhere to the existing urban character of the area. Parking is to be provided via rear alley access.
- The highest priority for street improvements is on the pedestrian and maintaining the quality of the existing street character. As such, all new development and redevelopment requires the establishment of on-street parking (if needed), sidewalks (either new or replacement, if needed), and the planting of street trees between the edge of payment and the sidewalk.



PARKS AND OPEN SPACE (PO)

Parks and open spaces are an essential part of a community. These areas include public parkland, trails, and open spaces that have been committed to the long-term public use and enjoyment by Lampasas citizens and visitors. These areas are often comprised of active and passive recreational areas and natural or open spaces.

APPROPRIATE LAND USE TYPES

Representative primary uses allowed in areas identified as PO include:

- Recreational and Entertainment Uses: country clubs, day camps, golf courses, parks, stables provided that they are managed for the public good.
- Utility, Service, and Other Uses: public facilities and infrastructure provided they do not interfere with the use and enjoyment of the parks and open space.

COMPATIBLE ZONING DISTRICTS

The parks and open space future development category is not intended to be implemented using specific zoning districts. Rather, the zoning regulations should specify minimum amounts of common areas and/or protected open space that should be required for new residential neighborhoods. In addition, greater protections (e.g., tree preservation, stream buffers, floodplain protections) should be improved in the City's Zoning Ordinance and apply to all development as applicable.

LOCATION & DECISION-MAKING CRITERIA

The following decision-making criteria should be considered as part of rezonings and other City decisions, as may be applicable.

- New public parkland (including trails and associated access easements) should remain in public ownership and be designated on the Lampasas Future Development Plan during the next update.
- New neighborhood parks should be developed concurrent with new residential development. Set asides of parkland, trails (and/or connectivity to on- and off-site trails), greenbelts, and sidewalks, should be required as part of development approvals.
- In instances where a public park has a publicly related secondary use (e.g., a fire station), the built environment of the secondary use should be designed in a way to not detract from the primary use as a park.
- Park design, intensity of development, and the proposed uses/activities should be compatible with the character of development it is intended to serve (e.g., public squares or plazas for urban character areas).

STREETS AND THOROUGHFARES

The future of the road network in Lampasas involves a thoughtful approach to balancing mobility requirements, location of major thoroughfares and road design based on context and land use character. The Thoroughfare Plan intends to provide an effective balance of mobility and accessibility with variable design features to complement an extensive variety of development types. The Thoroughfare Plan considers improvements or expansions to existing roads and location of proposed roads based on projected development patterns.

The Thoroughfare Plan should be used by City staff, and elected and appointed officials to direct the design and reconfiguration of current roads and sufficiently plan for proposed roads to accommodate new growth. The subsequent pages describe the functional order of general road types, road design based on character area, and a map for the Lampasas planning area showing current and proposed thoroughfares.

Functional Classification

Roads are usually classified based on their function. The Federal Highway Administration (FHWA) has created a hierarchy of seven functional classifications for streetways, but the application of each of these differs by jurisdiction. For the Lampasas approach, the seven FHWA classifications have been combined into six, with "Interstate" and "Freeway and Expressway" combined to form the "Highway" category.

The functional classification of roads presents varying levels of access and mobility as shown in *Figure 4.2, Mobility and Access Functions*. The roads with the maximum levels of mobility (i.e. highways) have the least access; on the other hand, the roads with the greatest access to adjacent properties (i.e. local streets) have the least mobility. *Figure 4.3, Thoroughfare Functional Classifications*, describes the main purpose of each road category. The road types defined in these figures could take on a different design based on character areas yet purpose and functionality of each type remain.

FIGURE 4.2, MOBILITY AND ACCESS FUNCTIONS

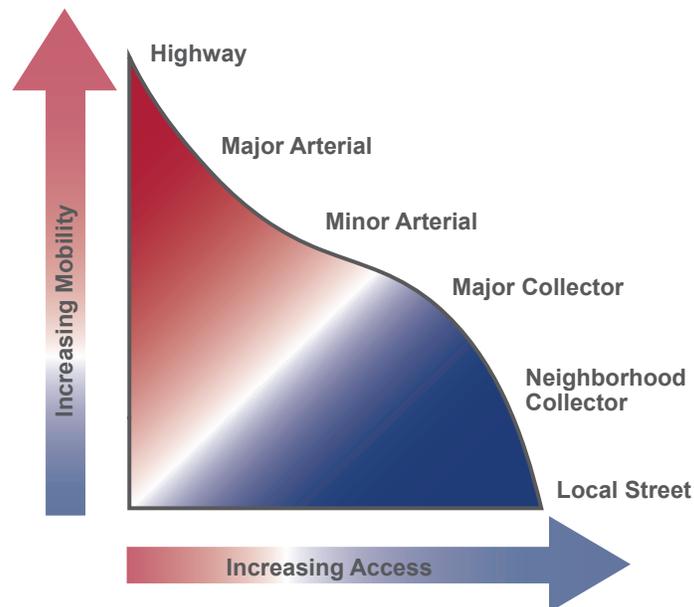


FIGURE 4.3, THOROUGHFARE FUNCTIONAL CLASSIFICATIONS

Street Type	Primary Purpose
Highway	Mobility Between Cities
Major Arterial	Mobility Within City
Minor Arterial	Moderate Length Trips
Community Collector	Connect to Arterials
Neighborhood Collector	Connect to Arterials and Collectors
Local Street	Property Access

Source: "Highway Functional Classification Concepts, Criteria and Procedures." (2013)

Character Zones

The design of the proposed roads in Lampasas should be based not solely on capacity and speed but equally based on the existing or envisioned character of the adjacent built environment. This plan identifies the "transportation-land use connection" - the relationship among buildings and the road - as an important part of maintaining or creating neighborhoods, districts, and corridors of unique character.

Anticipated land use and development character should drive road design, while accommodating for the purpose and functionality of automobile movement. Therefore, road design should deliberately be approached to support either current or proposed anticipated growth. The roads presented in the subsequent pages are rooted in the three character zone types established earlier in this chapter - Urban, Suburban, and Rural. These establish a new Future Thoroughfare Map and discuss multi-modal accommodations within the transportation system.

For instance, thoroughfares in an urban setting, although still rooted in functionality and volumetric capacity, are presented with design features that support the desired density and adjacent building character. In the Urban Character Zone, arterial and collector roads are presented here as Urban Avenues that accommodate numerous transportation modes safely and efficiently while pedestrian-focused with streetside amenities. An explanation of Urban Avenues is as follows:

- **Urban Avenues.** Avenues contain volume-intensive arterials and collector roads in function. Avenues could contain on-street parking, bicycle accommodations, and an active streetside area, depending on the context. One example of an Urban Avenue is Key Avenue. Many avenues in Lampasas are contenders for a "road diet," where lane decreases are considered in favor of pedestrian/bike facilities and streetside aesthetic improvements.

Urban Streets

Urban streets should be designed to provide a comfortable and visually attractive built environment that encourages bicyclist and pedestrian activity and should contain active streetsides that serve as community meeting places. Urban street main considerations consist of:

Urban Street Key Considerations

- Include Complete Street features in a way that accommodate and encourage bicycling, walking, and transit usage.
- Design roads to slow traffic - closely aligning with posted speed limits.
- Include components of active streetsides for community meeting and activity in spaces where pedestrian activity is anticipated.
- Design to include transit infrastructure and encourage fixed-route ridership.
- Decrease lanes in areas where design capacity surpasses traffic volumes in most non-peak times.
- Surround the road with adjacent buildings.
- Encourage on-street parking.
- Maximize road interconnectivity with emphasis on small block size.
- Create a parallel system of automobile access through the use of alleys and cross-access easements.



Buildings next to urban streets should frame the right-of-way.



Urban streets can be candidates for lane reductions. The street above was converted from a four-lane minor arterial street to a three-lane avenue with on-street parking, bicycle lanes, and intermittent medians (above).



Urban streets should have wide streetsides to accommodate pedestrian sidewalks and community meeting areas (above).

Suburban Streets

Streets in the suburban street character zone most closely resemble typical street sections that are currently common in Lampasas. New suburban streets should be designed to encourage bicyclist and pedestrian activity but importance is placed on efficient motor vehicle movement in recognition of land use patterns that are at lower densities and will produce lower amounts of active transportation users among destinations.

Suburban Street Key Considerations

- Include Complete Streets features in a way that comfortably accommodates bicycling, walking, and transit usage.
- Prioritize bicycle and pedestrian mobility in residential areas where bike-ped trips usually start.
- Maximize road interconnectivity with importance on small-to-medium block size.
- Create larger separations among automobile travel lanes and parallel pedestrian paths.
- Enhance automobile movement by ease of access management design features.
- Include improved traffic stops that separate buses from travel lanes.



Create larger separations between automobile travel lanes and parallel pedestrian pathways.



Suburban streets can have medians (above) as a method of access management, and to create a consistent community character.



Suburban streets

Rural Streets

Rural streets are mainly designed for mobility and access in rural character areas, both in the city limits and ETJ. Important considerations of rural streets and their suitable locations are defined below. Rural street design is suitable in areas designated as Rural Character on page 36 of this chapter.

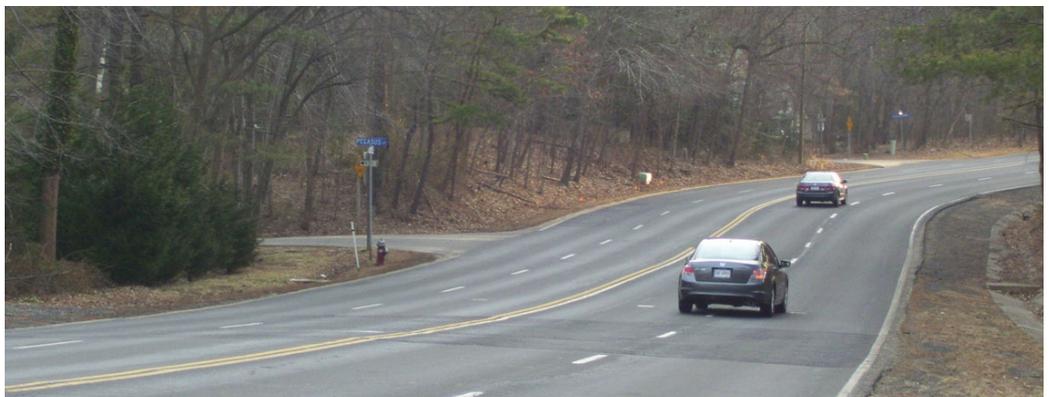
The application of rural streets assumes that low-density residential development, agricultural land uses, or additional dispersed land uses would stay rural throughout the plan horizon. As the City expands and desired suburban character pushes further out in the planning area, review of rural street design would be suitable. The use of rural street design in suburban areas should be considered carefully by the City but is a choice where contextually fitting, such as estate development. Rural collectors are usually suitable for residential development due to expansive sized lots and minimal access points. With estate subdivisions, usually one acre in size, such lots should not take direct access from Community Collectors in rural areas.

Rural Street Key Considerations

- Include Complete Street features in a way that comfortably accommodates bicycling, walking, and transit usage.
- Maximize road interconnectivity with importance on small block size.
- Create larger separations among automobile travel lanes and parallel pedestrian paths.
- Enhance automobile movement through ease of access management design features.



Rural streets could have amenities such as soft-surface trails to accommodate pedestrians and cyclists (above).



Rural streets (above) frequently do not employ curb and gutter or integrate ribbon/laydown curbs.

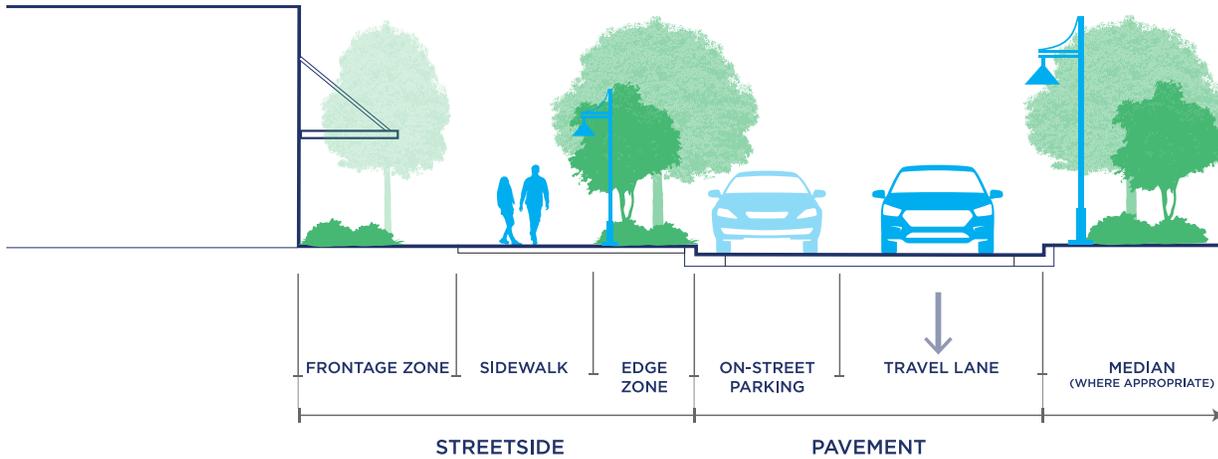
Attribute	Major Arterial	Minor Arterial	Community Collector	Neighborhood Collector	Suburban Local
Function					
Functional Role	Mobility	Mobility	Provide access between arterials & local streets	Provide access between arterials & local streets	Property access
Streetway Continuity	Connects major centers & highways	Connects major arterials to other street types	Continuous between arterials	Generally continuous	Generally discontinuous, but connects to collectors
Right-of-Way	80 - 120 feet	80 -100 feet	65 - 75 feet	50 - 60 feet	50 feet
Desirable Spacing	2 miles	1 - 2 miles	1/4 to 1/2 miles	800 - 1200 feet	300 - 800 feet
Design Speed	45 to 55 mph	40 to 50 mph	35 to 45 mph	30 to 40 mph	20 to 35 mph
Traffic Volumes	20,000 - 40,000	12,000 - 24,000	4,000 - 15,000	1,000 - 5,000	80 - 1,000
Streetway					
Travel lanes	4 to 6 lanes	2 to 4 lanes	2 to 4 lanes	2-way vehicular movement, unstriped travel lanes	2-way vehicular movement, unstriped travel lanes
Turn Lanes	Int. turn lanes thru 1 turn lane at most intersections & up to 2 turn lanes at major intersections	Int. turn lanes thru. 1 turn lane at most intersections & up to 2 turn lanes at major intersections	One turn lane at signalized intersections and others as needed.	Not typical	None
On-street Parking	Not appropriate	Not appropriate	Type. restricted, but may be appropriate in certain areas	Permitted	Permitted
Curb & Gutter	Varies	Typically vertical curb	Vertical curb	Vertical or mountable curb	Vertical or mountable curb
Stormwater	Varies	Typically subsurface stormdrain	Subsurface stormdrain	Subsurface stormdrain	Subsurface stormdrain
Median	Me. are int. to manage turning mov. & access, provide refuge for ped. crossing, & land.	Me. are int. to manage turning mov. & access, provide refuge for ped. crossing, & land.	Medians are appropriate to improve aesthetics & access management	Medians may be appropriate to improve aesthetics, & traffic calming.	Not recommended.
Bikeways ¹	Shared-use paths	Shared-use paths	On-street 4' bike lanes or shared-use paths	Not designated (shared lanes at <30 mph), striped bike lanes or shared-use paths	Not designated (shared lanes at <30 mph)
Traffic Calming	Not appropriate	Not appropriate	In limited situations	May be considered	May be considered
Designed for Transit	Yes	Yes	Yes	No	No
Streetside					
Sidewalks	8' min. on both sides, or 10' & 6'	8' min. on both sides, or 10' & 6'	6' min. on both sides	5' min. both sides, or 8' one side	4' min. one side
Edge Zone	Yes, 8-12 feet	Yes, 8-12 feet	Optional. 8-10 feet	Optional. 6-8 feet.	Opt. (Add'l ROW)
Street Trees/Landscaping	Shade trees &/or orn trees in medians & edge zones where appropriate.	Shade trees &/or orn trees in medians & edge zones where appropriate	Shade trees &/or ornamental trees in medians & edge zones where appropriate	Shade trees &/or ornamental trees in medians & edge zones where appropriate	Shade trees in edge zones or outside of right-of-way
Residential Driveways	Prohibited	Prohibited	Prohibited	Permitted but limited	Permitted

FIGURE 4.5, URBAN AND RURAL STREET DESIGN CHARACTERISTICS

Attribute	Urban Avenue (Thoroughfares)	Urban Local	Rural Collector	Rural Local
Function				
Functional Role	Mobility and access assume equal roles	Property access	Property access and access between arterials and locals	Property access
Streetway Continuity	Continuous between arterials within activity centers	Interconnected at frequent intervals	Generally discontinuous, but connects to arterials	Generally discontinuous, but connects to collectors
Right-of-Way	60 - 80 feet	50-60 feet	60 - 70 feet	50 - 60 feet
Design Speed	30 to 35 MPH	20 MPH	25 to 30 mph	20 to 25 mph
Traffic Volume (Average Daily Trips)	Varies	80 - 700	300 - 2,600	80 - 600
Streetway				
Travel lanes	2 to 3 travel lanes, typically two-way movement except for unique circumstances.	2-way vehicular movement, striped travel lanes	2 lanes, demarcated travel lanes	2 lanes, not demarcated
Turn Lanes	On occasion, such as the intersection of two arterials or in specific context	None	At major intersections	None
On-Street Parking	Both sides preferred. Head-in or parallel, as appropriate.	Both sides. Head-in or parallel, as appropriate.	No	Permitted, limited by width
Curb & Gutter	Vertical curb	Vertical curb	Ribbon curb	Ribbon curb
Stormwater	Subsurface stormdrain	Subsurface stormdrain	Open channel, culverts	Open channel, culverts
Median	Not recommended	Optional	None	None
Bikeways	Shared lanes or 4' bike lanes	Yes	Not designated	Not designated
Traffic Calming	May be considered	Not typical	Not recommended	Not recommended
Designed for Transit	Yes	No	No	No
Streetside				
Sidewalk	8 feet	Yes	None	None
Edge Zone	Yes, 4-6 feet.	Yes, 4-6 feet.	Natural	Natural
Street Trees/ Landscaping	Urban street trees should be planted in metal grates in pedestrian areas with adequate growing room. Paired with benches, annuals, and planter boxes. Trees with less than 6' shall be planted with root barriers to allow for optimal root conditions and compatibility with utilities.	Urban street trees should be planted in metal grates in pedestrian areas with adequate growing room. Paired with benches, annuals, and planter boxes. Trees with less than 6' shall be planted with root barriers to allow for optimal root conditions and compatibility with utilities.	None	None

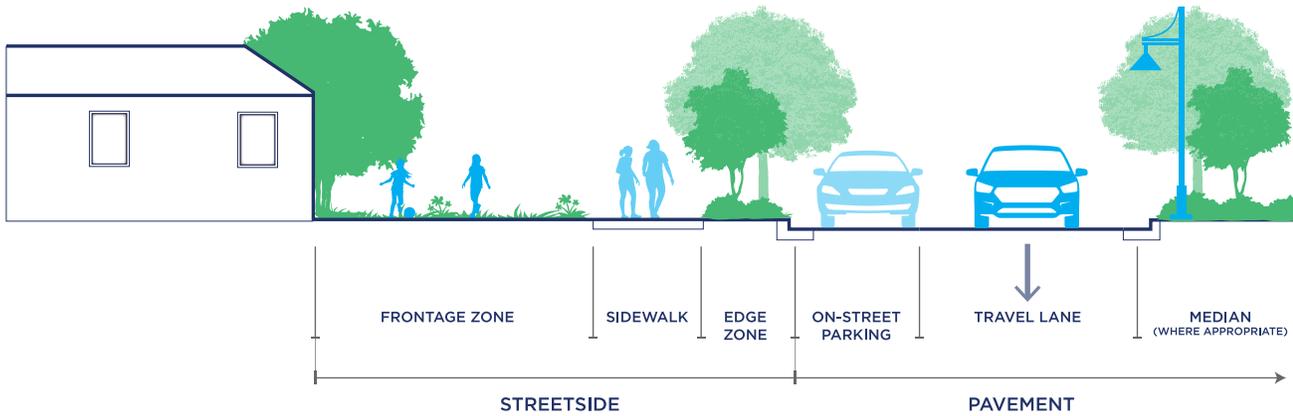
Typical Urban Street Elements

This section is not to scale. It presents one possible way in which the streetway and streetside elements could be organized in an urban street (half of street displayed).



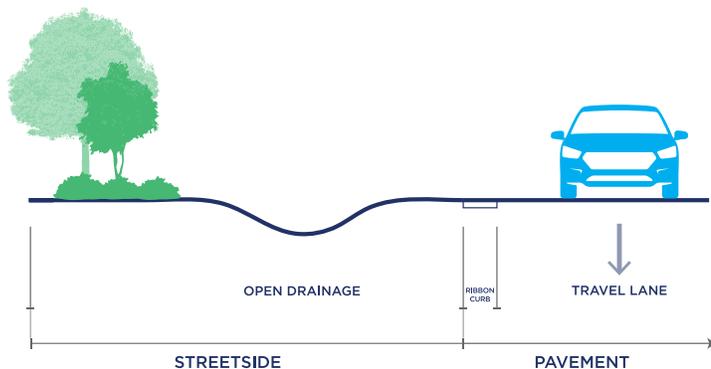
Typical Suburban Street Elements

This graphic is not to scale. It presents one possible way in which the streetway and streetside elements could be organized in a suburban street (half of street displayed).



Typical Rural Street Elements

This graphic is not to scale. It presents one potential way in which the streetway and streetside elements could be organized in a rural street (half of street displayed).



FUTURE THOROUGHFARE PLAN

The Thoroughfare Plan in Lampasas shows where road extensions, new roads, and possible expansion/reconfigurations are desired to accommodate the City's expected growth. *Map 4.3, Lampasas Thoroughfare Plan*, represents the suggested future thoroughfare network in the planning area for Lampasas.

Using the Future Thoroughfare Plan

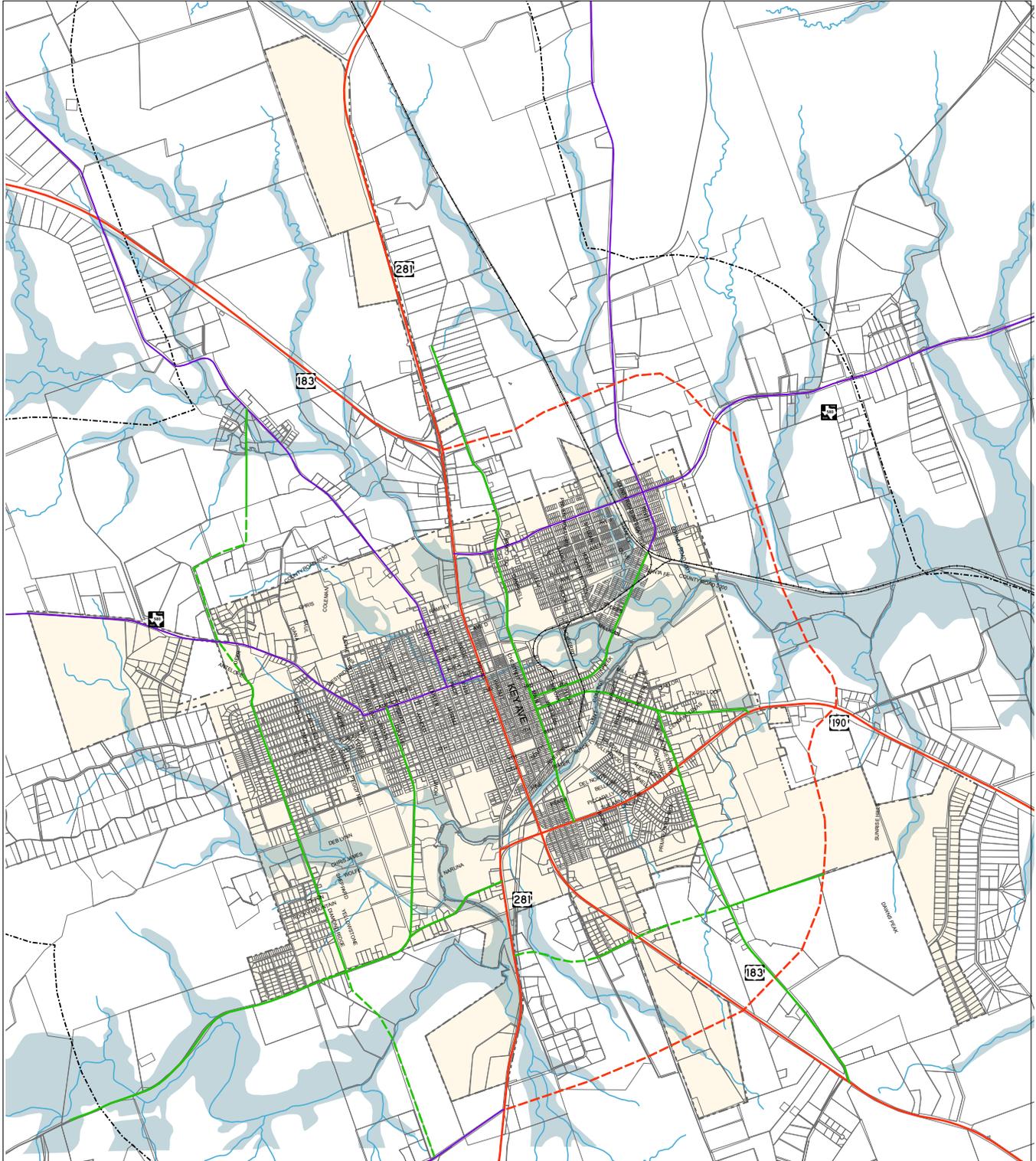
The location of proposed thoroughfares on the map is conceptual, showing the "rough" alignment. Actual alignments and design will be determined by development, physical design considerations, funding, etc. The need for accommodating appropriate rights-of-way for these thoroughfares should be provided for in the Zoning Ordinance, represented by minimum standards. This provides certainty and clarity for property-owners and the developers to ensure that thoroughfares are accounted for as properties develop. Responsibility of costs and timing of construction for these thoroughfares shall be determined in these modifications and should consider the impacts of new development to the overall network.

Amendments and Adjustments

As Lampasas continues to grow, new growth could warrant the identification and expansion of thoroughfares that are not shown on *Map 4.3*. This will require approval of a thoroughfare plan amendment. In similar manner, substantial changes such as re-alignments or re-classifications should be discussed and approved to ensure clarity. Minor changes to alignments of thoroughfares will not involve formal adjustments to the map but should be graphically changed on the map to represent the new alignments. The Planning Director shall determine whether a modification is minor - impacts to adjacent property-owners and constructibility of road projections are significant considerations of such a determination.

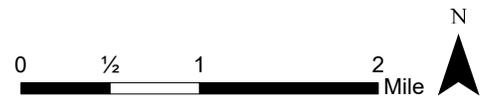
As additional refined alignments of thoroughfares are determined (by concept plan, planned development, plat or site plan), it is required to make modifications to the Lampasas Thoroughfare Plan to clearly represent the road network. This helps property-owners, developers, utility providers, and governmental entities plan for public infrastructure, access, and development. Approvals of such alignments should be accompanied by formal language guiding staff to make necessary modifications to publicly-depicted thoroughfare maps.

MAP 4.3, LAMPASAS THOROUGHFARE PLAN



LEGEND

- Major Arterial - Existing
- - - Major Arterial - Proposed
- Minor Arterial - Existing
- Collector - Existing
- - - Collector - Proposed
- Railroads
- Lampasas City Limits
- Lampasas ETJ
- Watercourses
- Floodplain



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Plan Recommendations

Introduction

Even during the course of a nationwide pandemic, the City of Lampasas has continued to make strides towards achieving the goals and visions described in this Comprehensive Plan. Community members continue to support local businesses and keep shops and restaurants open on Courtyard Square. Officials also managed to arrange for high speed internet service providers to begin offering service in the City, a topic which emerged as a top priority in every discussion about preparing Lampasas for the future.

It is in this context of action and initiative that these recommendations are offered to help provide Lampasas with a path forward to implementation. Recommended actions in this Chapter are arranged based on the City's identified visions and goals. It is also important to remember that not all recommendations are meant to be accomplished immediately. Some can result in quick action, while others will evolve and take shape in the coming decade.

Chapter 6, Plan Implementation, will set out the Implementation Action Plan that details how Lampasas can achieve its near-, mid-, and long-term priorities for the future.

Throughout the planning process, it has been evident that the City of Lampasas is beloved by the people who live here. From fond memories of historical events to young families describing their return home to raise their children, citizens shared stories of multi-generational ties to the community. This commitment to a successful future will continue to be a tremendous asset for Lampasas. The community’s vision for the future calls for action that will create economic strength, community energy, and quality development. The outline for this community agenda is structured by the subsequent elements:

- Growth and Community Character;
- Updating Infrastructure and Critical Services;
- Land Use and Development;
- Economic Development;
- Mobility; and
- Community Facilities and Services.

These elements contain six targeted goals and twenty-two (22) objective statements, from which a plan of action is derived (these goals start on page 84).

This chapter contains a series of goals and objectives to achieve them as implementation actions over time. It is understood that not all goals or objectives will be accomplished in the near-term or, in some cases, during the time horizon of this plan. As such, Chapter 6, Plan Implementation, sets out a prioritized implementation action plan which provides additional clarity as to the community’s near-, mid-, and longer-term plan of action moving forward. See *Figure 5.1, Plan Organization*.

FIGURE 5.1, PLAN ORGANIZATION



PLAN GOALS

The six community goals and objectives are organized by six elements, all of which contain actions that can be implemented in the short, medium and long-term.

ELEMENT 1: GROWTH & COMMUNITY CHARACTER

GOAL 1

Prepare Lampasas for growth that meets the community's current and future needs, while preserving its unique character.

ELEMENT 2: UPDATING INFRASTRUCTURE AND CRITICAL SERVICES

GOAL 2

Make Lampasas a growth-ready community by providing the infrastructure required to support a 21st century economy.

ELEMENT 3: LAND USE & DEVELOPMENT

GOAL 3

Expand opportunities for high-quality growth in Lampasas, while preserving the small-town character and distinct natural resources of the community.

ELEMENT 4: ECONOMIC DEVELOPMENT

GOAL 4

Expand retail and entertainment options to serve residents and to make Lampasas a destination for visitors who will contribute to the City's economy.

ELEMENT 5: MOBILITY

GOAL 5

Plan the City's transportation system to reduce congestion and traffic conflicts, accommodate growing travel demand, and incorporate quality of life amenities.

ELEMENT 6: COMMUNITY FACILITIES & SERVICES

GOAL 6

Provide high quality facilities and services which create a healthy, safe, and well-educated community.

ELEMENT 1: GROWTH & COMMUNITY CHARACTER

GOAL 1

Prepare Lampasas for growth that meets the community's current and future needs, while preserving its unique character.

Objective 1.1

Ensure that the Lampasas Future Land Use Plan presents a comprehensive, coherent strategy to guide growth in the face of increasing development pressures.

Action 1.1.1

Identify opportunities to accommodate the demand for new residential and commercial growth and to catalyze new types of investment. While demand for new development sites is growing in Lampasas, particularly in the residential market, many of the most desirable parcels in the City are already built out. Although over 30% of the land in the City limits is currently classified as agricultural or undeveloped, constraints such as mapped flood plain, limited utility service and unwilling sellers restrict the use of that land. Community members who participated in the stakeholders groups and community-wide open house identified finding new areas for growth as a high priority. The City should take an active approach to encouraging development in desired areas by identifying parcels for both commercial and residential development that are well-served by the City's network of highways and utilities. To continue encouraging redevelopment of established neighborhoods through infill, the City should also track the number of available lots and abandoned structures suitable for redevelopment.

Action 1.1.2

Provide life cycle housing for current and future residents of all ages by making it possible to offer a wider range of housing options, including tiny homes, townhomes and multifamily. The housing stock in Lampasas is aging, even as demand for new housing grows. In the stakeholder meetings, the development community identified an unmet demand for newer homes at a higher price range, a sentiment echoed by the economic development community charged with recruiting new businesses and employees to town. While single family housing currently consumes over 20% of the City's land area and provides most of the City's housing units, citizens of all ages also expressed an interest in seeing a wider range of housing types in Lampasas with a special focus on the tiny home trend. Through their votes at the Open House, citizens also indicated that more townhomes and apartments are needed to provide options that require lower costs and maintenance for citizens both young and old. Both the U.S. 281 and 183 corridors to the south and southwest of town were indicated to be prime locations for new multifamily development to attract residents commuting to surrounding communities. To encourage this type of development, the City would have to update its zoning designations.

Action 1.1.3

Transform Lampasas into a destination for nearby metropolitan markets to strengthen their contribution to the City's retail and tourism economy. Although traffic through Lampasas is increasing rapidly as travelers bypass I-35 and the region's larger cities, people may be unaware that they are passing through a community with such a distinguished history. Austin, Killeen, San Antonio, the Dallas/ Fort Worth region and San Angelo are all connected to Lampasas through its highway network. The Lampasas County Chamber of Commerce Visitor's Center is a valuable resource, providing guidance on businesses and local points of interest and gathering information on visitors passing through. Information should be gathered from the Visitor's Center to determine travelers' communities of origin as well as their reasons for stopping in Lampasas so that the City can clearly identify patterns of travel to and from nearby metropolitan areas. This data can help the City determine what types of amenities and services could encourage visitors to extend their stay or even return to invest in a home or business in the community. It can also guide decisions on the types of signage, outreach to target markets and investment in services that could further increase visitation. The City should also actively monitor and participate in TxDOT's plans and forecasts for traffic patterns and road improvements.

Clear and prominent signage on gateways from major metropolitan areas should make travelers aware that they have arrived in Lampasas, and direct them to major destinations, like the Visitor's Center and Hancock Springs Free Flow Pool. Current signage is helpful in this regard, but the wide variety of sizes and design characteristics do not communicate a coherent identity to passersby. Lampasas' public art program may be a great opportunity to share the City's culture with passers-by and incorporate distinct features that help to differentiate Lampasas from surrounding communities.

Action 1.1.4

Encourage the development of new retail and entertainment uses that provide residents the services they need without having to leave the City limits. To put this recommendation in context, over 70% of survey respondents indicated they would like to see more sit-down restaurants in Lampasas, with an additional 52% expressing interest in brew pubs or themed restaurants specifically. Nearly half of Lampasas residents would like to see more options to shop for clothing in the City. One of the City's best strategies for attracting a greater variety of retail and entertainment uses to Lampasas is to support the Lampasas Economic Development Corporation in their efforts to diversify the local economy by providing opportunities and support of retail and hospitality based businesses. The Corporation actively reaches out to recruit larger businesses and coordinate the application process for local and state relocation incentives. Providing restaurants and retailers with potential sites with high visibility and easy access from highly travelled routes may provide a needed incentive. Larger chain businesses have very strict formulas that govern location, however. Because Lampasas is a relatively small retail market with several vacant buildings and parcels downtown, partnerships with the Courtyard Square Association, the Chamber of Commerce, LAFTA and Vision! to coordinate short-term, event-based projects like pop-up parks and open streets initiatives can complement the recruitment efforts for larger businesses, while continuing to attract entrepreneurs willing to invest in creating a nightlife and entertainment district downtown.

Action 1.1.5

Focus corporate recruiting efforts on employers seeking more highly skilled labor and offering higher paying jobs. In a job market that increasingly requires employees with specialized skills and a high proficiency with technology, there are several steps that Lampasas can take to begin attracting higher paying jobs. The first step is to continue to support the City's efforts to promote and help secure reliable high-speed internet access. Most higher paying employers require steady access to the internet to improve productivity, efficiency, and reliability of both their employees and equipment. Financial transactions via wire transfer, credit and debit cards break down when there is an interruption in service.

Based on commuting patterns identified in the preparation of this comprehensive plan, there may also be a mismatch between the skills of Lampasas residents and the jobs offered in the City. Over 73% of the City's working residents commute to employment outside of Lampasas. To achieve a better balance, the City may benefit from identifying specialized skill sets offered by Lampasas residents and basing recruiting efforts off of these skills. It may also be beneficial to work with the Lampasas County Higher Education Center to offer residents additional training and certifications to meet the demands of the labor market.

Action 1.1.6

Provide for orderly growth by Integrating the City's CIP and Utility Master Plans. Lampasas already works to ensure that future capital improvements and utility expansions are integrated in the annual CIP budgeting process. This Comprehensive Plan includes a projection of the most promising areas for future growth. To be prepared to meet that growth, the City can begin to align utility expansion, particularly of its water service, to anticipated demand for new housing and commercial activities in future growth areas.



The development of the Lampasas Business Park will offer more highly skilled labor and higher paying jobs for the Lampasas community.

Objective 1.2

Maintain open, transparent, and responsive relationships between City Hall and the citizens of Lampasas to clearly communicate the City's plans and how it will use its resources to achieve them.

Action 1.2.1

Expand the City's community outreach and engagement strategy to continue fostering dialogue, building community trust and encouraging informed civic participation. Over 50% of survey respondents indicated that Lampasas does an excellent or very good job of communicating with its citizens regularly, via its monthly newsletter, the City Manager's radio show and the City's social media sites. To ensure that the City is increasingly available and open to listen to what the public needs and wants, the focus should be on creating an open dialogue that allows citizens to feel comfortable expressing their needs and developing a cooperative approach toward resolving conflicts. The Lampasas Police Department provides several successful models of community engagement including its Citizens Police Academy and Digital Neighborhood Watch, in addition to sponsoring community-wide events like National Night Out. As the Town considers its options, it will also be useful to review methods for non-traditional community engagement that can reach members of the community that do not always participate in current engagement formats.

Additional strategies that Lampasas might explore to engage a higher percentage of its citizens include offering a Government 101 course that encourages civic participation and draws upon the lessons of the Citizens Police Academy. It may also be useful to establish a Citizen Leadership Academy at Lampasas High School which may increase parental engagement as their kids learn the ins and outs of government together. Finally, to support City staff, it is important to recognize that effective public engagement may require training on effective community engagement practices and flexibility to allow staff to support these efforts during evening and weekend hours.

Action 1.2.2

Utilize the Lampasas Master Plan as an integral part of critical city decision-making processes. Develop processes to help the City achieve the goals it sets out for itself in the Comprehensive Plan. This can include routine practices such as using the Future Land Use Map to guide the rezoning recommendations of the Planning and Zoning Commission. The Master Thoroughfare Plan can assist the City with establishing the timing and location of capital improvements such as street repairs and drainage improvements. Financial decisions made during the annual budgeting process can be based upon priorities for action identified in the Comprehensive Plan. As a single unifying document that touches upon all of the services the City provides for its citizens, the Comprehensive Plan provides a roadmap for future policy and investment decisions.

Action 1.2.3

Develop specific benchmarking performance measures for each Master Plan element and share how the City's tax revenues are being used to support implementation on a yearly basis. As a part of their work program, the Planning and Zoning Commission should prepare an annual report for submittal and discussion with the City Council. Status of implementation of the Comprehensive Plan should be included in these annual reports. Important actions and accomplishments in the past year should be recognized, in addition to identification and recommendations for actions, programs or amendments to be created and implemented in the coming year. This should be coordinated with the City's yearly budget development process so that the recommendations will be available early in the budgeting process.

Objective 1.3

Revitalize and enhance the character of Lampasas' historic areas and enhance the character of the City's established neighborhoods

Action 1.3.1

Identify opportunities to add new activity and investment by introducing mixed-use and live-work units in Downtown and surrounding neighborhoods. In order to enliven Downtown and create a market for businesses that wish to stay open beyond the traditional workday, it is important to create new opportunities for people to live and work Downtown. Although participants in the Downtown Stakeholders Group and the Open House expressed support for these uses, the current zoning does not offer a mixed-use category. There are a number of configurations that would be appropriate in these neighborhoods, including apartments over retail Downtown and conversion of historic homes and into professional offices. As Lampasas undertakes the review and revision of its land use ordinances, it could begin to fill this need by creating a zoning category that focuses more on form and character of the building than a prescriptive land use centered approach.

Action 1.3.2

Develop a plan to increase heritage tourism to the City's historic sites. Heritage tourism in Texas is a \$7.3 billion dollar industry and accounts for more than 10.5 percent of all travel in the state. While the City's courthouse square and historic downtown are a draw for history buffs, Lampasas also offers travelers unique ways to experience history. The Hancock Park Free Flow Pool provides travelers a chance relive the experience of past generations while bathing in its healing waters. The Texas Historical Commission's Hill Country Trail makes three stops in Lampasas, inviting travelers to explore the Pool, the Keystone Museum and the nearby vineyards. Particularly in the short term, as the COVID-19 pandemic affects the economy and limits long-distance travel, more people will be likely to seek travel experiences closer to home that connect them to local culture and history.

The City of Lampasas has several potential partners who can assist with the development of a strategy to attract heritage tourists. Civic organizations that support historic preservation and renovation, such as Courtyard Square Association, the Lampasas Historical Commission and Vision! Lampasas can work with the Chamber of Commerce and the Lampasas Economic Development Corporation (LEDC) to assist the City with the development of interpretive features, driving and walking tours and incentives for property rehabilitation to make Lampasas an even more attractive destination.

Action 1.3.3

Make the Key Avenue corridor an attractive destination where new commercial development provides needed services while enhancing the community's character. On Key Avenue, Lampasas residents and out-of-town visitors come together. However, this high-speed corridor offers little to communicate Lampasas' unique identity, or to entice people to linger at destinations along the corridor. Tactical improvements to Key Avenue could be made by coordinating with area property owners to improve their landscaping and visual appearance. Some communities foster healthy competition between businesses by holding contests for best landscaping, or even providing regulatory or financial incentives for improvements. Continued city support for efforts by the EDC and Chamber of Commerce to enhance the district's identity might include activities such as posting seasonal banners on the corridor's street lights and activating the facades of vacant buildings through temporary murals and window displays.

In the longer term, Key Avenue will benefit from an in-depth look at how current zoning and subdivision standards meet the present day demands of this corridor. The Future Land Use plan indicates that updated development regulations are needed to meet community preferences for entertainment, retail and restaurant uses on Key Avenue. As many of the uses residents would like to see are not compatible with the parcels available for development, it may be productive for the City to investigate opportunities to consolidate parcels and relocate utilities to create new development sites that meet these demands.

Action 1.3.4

Strengthen enforcement and incentives throughout the City to maintain the quality of neighborhood character and renovate older structures in disrepair.

To maintain the quality of Lampasas' neighborhoods, commercial districts and building stock, additional investment is needed in code enforcement. The City may need to hire an additional certified building code inspector to investigate violations and enforce regulations in a timely manner. Increasing the focus on code inspection and enforcement can improve the appearance of neighborhoods. Factors such as poor exterior maintenance of structures, overgrown vegetation and the improper use of a structure and its grounds can have a negative effect on surrounding property values. Code inspectors can also address emergency provisions related to fire safety.

Because the upkeep of older and historic structures is challenging, the City may also consider offering incentives for those who invest in the upkeep of their properties. Programs like the City of Arlington, Texas' Home Improvement Incentive Program, for example, provide property tax benefits for home improvements. Eligible property owners must be current on all city taxes and fees and complete the remodeling project within 24 months of approval. Successful applicants in a program such as this can receive a tax rebate on the value of their property tax increase for the related improvements.

FIGURE 5.2, CURB EXTENSIONS BULB-OUTS



ELEMENT 2: UPDATING INFRASTRUCTURE AND CRITICAL SERVICES

GOAL 2

Make Lampasas a growth-ready community by providing the infrastructure required to support a 21st century economy.

Objective 2.1

Provide reliable high-speed internet service for the whole community.

Action 2.1.1

Work with regional telecommunications providers to identify opportunities to provide reasonably priced high-speed internet service for Lampasas homes and businesses. In response to overwhelming economic development and quality of life concerns voiced by the community, Lampasas has dedicated its efforts to finding internet service providers (ISP) to expand the City's access to high speed internet. After evaluating federal grant opportunities that would support the extension of internet service, the City determined that achieving this goal through the private sector is a viable and preferable option and is currently working with two ISPs to offer these services to its citizens. As this service is a top priority for the community, affecting the location decisions of businesses and potential homeowners, it will be important to evaluate the speed, quality, price coverage, levels of service and deployment of these services on an annual basis to determine if this critical need is being met.

Action 2.1.2

Analyze potential for Lampasas to serve as a telecommuting hub for residents who wish to live a family-oriented lifestyle centered in Lampasas. As Austin and other surrounding cities become increasingly crowded and plagued by traffic and long commutes, the small-town family atmosphere of Lampasas is becoming more attractive as a way of life. Home builders in the City are already considering floor plans with home offices that allow residents to telecommute. As high-speed internet service becomes more widely available, Lampasas would benefit from convening a focus group or sending a survey to housing developers to understand how current land use regulations could contribute toward meeting that market demand. As reliable internet service does become more widely available, the City might also explore ways to make telecommuting even more attractive, providing public locations like City Hall and the Library and other downtown hubs with free WiFi and videoconferencing rooms available for a small fee. Local business owners may also be encouraged to create co-working spaces, which in turn could create new customer bases for local cafes, printers, and other businesses. Shuttles to nearby communities may serve to make Lampasas even more marketable to telecommuters. The Lampasas Airport should also be explored as an asset for business travelers who may choose to commute via private or chartered aircraft and may also serve as a hub for travelers who need access to public WiFi.

Objective 2.2

Improve the condition and character of local streets and sidewalks.

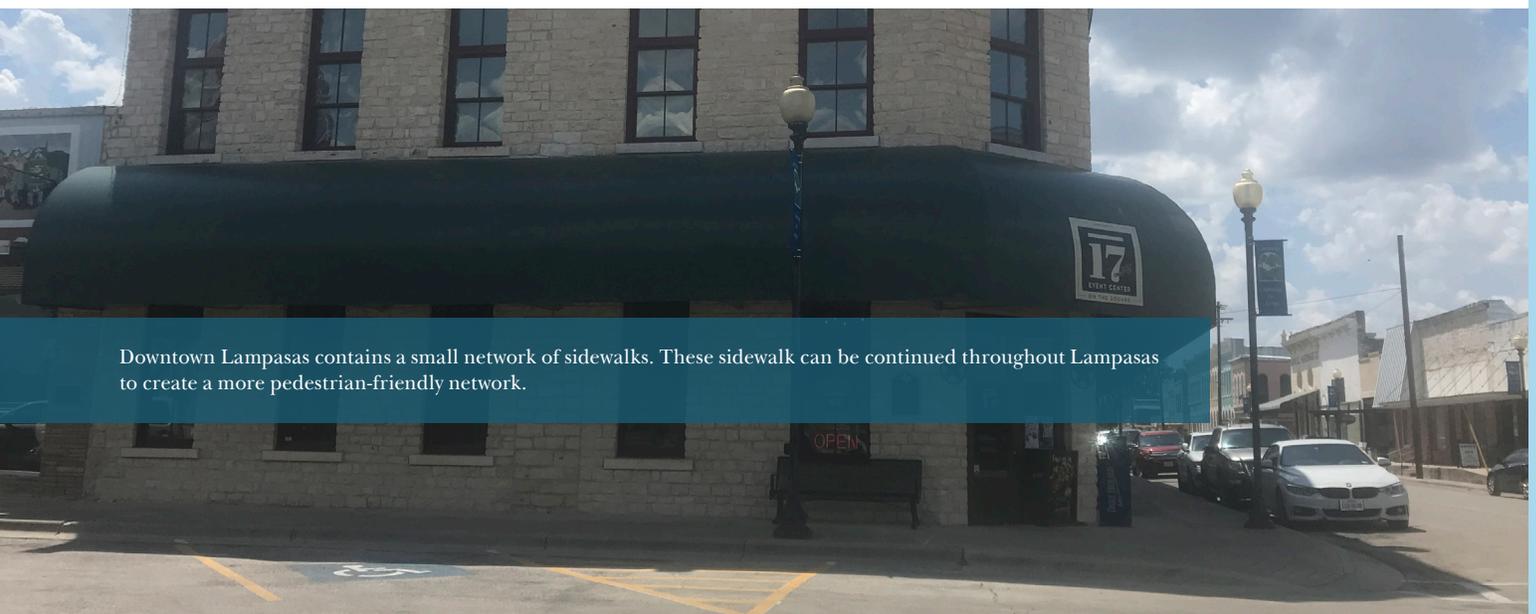
Action 2.2.1

Continue to develop a phased program of street repairs and improvements that incorporates public input and aligns with the CIP. Citizens expressed a strong need to improve the quality and character of local streets, citing problems with uneven pavement, potholes and drainage, among other factors. While this is not unusual in older communities such as Lampasas, many communities who make investments in well maintained streets that encourage pedestrian activity find it attracts new investment. Poorly maintained streets can bring down property value and discourage economic development. Although addressing deferred maintenance of street repairs is a challenging task, the City stated that it does maintain a schedule for repairs tied to its capital improvements plan.

The adoption of the Comprehensive Plan offers the City an opportunity to ensure that areas for future development align with the schedule for street improvements. Once it is determined that these improvements are scheduled at the appropriate pace and in the right locations, it is important to continue supporting these improvements with adequate budget allocations each year.

Action 2.2.2

Assess the location of City sidewalks and determine where opportunities exist to expand the pedestrian network. Many communities find that unused street rights-of-way offer new opportunities to incorporate pedestrian uses in their public streets. Roads are often wider than warranted for traffic volume, and street parking may be consuming area that could better serve bicyclists and pedestrians. The adoption of a Complete Streets policy that looks at how pedestrians, bicyclists, and wheelchair or walker users can also use the local streets network safely. By commonly accepted standards for walkability, Lampasas is an ideal community to get around by foot. Pedestrians could cross town on 4th Avenue from Key Avenue to Hackberry Street in less than half a mile. Students from Lampasas Middle School could reach the Hancock Park Pool in just over one-third of a mile. Several community members indicated that while the scale of Lampasas is ideal for walkability, they do not feel safe walking to most destinations. When streets are improved, having a Complete Street policy in place can help the City prioritize trail and sidewalk improvements as part of street improvement or redevelopment projects. Participants in the City's open house indicated that special priority should be placed on areas with students walking to school and neighborhoods where seniors may have limited mobility.



Downtown Lampasas contains a small network of sidewalks. These sidewalk can be continued throughout Lampasas to create a more pedestrian-friendly network.

Action 2.2.3

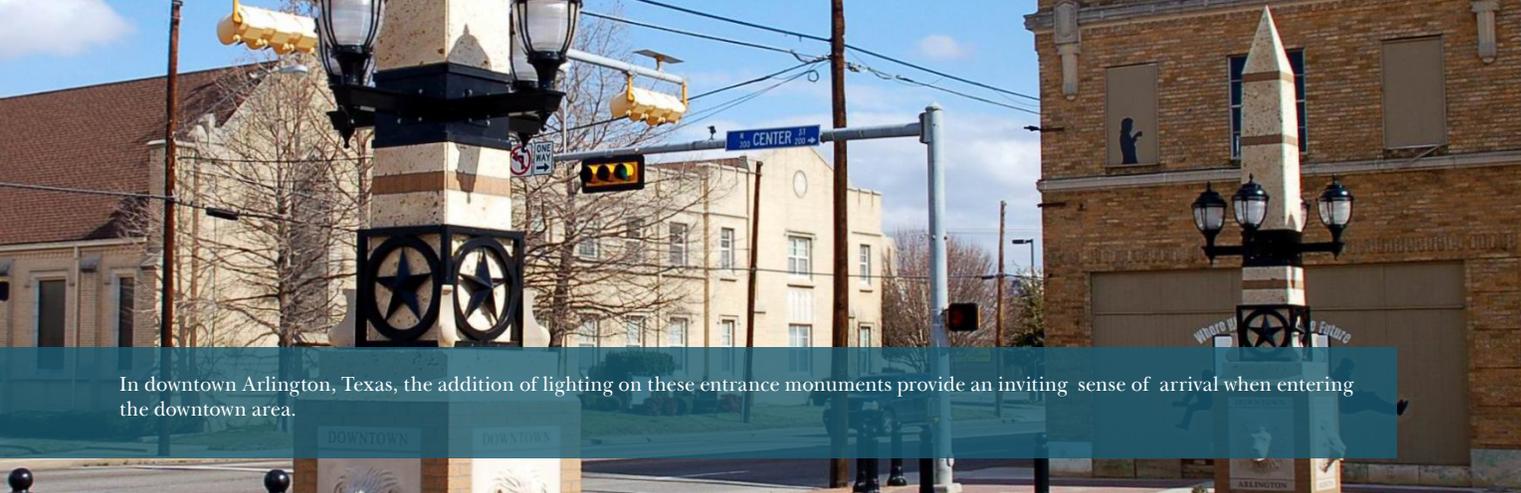
Enhance the appearance of local streets with design guidelines for landscaping, lighting and accessibility. During the public participation process, residents expressed particular interest in improving the pedestrian environments associated with Lampasas streets. While sidewalks are an important part of this equation, creating pedestrian environments that encourage people to walk can help ensure that those sidewalks are used. Landscape improvements like street trees and planted areas provide a buffer from automobile traffic and a shade canopy for the hot Lampasas summers. Lighting increases roadway safety at night for both cars and pedestrians, while providing the additional benefit of enhanced security for home and property owners. Benches, planters and trash receptacles can create an inviting and functional walkway that encourages foot traffic to local businesses. All street improvements should incorporate appropriate slopes and navigational considerations for accessibility. Taken together, these elements comprise what is known as the streetscape. Adopting design guidelines for both the rehabilitation of existing streets and the establishment of streets in new areas of town can improve the curb appeal of Lampasas and make it a more welcoming and attractive place to live and work.

Action 2.2.4

Utilize scaled entrance monuments, signage, and landscaping to identify points of entry into Lampasas. Gateways promote a sense of community identity that could capture the attention of the thousands of motorists passing through Lampasas each day. The Comprehensive Plan Advisory Committee identified five potential “Community Gateway” locations where public art, landscaping, monument signage, and special lighting might be installed to convey the character of Lampasas, creating a sense of arrival in the community. Gateways with the most traffic and highest visibility are appropriate for primary gateways, lower traffic roads may benefit from secondary gateways. A downtown gateway could potentially serve to draw people into the City’s historic district.

- Primary Gateways:
 - » U.S. Highway 281 southbound at the Lampasas Airport
 - » U.S. Highway 281 northbound at CR 4016
 - » U.S. Highway 190 westbound at CR 3010
 - » U.S. Highway 183 northbound at CR 4034
 - » U.S. Highway 183/190 southbound at CR 1045
- Secondary Gateways:
 - » Texas FM 580 eastbound at the Sports Complex
 - » Texas FM 580 westbound at White Street
 - » Texas FM 1478 (Naruna Road) eastbound at Diamond Ridge subdivision
- Downtown Gateway:
 - » East Third Street eastbound at Chestnut
 - » East Fourth Street (Loop 257) westbound at Taylor
 - » Western Street northbound at U.S. 190
 - » East North Avenue eastbound at Chestnut

Primary gateways are located next to the City boundary and are the ingress points from the major corridors, such as U.S. Highways 281, 183 and 190. These gateways



In downtown Arlington, Texas, the addition of lighting on these entrance monuments provide an inviting sense of arrival when entering the downtown area.

could be designed as part of a coherent theme with entrances with high quality and highly visible signage, requiring relatively low-maintenance landscaping. Building on the City's successes with its public art program, public art installments are appropriate to incorporate. Monument signs at these locations should be uniform, while the rest of the installment elements should be done in a manner that is most suitable for the space available.

Secondary gateways are located along smaller arterial roads. This distinction is not intended to understate their role in the promotion of City identity and pride, but to match the scale of the roadway where they are located. Design elements for entry into the City should use similar materials and landscaping at a reduced scale.

If Lampasas chose to invest in a Downtown gateway, it should have an architectural form and design that reflects the City's historic features. Signage directing the traveling public to Downtown could be located on adjacent corridors at Key Avenue, and U.S. 190. The intersection of Third Avenue and Main Street is a good potential location given existing traffic patterns and points of entry to Court Yard Square.

Community gateways should be located on City-owned property and in City rights-of-way where possible, provided there is the room to accommodate them. Proper maintenance will ensure the longevity of these features. Wherever gateway elements are to be located, they should be highly visible and placed in context with their surroundings. Consideration of gateways and associated elements should be integrated into the Capital Improvements Program Committee process. **Action 2.2.5**

Consider incorporating wayfinding signage at key points around the City.

Wayfinding refers to information and signage systems intended to guide people and to enhance their experience of navigating through a city. It can be an important economic development tool in that it allows cities to compete more effectively with surrounding communities for tourist and visitor dollars. Wayfinding signage gives visitors the tools they need to help them to discover unique events, attractions, and destinations on their own. As a growing destination for day travelers and overnight tourists, Lampasas should consider a comprehensive wayfinding signage system with prominent signage that directs visitors to important landmarks and key destinations such as the Lampasas County Visitor's Center, Downtown, City Hall, the Hancock Free Flow Pool, the Hanna Springs Sculpture Garden and the City's other parks and attractions.



For both residents and visitors, wayfinding is important to inform bicyclist of routes throughout Lampasas as they navigate the community.

Objective 2.3

Continue to pursue water and wastewater improvements to ensure an efficient and sustainable infrastructure system for the future.

Action 2.3.1

Improve service and prepare for growth by investing in upgrades to the City's water pressure planes. In several areas of town with relatively recent development as well as potential for new growth, water utility customers complain that low pressure affects their daily water use at home and in landscape irrigation. The western pressure plane, and specifically the Sunrise Hills and Fawn Acres subdivisions, and the area along C.R. 3420 were frequently cited as needing improvements of this nature. The Public Works Department anticipates that secondary elevated storage and potentially additional pump stations will be needed to improve service in the city's western pressure plane. These improvements appear to be relatively high priority because fluctuations in pressure mean that residents do not always have the volume of water they need for daily activities, such as hygiene, maintenance and landscaping. Improving water pressure in all areas of the City will also improve safety in the event of a fire.

Action 2.3.2

Develop a comprehensive water / wastewater master plan to help identify long-term water and wastewater infrastructure needs. Lampasas is undertaking several short-term water and wastewater improvements to prepare for future growth and demand. The City has already begun a water pressure plane analysis and will soon embark on an engineering study to implement the recommendations of that study. The ongoing capacity analysis of the City's sewer treatment plant and the Ajinomoto pretreatment plant will ensure that these services are functioning to the appropriate Level of Service (LOS).

Consider the creation of a Water/Wastewater Master Plan to determine future water and wastewater needs as the City continues to build out. A master plan will look at all aspects of these services and will give City leaders direction on future goals and improvements that need to be made in the current system to stay ahead of the demands of population growth.

Action 2.3.3

Evaluate and anticipate needed extensions of the water and wastewater Certificate of Convenience and Necessity (CCN) boundaries concurrent with the City's growth and annexation program. Providing a drinking water supply, with adequate pressure for distribution, is a precursor to new growth and development. The City's Comprehensive Plan Advisory Committee indicated that highway corridors for U.S. 190, 183 and 281 to the south and southeast are likely areas of growth for residential and commercial development. The industrially zoned areas near the airport

on U.S. 281's southbound approach to town and the Business Park location on U.S. 183 are areas where growth would require water service adequate for commercial or industrial demands. In these areas, particularly where they are served with highways that could support a more intensive pattern of development, the City should examine the feasibility of expanding the CCN to support new growth. Any expansion of the Water CCN should evaluate current and proposed utility rates to ensure adequate cost recovery.

Although the LEDC has extended water and sewer services to the Business Park on South U.S. 183, additional support and funding options will need to be investigated for extensions to individual sites in the most marketable portions of the park. Extending water service throughout the site's challenging topography may be economically prohibitive without cost-sharing from tenants, such as paying for the connection to their individual site.

Action 2.3.4

Annually evaluate and modify necessary utility rates and fees to ensure economically sustainable continuation of operations. To ensure adequate electric, water, wastewater utility operating fees, and impact fees the City should continue to periodically evaluate and modify utility rates and fees to avoid the necessity for large increases and to ensure sufficient revenues for operation, maintenance, capital improvements and debt service. As development accelerates, Lampasas may benefit from using impact fees to offset the expenses of providing services to new development. There are a number of capital expenses and staffing increases identified for water and wastewater alone. Incremental cost increases should be tied to improved service and quicker repair times in order to ensure that they are more readily accepted by the utility customers.

Action 2.3.5

Evaluate the need to increase the number of staff in the Public Works

Department. Public Works Department has indicated that they need a minimum of five extra staff people to support water and wastewater services. The evaluation of this ongoing expense can be considered independently or as a part of the City's Water-Wastewater Master Plan.

Objective 2.4

Make Lampasas more resilient to future flooding with a program of improvements that will reduce the potential impact of future flood events on life and property.

Action 2.4.1

Continue to fund WCID to strengthen the City's flood protection system. From 1958 through 1961 the United States Department of Agriculture's Soil Conservation Service (now USDA-NRCS) funded design and construction of nine (9) flood control dams which have successfully managed the effects of repeated flash flooding in the Sulphur and Bureson Creek basins. Catastrophic floods occurred in 1873, 1936, 1944 and 1957. At the time of construction, the Federal Government intended for local sponsors such as State Soil and Water Conservation Districts, cities, counties, water control improvement districts (WCID), river authorities, and other special purpose districts to take responsibility for their operation and maintenance.

While only three of the dams protecting Lampasas were originally constructed to meet high hazard classification standards, the Texas Commission on Environmental Quality (TCEQ) and the NRCS now consider five additional dams in need of upgrade to high hazard standards. This classification is a result of additional development/population downstream of the dams. Because of the complexity and cost of the upgrade process,

the City of Lampasas should support a multi-year implementation and funding program that prioritizes dam improvements according to their potential to protect populations, infrastructure and commercial properties downstream.

Action 2.4.2

Identify a funding source to rehab and upgrade the flood control dams in the Sulphur Creek watershed that protect the City of Lampasas. These dams, which are operated and maintained by the Lampasas County Water Control and Improvement District No.1 (WCID), form a critical link in the City's floodplain protection system. In 2019, the Texas Legislature passed funding to support flood control projects throughout the State. This funding is currently available to the Lampasas County WCID through the Texas State Soil and Water Conservation Board to upgrade dam infrastructure. The WCID has identified and applied for funding to upgrade the highest priority dam serving Lampasas to high hazard standards. However, matching funds are required. If the WCID, City and County are unable to provide a match equivalent to 1.75% of the cost of renovation within the next two to three years, the region could lose access to millions of dollars in State aid for a repair that will eventually have to be completed.

As the WCID establishes a plan and schedule to complete the remaining dam upgrades in the coming years, it will be important to stay abreast of state and federal sources of funds, such as the programs provided by the Texas Water Development Board (TWDB). It will also be important to establish a reliable local source of funds to match the grants available from the state through fees, General Fund allocations or the establishment of a WCID taxing district.

Action 2.4.3

Develop a comprehensive Drainage Master Plan for Lampasas. At multiple points in the public engagement process, citizens indicated that stormwater drainage is a growing area of concern. Responses to questionnaires sent to City staff indicated that keeping streets clear and dry is an ongoing challenge, particularly given the lack of existing stormwater infrastructure in Lampasas. In the Stakeholder meetings and Open House held in the initial stages of the Comprehensive Planning process, several members of the public indicated that the City's existing drainage network is inadequate to manage moderate to heavy rainfall, such as the heavy downpours associated with a 10-year or 25-year storm. The northeastern quadrant of the City, where a number of creeks converge, was one area that appeared to experience frequent street flooding. Although Lampasas is not projected to see the dramatic increases in rainfall volume that the NOAA Atlas 14 study projects for much of Texas, the August 2015 and October 2016 floods that deluged much of Central Texas tripled the City's expected monthly rainfall totals.

As the population of Lampasas continues to increase, a comprehensive drainage master plan should identify flooding and drainage issues on a Citywide basis and develop an approach to prioritize and address these problems. At a minimum, the study area should include the City limits and surrounding ETJ. The study should also evaluate existing stormwater infrastructure, erosion issues that could undermine the banks of City's creeks and could address water quality challenges such as hydrilla overgrowth. The drainage master plan would identify capital improvement projects to these problems. These recommendations prepared through the Drainage Master Plan can be used to incorporate a strategic plan for investments in the City's Capital Improvement Plan.

Funding for a drainage master plan may be available through the Flood Mitigation Assistance Grant Program of the Federal Emergency Management Agency (FEMA) or the Texas Water Development Board, both of which offer financial assistance to communities for projects and planning that reduce long-term risk of flooding.

Action 2.4.4

Evaluate potential modifications to the City's drainage criteria due to recent changes in rainfall and draft and adopt a drainage manual. Establish consistent drainage criteria through the adoption of local ordinances and prepare a drainage criteria manual for the development community that takes into account recent changes to the frequency of rainfall depths. Citizens indicated that a number of areas of the City are prone to flooding even during 10- and 25- year storms, and that road overtopping is a frequent event in areas like Naruna Road, Brown Street, Western Street and East Fifth Street. FEMA is in the process of updating its Base Level Elevation (BLE) maps in Lampasas County, and studies indicate that there may be a slightly increased flood risk in the City's creek corridors. This is even true during more frequently occurring storms which are not included in FEMA 100-year floodplain maps. Throughout Central Texas, many communities have begun requiring developers to use a range of techniques to manage water onsite, rather than discharging it downstream. As Lampasas considers its options in this regard, the City of Boerne offers one regional example of how new drainage criteria might mitigate flooding concerns through local ordinances.

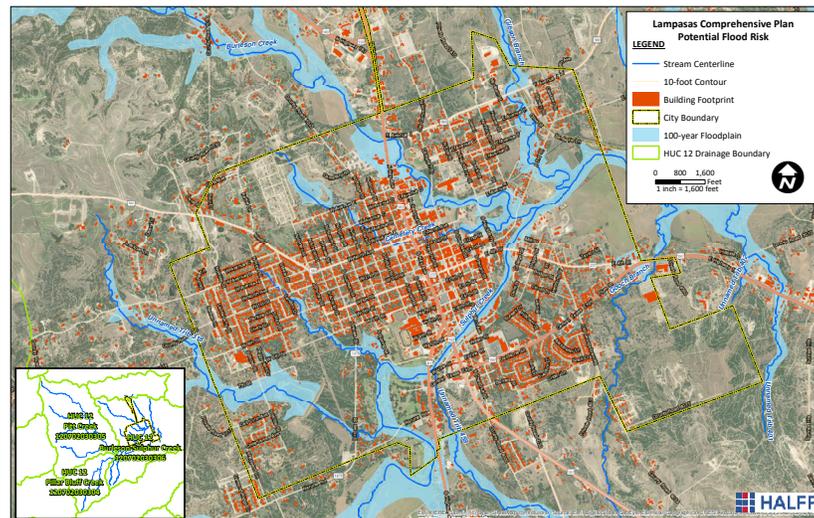
Action 2.4.5

Identify corridors along the City's network of wet and dry creeks where drainage and flood control can be combined with recreational improvements.

Lampasas was founded on the shores of Sulphur Creek. During the comprehensive planning process, citizens expressed an interest in strengthening the community's identity through reconnecting citizens to its waters. This goal can provide a dual benefit. By extending the network of trails located along Sulphur and even Burselson Creeks, the City can provide a buffer against future floodwaters as well as an amenity to attract residents and visitors. Shared-use pathways along the banks of the City's creeks can reconnect multiple points of interest, including the Hancock Free Flow Pool, Downtown and Campbell Park. A fully built out trail network along the banks of the creeks could serve important recreational and transportation functions. The easy grade, scenic interest, and minimal road crossings available along the creek corridors could improve mobility for pedestrians, cyclists and even wheelchair and scooter users of all ages.

To ensure this land is available for flood protection and trails development, updates to the city's land use regulations could include enhanced setbacks from Sulphur and Burselson Creeks and flexibility in the site planning and subdivision process to offer greater protection of natural resources. As FEMA and the State provide new information with respect to flood risk, Lampasas can use this occasion to consider

MAP 5.1, POTENTIAL FLOOD RISK





W.M. Brook Park is located along the south side of Sulphur Creek. This major drainageway runs through the center of Lampasas.

where increased stream setbacks would provide better flood protection for homes and businesses, and how floodplain mitigation improvements might be combined with the long-term objective of providing public access to the Creeks.

Action 2.4.6

Develop opportunities to utilize parkland for regional drainage. As Texas cities expand outward, they pave over agricultural fields and ranchland, making the land less permeable and more prone to flooding. Rainwater drains quickly off of paved surfaces like highways and parking lots, leading to rapid accumulation in swales and creeks. Although many of Lampasas' creek beds are dry much of the year, they extend their fingers throughout the City. The City's floodplain, therefore, extends far beyond the boundaries of its better known waterways. When these urbanized streams experience flash flooding, the result can be severe scouring and erosion of the banks of the creeks, as well as resulting damage to property and native habitats.

Since Lampasas has limited drainage infrastructure, park properties that border or surround these waterways may be some of the most effective tools to direct, capture and slow rainfall. Holding and slowing water creates the additional benefit of releasing cleaner water downstream. With approximately 17% of the City's land dedicated to parks, City parkland can act as a sponge to mitigate the impact of rainfall on surrounding properties and downstream. As the City develops its Master Drainage plan, the analysis should examine opportunities to combine stormwater management with water and landscape amenities.

Action 2.4.7

Discourage new development in flood-prone areas. As the City limits of Lampasas are relatively compact, growth pressures are likely to increase on all available parcels in the City, even areas where flooding is likely to occur. To reduce risk to new development, a revised floodplain management ordinance can address these issues, provide limitations on the type of new development that can occur in the FEMA floodplain and other high-risk areas. Modifications to the subdivision ordinance can provide for flexibility in site layout to remove a greater number of parcels from risk.

ELEMENT 3: LAND USE & DEVELOPMENT

GOAL 3

Expand opportunities for high-quality growth in Lampasas, while preserving the small-town character and distinct natural resources of the community.

Objective 3.1

Evaluate land use regulations to ensure quality development outcomes in Lampasas.

Action 3.1.1

Undertake a comprehensive analysis of the City's zoning, subdivision, and other land use regulations, and consider opportunities for improvements to provide more consistency, clarity, and compatibility with existing uses. The Comprehensive Planning Process identified a number of areas where the current zoning ordinance is both inconsistent with existing land use conditions and incompatible with current goals for development. Lampasas should evaluate opportunities to modify the zoning, subdivision ordinances, as well as other development regulations to encourage a higher quality of development. The analysis can also serve to identify provisions in the code that may be too restrictive, redundant or difficult to enforce. This comprehensive analysis of the City's existing regulations can then be followed by recommendations of how to ensure the regulations support the quality and character of development envisioned by the community. Issues flagged as high priorities to address include determining appropriate locations for the development of mixed-uses, encouraging a wider variety of housing types, facilitating new areas for commercial development and increasing protection of creek corridors. It will be necessary to balance the regulations adopted with concerns regarding additional cost and time to the development process.

The first step should include a review of the City's existing zoning, subdivision, and other development related regulations for conformance with the strategic directions of this Master Plan. This could include the development of a memorandum to identify inconsistencies between plan and code, items for procedural or substantive update, and recommended next steps.

Action 3.1.2

Consider a comprehensive update to the City's zoning, subdivision, and other development regulations to implement the recommendations identified in the Comprehensive Plan and improve the quality and character of the built environment. To improve design criteria and the built environment over time, an update to the City's zoning, subdivision, and development regulations will be needed. Each future land use classification described in Chapter 4 contains recommendations intended to improve the quality and character of development in the City. The proposed recommendations are intended to restructure the City's zoning districts to base them on the quality and character of development, rather than predominantly by their permitted land uses. As such, it is recommended that the City follow up with a comprehensive update to the zoning regulations found in Ordinance 878, Zoning Ordinance of the City's Code of Ordinances. The process of updating the City's zoning should include review and modification of permitted, limited, and conditional use lists, site development regulations, and other applicable development regulations. The update could also include a restructuring of the existing regulations to improve readability and usability.

Action 3.1.3

Review and amend the zoning and subdivision regulations to allow a greater mix of housing types in each neighborhood. Encourage the development of a wider variety of housing types at varying price points to offer “life cycle” housing and achieve a broader housing and income mix across the City. In a community like Lampasas, where multiple generations of a family often express the desire to return to the community where they were raised, mixed-income and mixed-housing type neighborhoods can strengthen the social capital of the area. Indeed, many of our older communities were developed this way and today are being recognized as some of the most vibrant and coveted places to live. It was not until the advent of zoning and the mass proliferation of tract-style subdivision housing that every housing type and price point was separated into their own neighborhood. The housing types that were left out are often referred to as the “Missing Middle”, which can include homes on smaller lots, duplexes, fourplexes, townhomes and modestly sized apartments. Some communities allow developers to configure lots as the market demands by establishing an average, in conjunction with a minimum, lot size whereby lot sizes are required to vary in width with a certain percentage being narrower or wider than the average. Other options to expand housing types include providing locations where “Mother in Law” or Accessory Units, can house a family member or a tenant; where two and four family structures are permitted and where townhomes can provide an alternative ownership option. One housing model that is becoming increasingly popular is the “cottage neighborhood”, which offers a scaled down version of a master planned community, with small footprint homes with commonly owned and maintained grounds. These subdivisions are often targeted toward downsizing homeowners.

Action 3.1.4

Consider developing a quick reference guide which clearly specifies the development, zoning and annexation process for citizens and the development community. In a growing community like Lampasas, planning staff has the daunting task of orienting each new developer to the City’s development process, rules and regulations. Presenting them with a clear, consistent set of guidelines minimizes staff time devoted to this task and protects neighbors by ensuring that new development follows the rules. A quick reference guide for property owners and developers can serve to walk them through the steps of zoning and subdivision procedures, instruct them on the documents required when submitting an application and provide an approximate timeline for completion. Copies of relevant forms can be included or linked to the guide for easy reference, and to minimize staff time devoted to answering administrative inquiries.

Action 3.1.5

Maintain a consistent process for codifying adopted City ordinances, and effectively communicate that process to the public. The City’s process of codifying adopted City ordinances includes maintaining a hard copy of the City Zoning map in the Planning Department office and sending quarterly updates to Municode to provide citizens and developers with online access. It is important to consider that the pace of updates may need to speed up as more developers express an interest in the City. Staff should continue to communicate this process to citizens and developers alike, and to emphasize that they must check in both locations before proceeding with design and construction. Encouraging applicants to participate in a pre-development meeting can help ensure that all new development projects comply with the property’s current legal requirements, while ensuring that all are aware that they need to be following the same rules.

Objective 3.2

Utilize the Lampasas Future Land Use Plan in conjunction with the rezoning process to create new opportunities for growth that enhance the character of the City, while protecting its natural resources.

Action 3.2.1

Identify opportunities for mixed-use activities and higher density residential uses in transitional residential areas near downtown and Silk-Stocking Row and review and amend the zoning regulations to facilitate these activities. There is a growing market demand and lack of supply for small-town living in and near Central Texas downtowns. As such, the City should continue to identify opportunities to add urban-character residential units (e.g., mixed-use lofts, townhomes, live-work units, multifamily) for providing more opportunities for living near Downtown. This may also be appropriate for the nearby Silk Stocking Row, which is located across Key Avenue between 3rd and 5th Streets from Ridge to Summer Streets and the East 4th Street neighborhood near Georgetown Road. Topics to include may be the identification of desirable lot sizes and the appropriate alternatives to meet a “missing middle” housing market. Historic homes in both areas also represent an opportunity for professional service providers looking for a unique and welcoming office environment for their clients. Permitting revenue generating uses in historic properties may also increase the likelihood that they will be carefully restored to their former condition. Bringing new residents and businesses into these neighborhoods would strengthen the market for Downtown businesses and support the creation of the 24-7 district that the City has identified to be a priority.

Action 3.2.2

Consider developing character and context-sensitive street cross-sections as part of the next update to the City’s Thoroughfare Master Plan. Citizens identified improving the City’s roadways, from their pedestrian environment to their maintenance condition, as a top priority during both the survey and the open house. This presents an opportunity for the City to re-envision how they would like their roadways to look and feel. In fact, roadways can have similar functional classifications but look and feel entirely different. An arterial roadway in Lampasas’ ETJ may be a two-lane roadway with wide shoulders, open bar ditches, and no sidewalks. In downtown Lampasas, it might still be a two-lane roadway, but would have curb and gutter and pedestrian amenities. Since roadways play such an important role in an area’s character and quality of development, it is recommended that the City consider adopting context-sensitive street cross-sections based on surrounding uses during the next update to the City’s Master Thoroughfare Plan.

Action 3.2.3

Evaluate modifications to the City’s development ordinances to establish stream setbacks and incorporate low impact development measures as part of new development near waterways. It is becoming common practice for communities in Central Texas to protect their creeks and streams from the impact of new development through a required setback from the creek’s centerline and the introduction of vegetative practices as a low-cost, attractive buffer to improve the health and habitat of the waterway. Stream setbacks and green stormwater management techniques, also known as Low Impact Development measures, can improve water quality while also serving to reduce streambank erosion and sedimentation that may lower the channel’s effectiveness at conveying water downstream. With Sulphur, Cemetery and Burleson Creeks all traversing the City, the adoption of these types of techniques will also strengthen the City’s floodplain management program by moving new development further from the areas of highest risk. Lampasas may find regulatory guidance for these

techniques in communities like Boerne and Cibolo, who have modified their Floodplain Management ordinances to incorporate setback requirements and low impact development measures based on the classification of the stream.

Action 3.2.4

Evaluate opportunities to incentivize further protection of sensitive natural resources (e.g., steep slopes, mature trees) through the City’s zoning, subdivision, and other development regulations. One of the most frequently cited benefits to living in Lampasas during the survey and Open House was the City’s rich natural environment. To protect the City’s natural assets, which include local creeks, parks, trees and even forested areas, Lampasas should update its land use and parks regulations to achieve these purposes. Some options to consider include:

- Conservation subdivision ordinances, which can allow a developer extra flexibility in lot configuration to preserve a forested or Creekside environment;
- Tree preservation ordinances to establish the percentage of tree canopy to be preserved or replaced; and
- Parkland dedication ordinances or provisions that provide recreational opportunities in new subdivisions while also ensuring that sensitive natural areas are preserved from development.

Amendments to the Drainage and Flood Hazards provisions of the City’s land use regulations could also encourage the dedication of drainage easements that could contribute to the establishment of a linear park network along Sulphur and other creeks. To further protect these natural areas, the ordinances could include a planting list of appropriate species to ensure the use of regionally adapted plants in landscape and buffer areas.



Sulphur Creek is an example of a waterway in Lampasas that could continue to contain setbacks to incorporate low impact development measures as part of new development.

Objective 3.3

Expand opportunities for new commercial development and employment to serve the needs of citizens and attract residents from surrounding communities.

Action 3.3.1

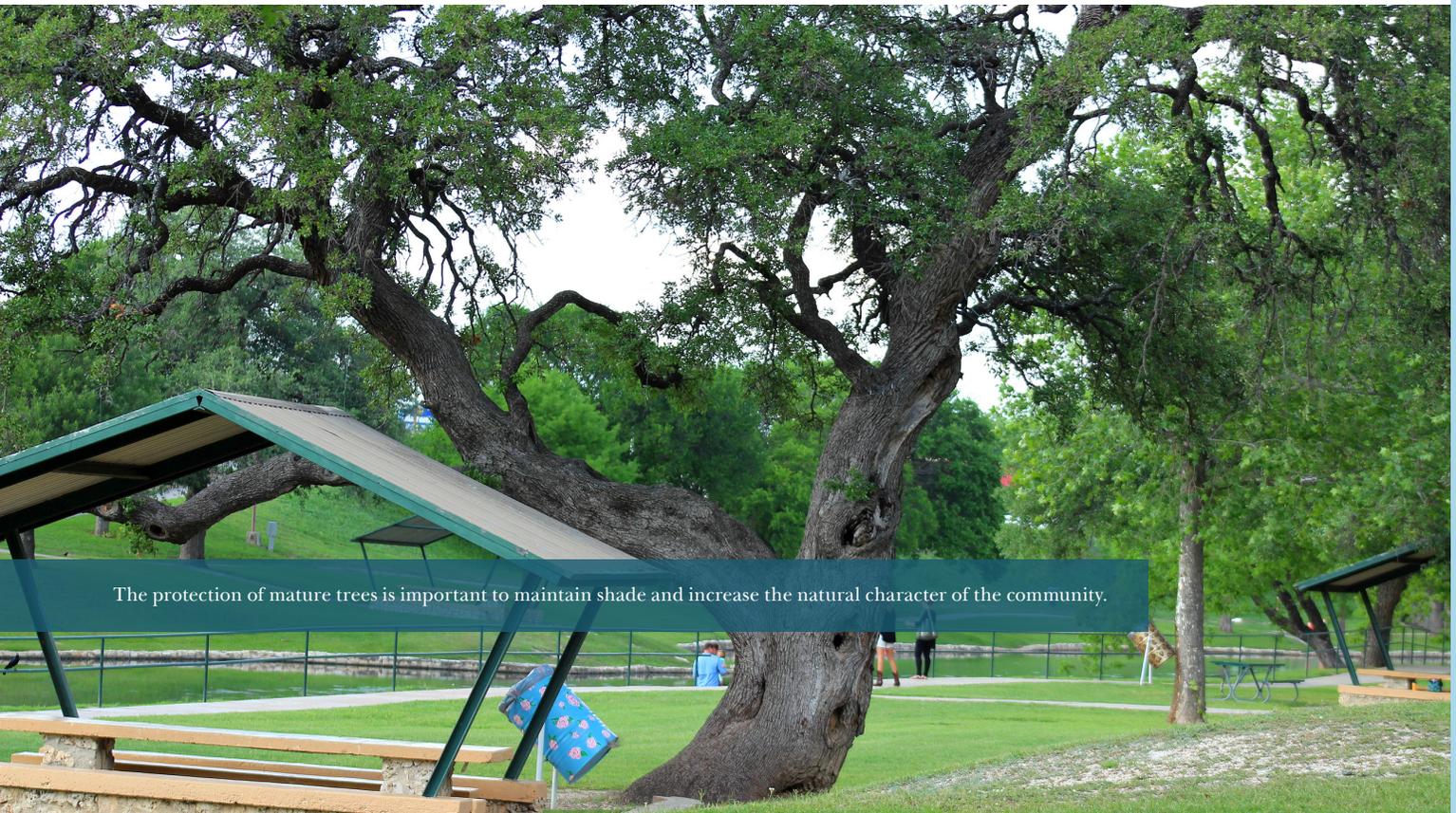
Revise zoning and development regulations governing Key Avenue to improve the appearance of the corridor, while identifying sites to catalyze new development.

During the public participation process, citizens expressed dissatisfaction with the appearance of Key Avenue and the impact of that appearance on perceptions of the City. At the Open House, residents were asked to provide feedback on a visual preference survey that compared four site layouts and asked them to select the type of character they would like new development to reflect. Citizens' overwhelming preference for this auto-oriented commercial corridor on Key Avenue included landscaping with native plants, enhanced pedestrian circulation and improved pedestrian and vehicle connections to attractions such as the Campbell Sculpture Garden, Brook Park and Downtown. They would also like the City to consider decorative site furnishing and lighting and outdoor seating areas along this corridor. As the City updates its Zoning regulations, it can incorporate these elements into the appropriate zoning district, or can consider the creation of a Key Avenue overlay district that emphasizes the special character of this corridor and encourages sidewalks connecting to amenities and attractions off of Key Avenue such as those described above. The City may also identify parcels where utilities could be relocated to accommodate the footprint of a moderately sized business.

Action 3.3.2

Evaluate the potential for a mixed-use district east of Sulphur Creek. Along the 4th Street approach to the Historic downtown, there is an eclectic mix of homes, businesses and open space that may represent an unexplored district for future development. The area roughly bounded by Old Georgetown Road and Sulphur Creek to the east and west, and Mill and Cloud Streets to the north and south, is home to a salon, a laundromat, automotive shop and three City of Lampasas facilities (the Fire,

Photo credit: Kristy Acevedo



The protection of mature trees is important to maintain shade and increase the natural character of the community.

Electric and Waste Treatment buildings). It is also the neighborhood where the historic Colored School is located. The neighborhood's location along a major thoroughfare, its proximity to a potential trail network on Sulphur Creek, and its relatively low density of development could make it perfectly suited to meet some of the commercial and needs that will not be easily accommodated in a built-out Downtown environment. This area is worthy of future study for its market potential as the land use code update progresses.

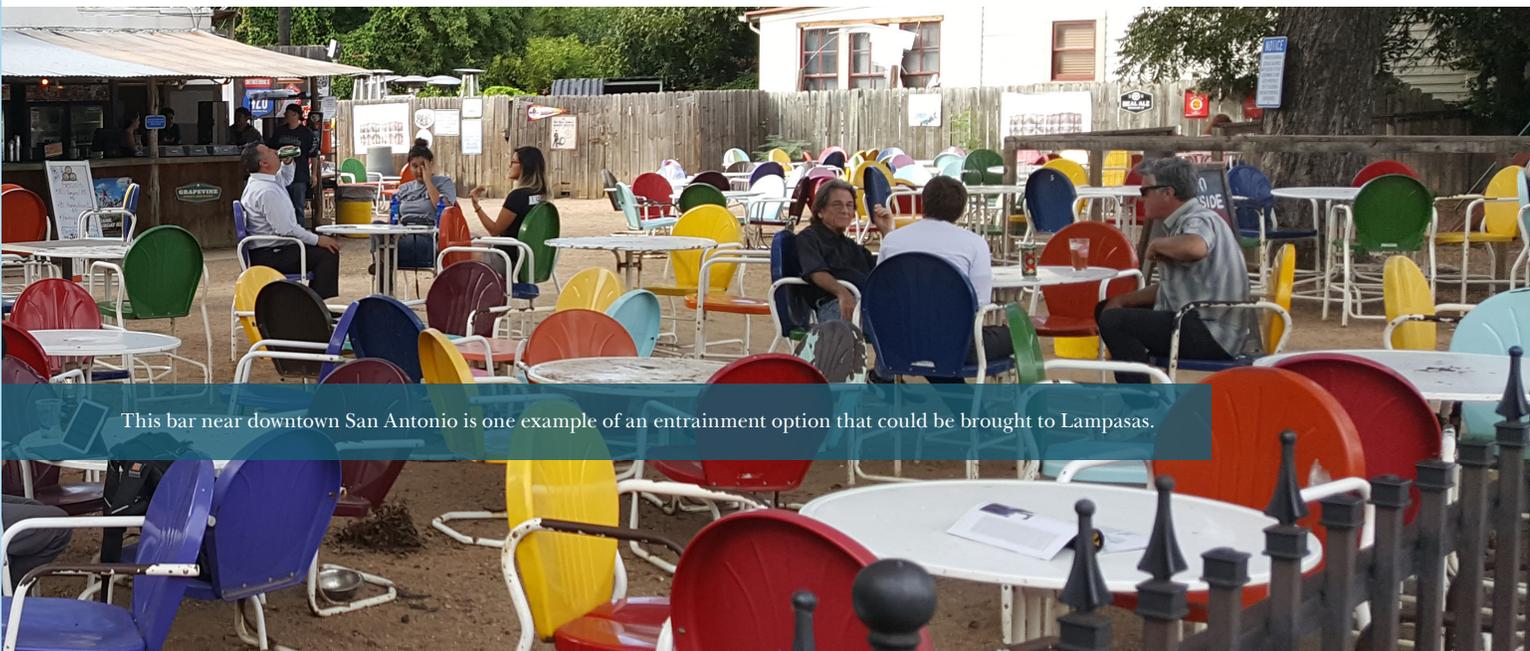
Action 3.3.3

Provide residents with new entertainment and dining opportunities in Lampasas.

When citizens responded to the survey prepared for this comprehensive plan, the most frequently identified needs with respect to new businesses were entertainment and dining options. Lampasas residents report dissatisfaction with their limited number of options. For date night, movies and family outings, they often travel to adjoining cities rather than spending their dollars in town. Citizens also cited a need for more clothing stores, particularly for women and children. The City's EDC maintains data that shows in detail how Lampasas' residents are spending their money at home, and how far they are traveling for other goods and services. This data should continue to be used in attracting larger-scale, nationally recognized retailers and restaurants. However, it can also be used to identify where City support could encourage local businesses to fill these needs. Renovating a space Downtown or in another centrally located area could provide lower cost space subdivided to serve multiple small businesses. Establishing pop-up spaces in City-owned property or with local landlords could allow would-be entrepreneurs and restaurateurs to temporarily try out their ideas and determine if a permanent location is warranted.

Action 3.3.4

Identify appropriate opportunities on highway corridors for new commercial development and employment centers. As Lampasas and the surrounding cities grow, there will be additional demand and opportunities for larger scale retail. Stakeholders identified the south side of U.S. Highways 281 and 183 as potential locations for this type of development. While the large retailers and restaurateurs follow very stringent criteria when choosing locations, the City and EDC may benefit from building on EDC's existing research to prepare a Real Estate Market Analysis to better understand supply and demand in the regional market, the City's primary trade area as well as land use industry trends that might be appropriate for Lampasas. Because the City has expressed an interest in identifying and packaging new development sites along its highways and even Key Avenue, these efforts could be targeted toward stimulating new development on these sites in particular.



This bar near downtown San Antonio is one example of an entrainment option that could be brought to Lampasas.

ELEMENT 4: ECONOMIC DEVELOPMENT

GOAL 4

Expand retail and entertainment options to serve residents and to make Lampasas a destination for visitors who will contribute to the City's economy.

Objective 4.1

Foster continued economic growth in Lampasas.

Action 4.1.1

Encourage people passing through Lampasas on their way to major metropolitan areas and Hill Country destinations to stay and visit the City's attractions.

Although increasing traffic on the U.S. 281, 183 and 190 highway corridors is a significant challenge for community members, it also represents an opportunity, bringing thousands of potential customers to local businesses on a daily basis. As noted in the recommendations for Objective 1.1, converting this pass-through traffic into a reliable customer base depends on the following factors: enhancing the experience of arriving in Lampasas through City gateways; providing information on goods and services offered in the City and providing a reason for travelers to stop in Lampasas.

To encourage longer stays and overnight visitation from Austin, San Antonio, Fort Worth, Killeen and other destinations, the City should continue to work with the EDC to expand hotel offerings and determine the types of amenities and services that could encourage these visitors to extend their stay. The Killeen-Temple Fort-Hood area is the closest geographically, with military base alone housing more than 30,000 residents who are connected to Lampasas through the base's shuttle service.

It is also important to examine how the City ranks with respect to other elements that attract tourism to small towns, including architecture, art, cuisine, history and natural habitat. For example, Lampasas offers relatively undisturbed examples of Hill Country habitat. Including these assets in marketing materials could further develop the area as a nature tourism destination, which could make the City eligible for assistance from the Texas Parks and Wildlife Department's nature-based tourism program.

Action 4.1.2

Continue to support the efforts of the Lampasas Economic Development Corporation (LEDC) to promote the economic development of the community.

The Lampasas Economic Development Corporation helps retain and attract jobs and business in the community. In this way, they enhance economic opportunities and quality of life for citizens. As the EDC prepares its plan each year, the City of Lampasas could expand the Corporation's capacity by partnering on research and planning efforts such as a Retail Market analysis, a Demand analysis for retail or office space or even a citywide Economic Development plan that identifies a multiyear program of initiatives to promote the City. Ongoing investment in EDC's mission can help achieve related City goals of attracting higher paying jobs and filling gaps in the dining, entertainment and retail options that can keep local dollars in the community.

Action 4.1.3

Establish a Buy Local campaign. A Buy Local campaign led by the LEDC and its partners can encourage citizens to spend their dollars with locally owned businesses. This will serve as an opportunity to improve the City's tax base, while also leading to more efficient land use that place less demand on its roads, utilities and safety services. Particularly as small businesses struggle with the interruptions of COVID-19, the City can offer promotions and publicity that help encourage its citizens to reinvest in the businesses who count on their local customers for their survival through good times and bad.

Action 4.1.4

Provide incentives to encourage Key Avenue property owners to develop or improve their properties. Key Avenue does not adequately reflect the character of Lampasas. The streetscape created by a wide highway, buildings set behind a sea of parking, large signage and minimal landscaping communicate the message that the corridor is just like any other. Many of the remaining vacant parcels along Key Avenue have a relatively small footprint, and are not commercially viable to develop in today's market.

If the City can assemble larger contiguous sites to meet an identified need for new commercial, restaurant or entertainment uses, these parcels can serve as a draw for new businesses or entrepreneurs to establish themselves in Lampasas.

Action 4.1.5

Find opportunities for cost-sharing for infrastructure improvements. Community members indicated that identifying who pays for improvements and connections to the water and wastewater system required by new development can sometimes be a point of contention. Connection fees are one way to defray these costs, and the City should regularly update these fees to determine that they are covering the City's costs and are in line with the fees assessed by surrounding communities. Another common strategy is the adopting of a development impact fee, as authorized by *Texas Local Government Code, Title 12. Planning & Development, Subtitle C., Chapter 395. Financing Capital Improvements Required by New Development Subchapter A. General Provisions*, which must be linked to a local Capital Improvement Plan.

Objective 4.2

Attract higher paying, high-skill employers to locate in Lampasas.

Action 4.2.1

Continue to prepare development sites and recruit new employers to the city's business park site. The LEDC is marketing and preparing sites at the business Park and has provided electrical, water and sewer to the location. However, recruiting has been a challenge despite the site's location on U.S. 183. It may be necessary to invest in some development-ready sites with water, sewer, drainage, electrical and internal roadway infrastructure to accelerate recruitment. The development of pad ready sites could be phased particularly due to challenging topography and drainage on the southern portion of the property.

Action 4.2.2

Encourage the expansion of existing businesses offering higher paying, high skill jobs. With its low taxes, a business-friendly regulatory environment, and a low cost of living, Texas provides a particularly favorable climate for small business. In fact, a study published by the Governor's Office in 2016 found that 98.6% of jobs in the State are created by businesses with fewer than 500 employees. Maintaining the City's strong relationships with existing businesses like Rollins Brook Community Hospital, Ajinomoto, Oil States and Phoenix Carved Stone may have an even greater long-term return than the recruitment of new firms, given the high cost of marketing efforts and incentive packages. To show the City's appreciation for loyal employers, it may be useful to develop new types of incentives focused on retention. A stakeholders group led by EDC, and including City leadership, the Chamber of Commerce, retired business executives, educational entities and commercial lenders among others, could help the City identify those strategies with the highest potential to encourage businesses to expand and even relocate higher paying jobs from other parts of the country.

Action 4.2.3

Establish a small business incubator to support local and relocating entrepreneurs. Lampasas has successfully encouraged entrepreneurs to invest in the rehabilitation of historic properties and the establishment of small businesses. In fact, 20% of the respondents to the public survey for the Comprehensive Plan were business owners. To strengthen the business climate and continue to encourage growth in needed services like sit-down restaurants, entertainment options, clothing and coffee shops, the City may consider establishing a small business incubator, also commonly referred to as a business accelerator. A business incubator for Lampasas could be centrally located Downtown or on Key Avenue to foster networking among entrepreneurs and provide services such as access to legal and accounting assistance, links to funding networks and mentorship from more experienced entrepreneurs.

Objective 4.3

Revitalize Downtown and other historic properties to catalyze private investment and promote tourism.

Action 4.3.1

Continue to encourage a vibrant, active Downtown. The 12-square blocks that make up the City's historic Downtown Central Business District, including the Keystone Hotel, the Courthouse Square and the 3rd Street Historic District are some of the City's most recognizable and memorable places. However, adapting these historic structures and the Downtown layout to modern needs will require the active engagement of the City in facilitating redevelopment and life-safety improvements to the Central Business District.

In the short term, the Courtyard Square Association is already working with the City on a number of improvements to make the area clean and safe, and to facilitate events and improve public spaces. City leaders might consider strengthening their support for these efforts by convening an engagement effort with these business leaders to prioritize improvements that extend beyond the Association's capacities. City leaders can also establish economic incentives for redevelopment, such as tax abatements for improvements to historic properties. In the long-term, a Downtown Revitalization Plan could help Lampasas develop a strategic approach to attracting a desirable mix of businesses. Such a plan typically includes a combination of market analysis, a plan for streetscape improvements, a package of economic and tax incentives and potentially targets key properties for acquisition.

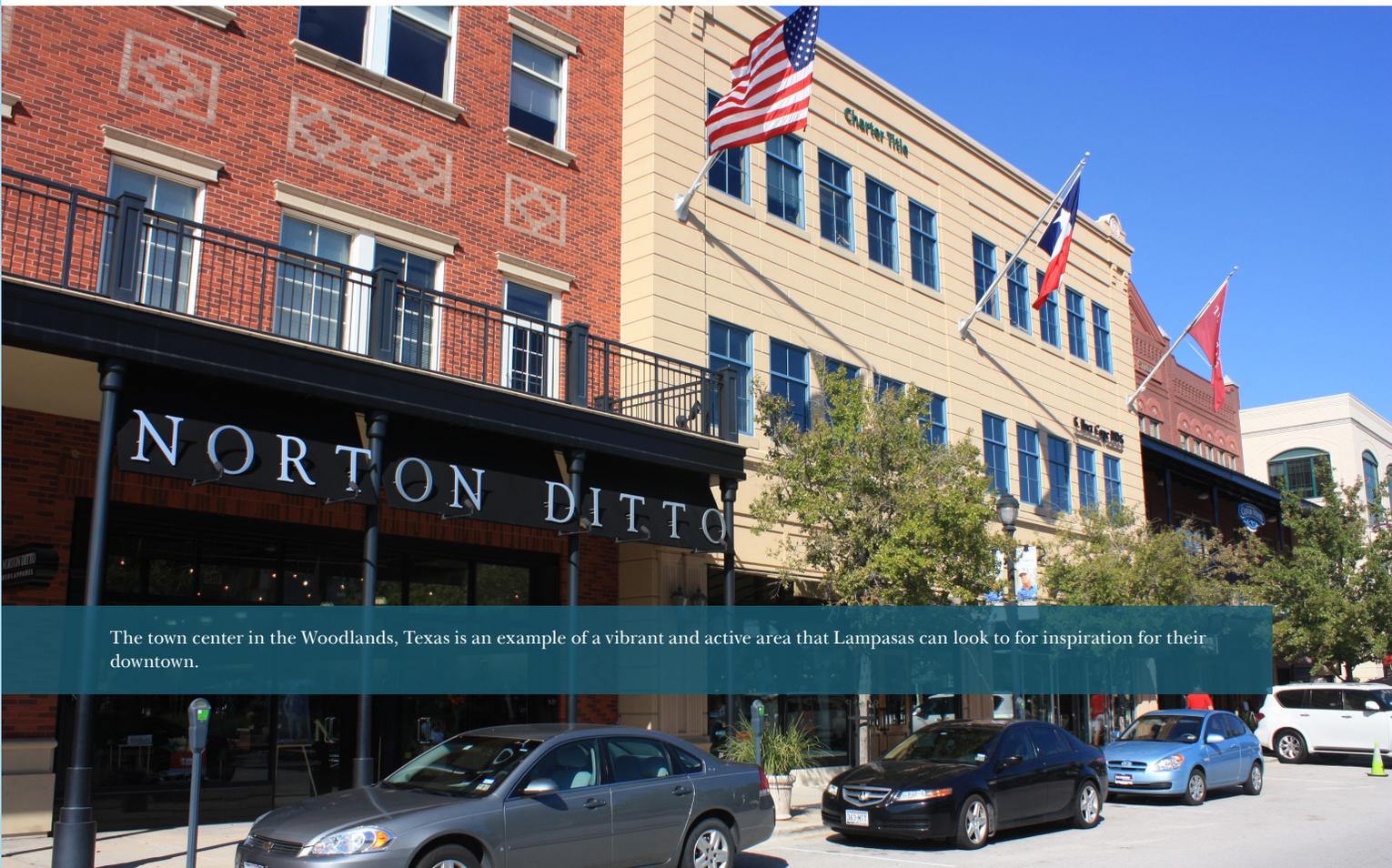
Action 4.3.2

Create Downtown environment that supports 24-7 activity all year long. Planned events that draw residents and visitors Downtown, like Sip and Stroll, Music on the Square and Squared Silly are very popular with Lampasas residents. Although they currently represent only a small fraction of the year, they contribute to the lively 24-7 atmosphere that survey respondents overwhelmingly indicated they would like to see occur Downtown. The City should continue to provide financial support as well as technical assistance to the organizations that promote and program these events, while also encouraging new and existing businesses to expand their hours of operation. This would allow residents whose leisure hours are on weekends and after 5:00 PM on weekdays to shop and dine in the City’s Central Business District. Providing opportunities for new residential development in and around Downtown would also expand the district’s customer base, and provide more support for a diversified retail environment of restaurants, bars and neighborhood services.

Action 4.3.3

Establish Historic Preservation Design Guidelines. During the public outreach conducted for this plan, the community outreach indicated that the identity of Lampasas is closely tied with its history. A deliberate process for preserving historic resources could yield long-term benefits for the City. Historic communities around Texas use historic preservation design guidelines to ensure that the character of their historic structures and neighborhoods remains intact. These guidelines generally combine recommendations and incentives with regulatory requirements that draw from the federal standards for historic preservation activities.

The City of Llano, for example, maintains an inventory of all historic buildings and districts and requires a permit for construction, alteration, restoration or demolition activities of properties designated as historic landmarks or located within a historic district. Killeen’s Downtown Design Guidelines use a written and illustrated guide to



The town center in the Woodlands, Texas is an example of a vibrant and active area that Lampasas can look to for inspiration for their downtown.

provide direction in the development and possible alteration of building facades in the Downtown Historic District. Guidelines frequently encourage the repair rather than replacement of deteriorated architectural features, or the use of replacement materials that are similar in composition, design, color and texture.

Although there are cost implications associated with the preservation of historic resources, there are a number of state and federal programs that offer some form of financial assistance to encourage proper maintenance and rehabilitation. The State of Texas offers financial assistance programs for the rehabilitation of historic structures, such as the Texas Historic Courthouse Preservation and Historic Downtown Programs. Federal incentives are also available. The Historic Tax Credit program offers a federal tax credit worth 20 percent of the eligible rehabilitation costs for buildings listed in the National Register of Historic Places. Texas encourages applicants to this program to apply simultaneously for the 25% tax credit offered by the Texas Historic Preservation Tax Credit Program.

Action 4.3.4

Create an interpretive wayfinding signage program for Downtown that is integrated with other City signage. Wayfinding systems include information and signage to guide and enhance people's understanding and experience moving in and through a community. Wayfinding can also be an important economic development tool as jurisdictions frequently compete for the same tourist and visitor dollars. A successful wayfinding signage system provides visitors to Lampasas with the tools they need to successfully navigate the City, helping them to discover unique events, attractions, and destinations on their own. Moving forward, the City should consider a comprehensive wayfinding signage system denoting key shopping and event destinations and important historic and cultural landmarks like the Hancock Springs Free Flow Pool, Hanna Springs, the Historic Downtown and Cooper Spring Nature Park.

Objective 4.4

Build upon community events and historic character to promote tourism.

Action 4.4.1

Increase the number of lodging opportunities for visitors who wish to attend Lampasas special events like Spring Ho. The recent addition of two new hotels to Lampasas has greatly expanded the ability of the City to accommodate business travelers and host large social gatherings, like weddings and family reunions. In order to stay relevant and competitive as a special events and conference destination, Lampasas must continue to ensure that its hotel property inventory expands as demand for visitation to the City grows.

Action 4.4.2

Develop a Historic Lampasas Tour to encourage pedestrians and motorists alike to stop and visit a wide variety of sites in the City. Lampasas boasts several listings on the National Register of Historic Places, including the County Courthouse and the Lampasas Colored School. In 2004, the entire Lampasas Downtown Historic District, bounded by Second, Pecan, Fourth and Chestnut Streets received its designation. There are a number of organizations and individuals who serve as stewards of this legacy, both caring for the District and cultivating in-depth knowledge of the history behind its structures. The Courtyard Square organization might be the most logical choice to lead this effort, drawing upon the research of local historians and expertise gained during the restoration of the Keystone Star Hotel.

Publishing a route for a historical tour in the form of a brochure or a website connects points of interest like the historic Courthouse, the restored Hotel, the train depot and natural attractions like Hanna Springs and the Hancock Springs Free Flow Pool. Tour routes that accommodate both pedestrians and motorists can help that history come alive and encourage visitors to stop, shop and explore the community.

Action 4.4.3

Expand options for event space by investing in renovation of existing properties such as the Hostess House as well as the long-range demand for a new conference center. The City reports that there is consistently a higher demand for local event venues than they are able to fill. Local wedding venues are a particularly attractive prospect, as many couples are looking for a unique Texas historical venue. The Hostess House could be renovated to update the facility and serve larger groups. The City can also promote venues like the Keystone Star Hotel that could serve even larger events and encourage more people to linger in Lampasas and explore local sites and businesses. As the City continues to seek new hotels to house visitors, targeting one that could include a conference center to host business travelers and regional meetings would further enhance hotel and restaurant revenues.

ELEMENT 5: MOBILITY

GOAL 5

Plan the City's transportation system to reduce congestion and traffic conflicts, accommodate growing travel demand, and incorporate quality of life amenities.

Objective 5.1

Partner with federal, state, county, and other local partners to enhance regional mobility options in the Lampasas area.

Action 5.1.1

Prepare a near-term update to the City's Thoroughfare Master Plan that accounts for rapidly increasing number of cars per day traveling through Lampasas on U.S. Highways 281, 183 and 190. Because highway traffic is projected to increase in the coming decade, and new highway projects are on the horizon, Lampasas will need to invest ongoing effort into increasing the City's connectedness to the region while mitigating the negative impacts of traffic. Drivers are increasingly avoiding heavy traffic on Interstate 35 and using Highways 281 and 183 as an alternative route Central Texas route on their way to Austin or San Antonio.

This detour pattern is increasing traffic counts through Lampasas. In Chapter 2, *Figure 2.3, Historical TxDOT Traffic Volumes Comparisons* shows the intersections with the largest increase in traffic counts from 2014 to 2018. The largest increase during this time period was 40 percent at Highway 281, north of Naruna Road.

Citizens participating in the development of this plan offered initial guidance on improving circulation and safety for U.S. 183, 281 and other roadways. This input forms the basis of the preliminary Master Thoroughfare Plan included in this document. Following the adoption of this plan, the City should establish a Mobility Stakeholders Group to study to further refine these initial recommendations for future transportation enhancements and to prepare for planned projects such as the future U.S. Highway 14. This Mobility Stakeholder Group can contribute to the refinement of this initial (MTP), including updating the Thoroughfare Plan map and street cross sections.

Action 5.1.2

Continue to actively participate in regional transportation planning efforts to promote funding and infrastructure improvements which benefit Lampasas.

Highway improvements, public transportation and thoroughfare enhancements require a scale of effort that is beyond the capacity of the City on its own. In fact, many of the transportation enhancements in the City will be comprised of public-public (e.g., mutually funded by the City or county) or public-private (e.g., toll roads) partnerships. It will be important for the City to designate a staff member to serve as a liaison to TxDOT and to coordinate with the two regional entities that address planning and funding for these issues, the Central Texas Council of Governments (CTCOG) and the Killeen-Temple Metropolitan Planning Organization (MPO).

Action 5.1.3

Enhance transit connections with other Central Texas communities, including Fort Hood shuttle service, to strengthen cultural and commercial relationships with the region.

Promoting the on-call / on-demand transit service provided by the Hill Country Transit Authority can also lead to increased visitation to Lampasas. The HOP service, as it is known, is a rural to urban fixed route, that also provides ADA complementary paratransit service for citizens and visitors to the Central Texas area. Lampasas is part of the nine-county rural division serviced by the HOP, but the community is also near the Killeen Urban Division that serves Copperas Cove, Harker Heights, and Killeen and could eventually seek to link to that route to Lampasas. Because the soldiers and families stationed at Fort Hood are often new to the region, Lampasas also might work with the post's community relations office to organize the itinerary for a day or overnight trip to encourage the families of soldiers to spend leisure hours shopping and dining in the community.

Action 5.1.4

Consider available opportunities to establish a new truck route ordinance to reroute truck traffic away from Downtown.

One of the concerns the public expressed in the open house was the problem of heavy truck traffic travelling through Downtown. As such, the City should consider updating designated truck routes in the Master Thoroughfare Plan and installing more prominent signage on truck routes in the City and on roadways where trucks are prohibited. As Lampasas develops its post-adoption regulatory provisions, one option is to consider banning commercial truck traffic greater than a class five box truck, with the exclusion of buses and waste collection vehicles, from entering Downtown. Heavy truck traffic is harmful to the pedestrian experience, increasing noise, exhaust and wear and tear on Downtown streets. Redirecting heavy trucks from 4th Avenue in particular was identified as being key to additional economic development actions being considered to promote the growth of retail near Downtown. If the City suspects that Navigation systems are a source of ongoing traffic conflicts on restricted routes, the problem can be reported directly to map providers in the effort to indicate where only local traffic is allowed.

Action 5.1.5

Prepare a walkability analysis to prioritize location of new investment in sidewalks and trails.

Walkability is a measure of the effectiveness of community design in encouraging walking and bicycling as alternatives to driving vehicles to get to shopping, schools, and other typical destinations. To conduct a walkability analysis, density, diversity of design and access to parks can be used in the analysis. In the community survey for Lampasas, 67 % of survey respondents indicated that provision of pedestrian and bicycle accommodations would greatly increase quality of life in the community.

Objective 5.2

Reduce conflicts between highway and local traffic.

Action 5.2.1

Coordinate with TxDOT to explore options for a bypass that removes truck traffic from local streets where possible. In the public survey, 48 percent of survey participants indicated that traffic congestion is a very important or important transportation issue to be addressed in the near future. Because Key Avenue, also designated as U.S. 183, U.S. 281 and U.S. 190 is the primary road that goes through Lampasas from north to south, all trucks that want to go through the City must go right through the middle of Lampasas. This indicates that most of the congestion on Key Avenue is not produced by community members of Lampasas. In combination with the next MTP update, the City should consider a truck route bypass around the City that redirects heavy traffic away from this major local thoroughfare. Stakeholders in the planning process identified a potential route to the east of Lampasas that could connect multiple highways, while minimizing traffic volumes through the City's center and maintaining easy access for those with business in Lampasas.

The City should reach out directly to TxDOT to discuss this need, and once the conversations are established, maintain ongoing communication with TxDOT in order to ensure the proposed alternatives strengthen the economy of Lampasas, while increasing its attractiveness.

Action 5.2.2

Work with TxDOT to identify potential routes for the planned I-14 Forts to Ports highway corridor. Because it is early in the planning process for the I-14 Forts to Ports Highway, it is important for the community to stay engaged with planning for the proposed highway route. This will allow Lampasas to weigh in on options that will reduce traffic conflicts with residents, while still planning for a roadway that will be close enough to the City to encourage travelers to stop, dine and shop in the community.

Action 5.2.3

Improve signal timing on Key Avenue to promote safe speeds for local and pass-through traffic. Open house attendees indicated that they would like to see better signal timing as a congestion relief strategy. Synchronization of signalized intersections is a traffic management instrument used to control who has importance at traffic signals, and for what length of time. When consecutive signals are properly programmed along a corridor, traffic travels more easily. Following the adoption of this plan, the City should approach TxDOT and Lampasas County to pursue a combined approach for signal timing with an emphasis on maximizing traffic movement and diminishing congestion for both pedestrians and automobiles.

Objective 5.3

Increase multi-modal transportation options within Lampasas.

Action 5.3.1

Consider the adoption of a Complete Streets policy to promote safer mobility for all users. Due to the importance that community participants in the Comprehensive Planning process put on creating streets that accommodate a variety of users, it is suggested that the City formally adopt a Complete Streets policy. In accordance with the wishes of the community, this policy should focus on increasing sidewalks

and off-road trails. It could be considered and adopted concurrently or soon after the adoption of the Comprehensive Plan so that it can be implemented in all decision-making associated with transportation planning, design, and maintenance. A policy can take several forms, including an official resolution by the City Council (non-binding), by ordinance (enforceable by law), through design guidelines or departmental policy, among others. Complete direction on the exact implementation steps, and example best-practice adopted policies, can be located in the resources provided by the National Complete Streets Coalition, an outreach effort of Smart Growth America.

Action 5.3.2

Connect the City's network of natural springs through a citywide greenbelt.

Lampasas grew and thrived because its creeks and springs make it an oasis in an otherwise parched region of Texas. Historically, development grew up around these features but as the community became more auto-oriented, it began to turn its back to the water. One of the strongest sentiments expressed throughout the public engagement process was the desire to reconnect the community to its waterways. An off-road trails network for pedestrians and bicyclists could provide a safe, off-road link between key destinations such as the Hancock Free Flow Pool, Downtown, Cooper Spring and Campbell Park Sculpture Garden. As the City considers the establishment of a stream setback buffer to reduce flood risk and erosion, it also can preserve an opportunity to develop a Creekside trail in the right-of-way that is adapted to periodic inundation. This would return land in the floodway to productive use.

Action 5.3.3

Fund and establish recommended improvements to key intersections to improve the safety of pedestrian crossings. In the community survey, 67 percent of survey respondents indicated that crosswalks are either important or very important. Pedestrian crossings at various intersections in Lampasas can be dangerous. Several important intersections would benefit from enhanced pedestrian landings and distinctive crosswalks to better facilitate pedestrian movement through the City's streets.

Action 5.3.4

Fund and establish recommended sidewalk and trail improvements to improve pedestrian and bicycle connections throughout the City. In the public survey, 69 % of survey respondents indicated that it is important to improve or add sidewalks in Lampasas. A well-connected transportation system decreases congestion on main roads, is friendlier to pedestrians and bicyclists, facilitates alternative transportation, and leads to increased amounts of physical activity. There are numerous opportunities in existing neighborhoods to expand connectivity of the transportation system by creating more automobile, bicycle, and pedestrian connections in and between existing neighborhoods and the larger transportation system. Solutions consist of extending stub-out roads to link to adjacent roads as well as creating multi-use trails between cul-de-sacs or between roads along long blocks. Adding multi-use trails will only expand connectivity of the pedestrian/bicycle system. Aim for improving the connectivity ratio with these enhancements. Federal or state funds may be available.

ELEMENT 6: COMMUNITY FACILITIES & SERVICES

GOAL 6

Provide high quality facilities and services which create a healthy, safe, and well-educated community.

Objective 6.1

Provide a high-quality and well-maintained parks and recreation system to support quality of life in Lampasas.

Action 6.1.1

Evaluate and implement priority projects identified in the Lampasas Parks, Recreation, and Open Space Master Plan as necessary. In the public survey, 63 % of survey respondents indicated that it is important or very important to provide additional park or recreation amenities in Lampasas in the near future. The City of Lampasas Parks and Open Space Master Plan was adopted in 2004. Since that time, the City has made many of the improvements outlined in that plan, including the construction of the Lampasas Sports Complex and improvements to Campbell Park that include the sculpture garden. Unanticipated improvements include the founding of the community-supported Cooper Spring Nature Park, which highlights the City's natural resources. During this planning process, citizens expressed a high level of commitment to expanding the trails network along Sulfur Creek that connects parks, waterways, schools and major destinations. Updating the Parks, Recreation, and Open Space Master Plan would allow the City to reflect these accomplishments and set new priorities, including trail improvements and future park improvements that keep pace with growth and changes in the community's character. The adoption of an updated Plan would also make Lampasas eligible for project funding from the Texas Parks and Wildlife Department (TPWD).

Action 6.1.2

Annually assess the need for parks and recreation project funding in the City's 5-Year Capital Improvement Plan (CIP). As part of the yearly budgeting process, it is suggested that the Parks and Recreation Department evaluate planned projects for their ability to improve community health, safety and quality of life in the neighborhoods they serve. This can help the City determine which warrant inclusion in the Five-Year CIP and which projects or enhancements should be completed with general funding. After these determinations are complete, the City should consider funding opportunities for citywide goals, (such as the construction of a trails network), for a potential bond issue, and address the consequent need for increased tax revenue. When the Parks Master Plan is updated, this document can replace a yearly analysis and serve to guide development.



By enhancing signal timing on major thoroughfares, safer traffic speeds can be achieved.

Action 6.1.3

Explore the use of a Parkland Dedication Ordinance to help meet the growing need for parks and recreation as development in the community continues. As the City continues to grow, further opportunities for coordination with developers to preserve or design and construct open space, parks, and recreational facilities will occur. The City should consider creating a process to require new developments to provide land area and/or create facilities in areas of need. This could potentially offset the cost of acquiring new park land to serve the population as it grows.

Action 6.1.4

Pursue partnerships with the Lampasas ISD to best leverage City resources and maximize recreation opportunities. Several Lampasas ISD recreation facilities serve the greater community during non-school hours. To take full advantage of the potential of a relationship between the City of Lampasas and Lampasas ISD, it is suggested that the City pursue the creation of an interlocal agreement for shared use of park facilities. This can consist of playgrounds and athletic facilities, as well as unprogrammed open space. The City presently holds contracts with private organizations that offer recreation programming to offset costs to the City. Further contracts with private organizations, developers and the County could increase the effective acreage of the City's park space through the shared use of amenities. Additional cost savings can be achieved through joint property maintenance contracts, when possible.

Action 6.1.5

Update the Lampasas Parks, Recreation, and Open Space Master Plan by 2022. Parks and recreation needs change as cities expand and evolve. The most recent parks plan for Lampasas was adopted over 15 years ago in 2004. In order to guarantee that the City continues to offer the best parks and recreation opportunities and amenities to its citizens, the City should update the City of Lampasas Parks and Open Space Master Plan according to the standards prescribed by the Texas Parks and Wildlife Department (TPWD). Although the TPWD does not require a parks master plan update, when the City submits an application for grant funding, the agency places a greater point value on submittals where a plan has been updated in the last five years.

The following steps are suggested for periodic review of this Plan:

- Annual staff evaluation should be conducted to record accomplishments.
- Annual "State of the Parks" evaluation should be given to the City Council.
- Review the plan for special circumstances that necessitate updates to Plan content.
- Provide for community participation in plan review and updates through community meetings, interviews, and workshops.

Action 6.1.6

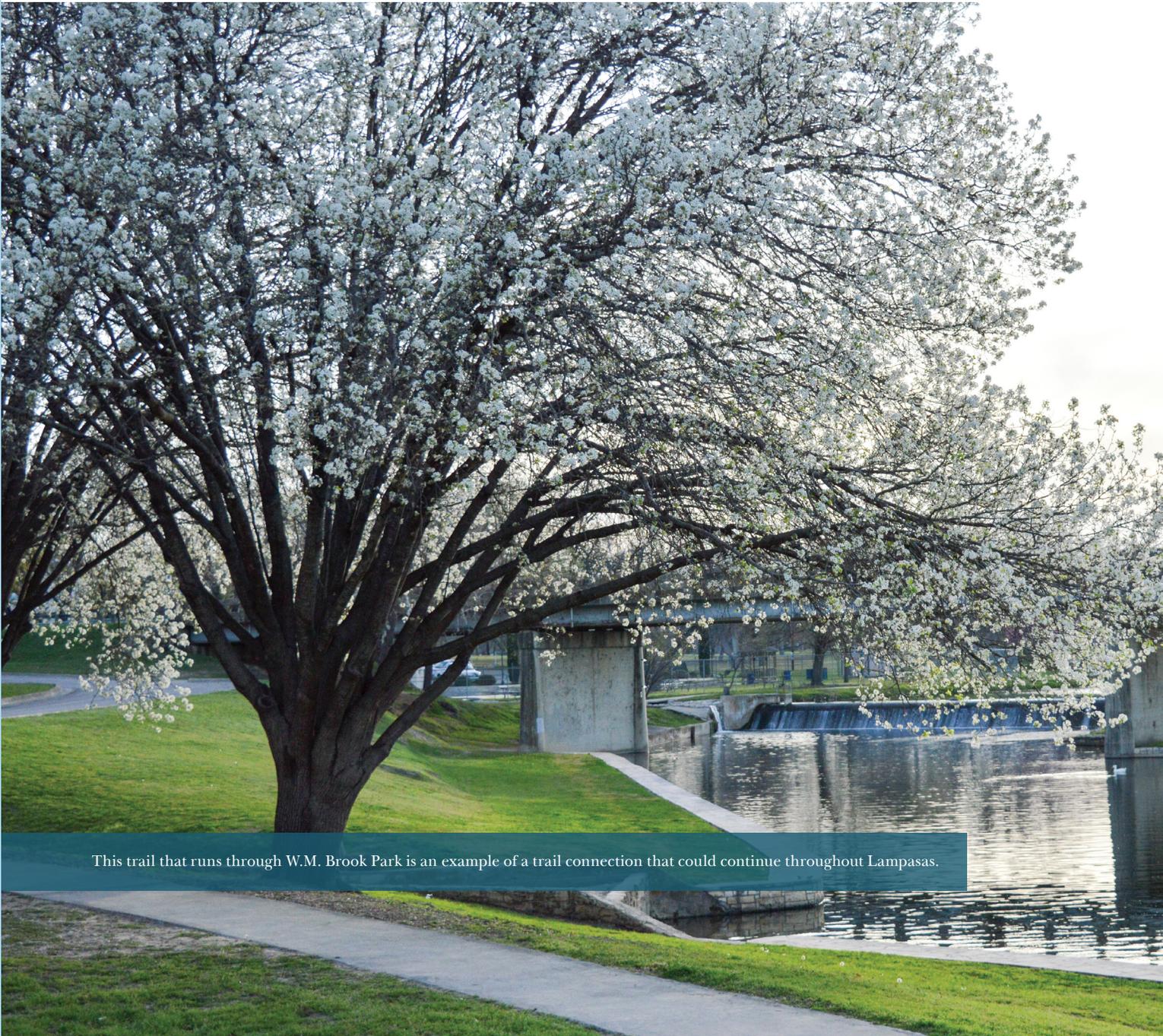
Prepare a Master Plan for Hancock Springs Pool and Hanna Springs Sculpture Garden and develop a tourism strategy for promoting visitation to these parks. Preparing a master plan for a specific park allows a community to dive deeper into the function and purpose of the park, and to develop a more detailed concept for how to achieve this vision. Hancock Springs Pool and Hanna Springs Sculpture Garden are two of the City's most iconic parks. Hanna Springs is the home of the original spring that drew tourists to this rugged western outpost and the site of the annual Spring

Homecoming festival. Event organizers indicated that the lack of performance spaces, restrooms, shelters and other facilities constrain the Festival's ability to grow. The Hancock Springs Free Flow Pool and its grounds will be affected by the realignment of Highway 281. This represents an opportunity to celebrate the pool and to showcase it within a larger park that encourages for social gatherings before and after a dip in the pool. Because they represent a substantial draw of visitors from within and outside Lampasas, preparing master plans for these two parks could be a worthy investment in drawing future cultural and nature tourism to the City.

Objective 6.2

Continue to support the Lampasas Public School system and other higher education and training options to enhance the attractiveness of Lampasas to families and employers.

Source: Lampasas Dispatch Record



This trail that runs through W.M. Brook Park is an example of a trail connection that could continue throughout Lampasas.

Action 6.2.1

Ensure that the Lampasas School system continues to attract highly qualified teachers by evaluating teacher pay with respect to surrounding districts.

According to the input gathered during community meetings and the public survey, Lampasas schools have a history of attracting people to the community. From those who return home to raise their children in a family friendly environment, to new residents who appreciate the care and individual attention offered by a small-town school district, there is a clear appreciation for what Lampasas ISD has to offer. However, several community members expressed that teacher pay appears to be lower than surrounding districts, leading to difficulty in attracting and retaining quality teachers to work in the district. The City of Lampasas should work closely with the ISD to identify appropriate pay and retention strategies to keep the district competitive. Since a large number of students come from surrounding areas of the County, City officials should also encourage the ISD to evaluate the tax structure funding public schools to ensure that all families benefitting from the school system are contributing equitably.

Action 6.2.2

Continue to support and expand the mission of the Lampasas County Higher Educational Center (LCHEC) in order to provide additional academic, vocational and certificate training to increase the range of skills Lampasas residents can offer potential employers. Continued support of the mission and function of LCHEC can help the City meet two goals articulated by citizens during this planning process: increasing the skill level of the labor force and attracting higher paying jobs. The Center provides assistance for those seeking their GED, as well as offering distance learning courses and medical certification training for local doctors and hospitals. A partnership formed with Central Texas College connects Lampasas with higher education opportunities as well through the Texas A&M system. By working closely with the EDC to identify growing demand for particular skill sets, LCHEC can continue to strengthen citizens' access to good paying jobs, as well as prepare them with retraining necessary due to shifts in the economy.

Objective 6.3

Continue to support maintenance and improvements to the Lampasas Municipal Airport in order to foster economic development and promote general aviation.

Action 6.3.1

Review and update Terminal Area Plan. To attract more permanent tenants and general aviation visitors, the City's Terminal should be updated to provide a convenient and comfortable location for pilots and passengers to rest and refresh while they are in Lampasas. This can include vending services that offset costs.

Action 6.3.2

Update Airport Capital Improvement Plan in City's CIP and with TxDOT. The Aviation Capital Improvement Program 2018-2020 contains several improvements for the Lampasas airport. These improvements include signage replacement and hanger access rehabilitation.

Objective 6.4

Provide effective police services to protect the health, safety, and welfare of the community.

Action 6.4.1

Continue to support Police Department efforts to offer community service and educational programs (e.g., National Night Out, event fingerprinting, etc.). The Lampasas Police Department does much more than law enforcement. When asked about their involvement in community events, the Department indicated that they are actively engaging with the public at events such as National Night Out, Kiddo Card (fingerprinting), Coffee with a Cop, school events, Citizen Police Academy, and Cool off with a Cop. As these kinds of events create strong support for and identification with the Police Department, the City should continue to create new educational programs that address community needs for safety and community cohesiveness. While Lampasas residents have expressed consistently positive views of the police force, there is a nationwide movement to work with other institutions in the community to address pressing social and racial equity concerns. The City of Georgetown Teen Court, for example, is a partnership with the school district and Williamson County that endeavors to keep juveniles out of the criminal justice system for certain Class C misdemeanors. The cases are defended and prosecuted by teen attorneys and jury, with the Municipal Court Judge presiding. Penalties consist of community service. Mental health issues can also result in volatile situations that can be addressed by crisis intervention. Future efforts may be directed toward training police officers in mental health intervention and partnerships with local mental health professionals to safely and effectively deal with situations exacerbated by mental illness.

Action 6.4.2

Establish a formal replacement and procurement program for Police Department vehicles and equipment and ensure adequate funding is allocated in the City's capital improvement program (CIP). The Police Department maintains an active inventory of all vehicles, their service records and their condition. They have established standards for when the replacement of a vehicle is warranted. As part of the annual budgeting and CIP process the City should review the anticipated vehicle and equipment replacement plan for the Police Department to include these costs in the police budget.

Action 6.4.3

Evaluate near-term needs to improve operations at the City's existing facilities (e.g., storage, desk space, meeting space, animal control facilities, etc.). The Department's base of operations are at the Police Department and Municipal Court on East Fourth Street. Although it is a new building, there have been numerous requests by the Police Department staff which will need to be prioritized. These requests include adding additional desk space for staff, additional storage space, and meeting space and finding a new home for the animal shelter function that has taken over area reserved for human officers.



The Lampasas Animal Shelter is under the direction of the Lampasas Police Department and provides various services to the animals in the community.

Action 6.4.4

Evaluate Police Department staffing and increase as necessary. The primary factors that influence the Police Department's needs include population growth, traffic, incident reports, and additional responsibilities outside of enforcement (e.g., community service programs). Currently, the Department has an established five-year plan which anticipates the necessary increases based on projected population and increases in call volume. Once a year, during the budgeting process, the staffing, training, and vehicle and equipment needs of the Police Department should be evaluated and addressed in order to maintain effective Police Department operations in Lampasas. One consideration in Police Department staffing should be the ability to increase enforcement actions related to traffic violations.

Action 6.4.6

Support Police Department efforts in advancing the use of technology to improve the safety of the Lampasas public. Technology and equipment used as part of Police Department operations are rapidly advancing and changing daily. From body cameras, which are presently in use, to license plate recognition cameras and software, this new technology makes both our officers and community safer. As such, it should be a City priority to adequately support these advances in technology as warranted.

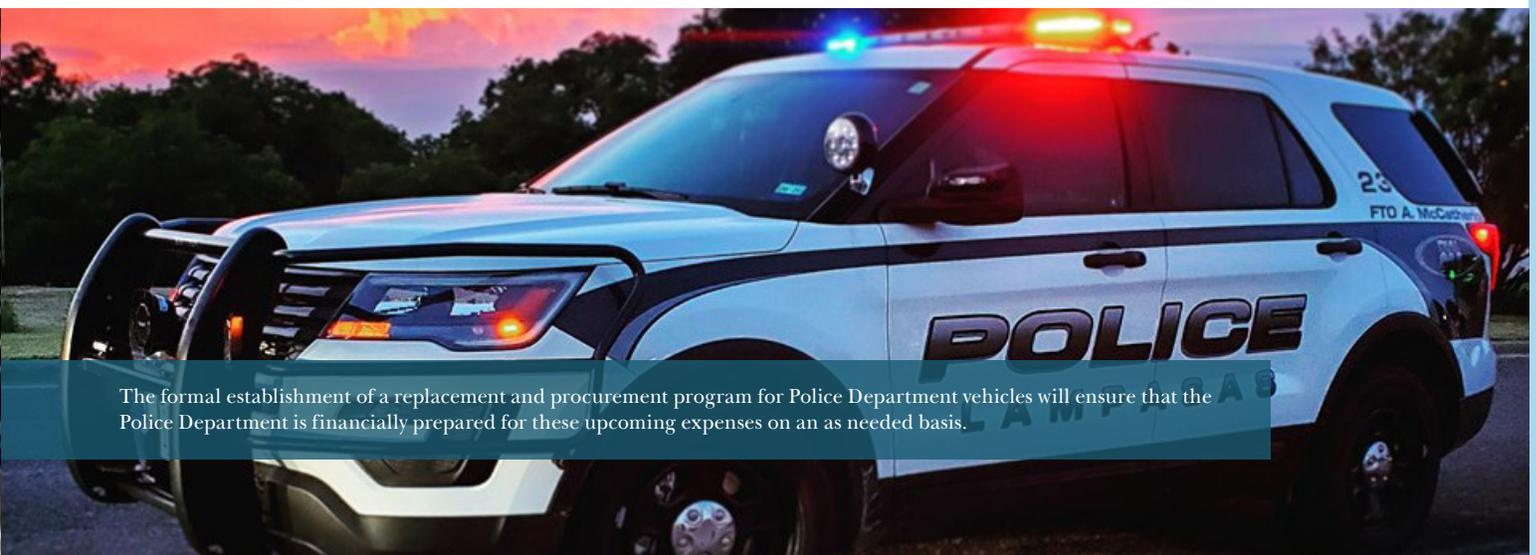
Objective 6.5

Provide effective fire and EMS services to protect the health, safety, and welfare of the community.

Action 6.5.1

Evaluate and identify opportunities to fund increases in Fire Department staffing to better meet accepted national fire service response and staffing standards.

Since the Lampasas Fire Department serves not only the City, but also Lampasas County and surrounding counties through mutual aid agreements, it is essential that the City evaluate the staffing level and funding structure of the Department to ensure that their existing personnel are not overtaxed. Nationally, fire department staffing is guided by the National Fire Protection Association (NFPA) standards set out in NFPA 1710 (i.e., the Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Departments). This guiding document specifies the minimum requirements for the operation and deployment of fire suppression, emergency medical services, and special operations responses. For small town fire departments, like Lampasas, meeting these guidelines is a challenge, particularly when the City is responsible for firefighting in the surrounding county as well.



The formal establishment of a replacement and procurement program for Police Department vehicles will ensure that the Police Department is financially prepared for these upcoming expenses on an as needed basis.

The vast majority of calls the City receives are for Rescue and Emergency Medical Services, which averaged nearly 300 calls per month in 2018. They respond to approximately 30 fire incidents per month and nearly 5,000 total incidents per year. The City should evaluate the distribution of the Department's response efforts and identify opportunities to effectively share costs with its mutual aid partners, provide for adequate Fire Department staffing as identified in the NFPA standards and make efforts to adhere to the Texas Administrative Code 435.17. In addition, as part of the annual budgeting and CIP process the City should review the anticipated vehicle and equipment replacement plan for the Fire Department.

Action 6.5.2

Continue to support Fire Department efforts to offer community service and educational programs. The Fire Department is active in the community and provides fire prevention activities each year for Fire Prevention Week as well as training on CPR and the proper use of fire extinguishers. Additionally, Fire Department personnel provide fire station tours and attend events at churches, school functions, and other group events throughout the year. The Fire Marshal's office also conducts safety fire inspections at local businesses and participates in the City's development review process. As such, it is important that the City maintain adequate support for these programs as they are valued services offered to community members and organizations.

Action 6.5.3

Establish a formalized replacement and procurement program for Fire Department vehicles and equipment and ensure adequate funding is allocated in the City's capital improvement program (CIP). Similar to growing personnel needs, the Fire Department must regularly evaluate the need for additional fire apparatus and equipment to keep pace with increases in population. The LFD currently has several vehicles to assist with firefighting operations in its fleet, including a 2001 E-Aerial Ladder, a 2010 Pierce Engine. The 2010 Pierce Engine has required significant repairs and is anticipated to last approximately two more years. Options for replacement may include a custom-built engine. To ensure that there is no interruption in fire service for the City or county, Lampasas should begin the process of identifying funding and a replacement option for this vehicle by the 2021-2022 fiscal year.

Action 6.5.4

Support Fire Department efforts to increase the amount of training for both paid and volunteer personnel (e.g., emergency response training, supervisory training, etc.). Training is essential to ensure that a knowledgeable and proficient staff is available to respond to emergencies in the City. Fire Department staff must have the skills and knowledge related to their profession so that they are able to respond efficiently and effectively. Training for the Department's volunteers and career staff is undertaken on a daily basis as Fire Department personnel lead their colleagues in exercises on a variety of subjects. Lampasas fire fighters greatly exceed the minimum standards required by the Texas Commission on Fire Protection on their daily training, but also the regional and national conferences they attend for topics ranging from fireground operations to health and safety symposiums. Internet based training for medical certifications is also provided through C.E. Solutions, a private entity that also documents staff completion of these trainings. Both career and volunteer firefighters are required to obtain and maintain minimum certification standards (e.g., NFPA 1001, Firefighter 1). It is important for the City to continue to support Fire Department efforts to maintain and potentially expand training opportunities for both career and volunteer firefighters.

Action 6.5.5

Continue to evaluate and fund a needed expansion of Fire Department facilities.

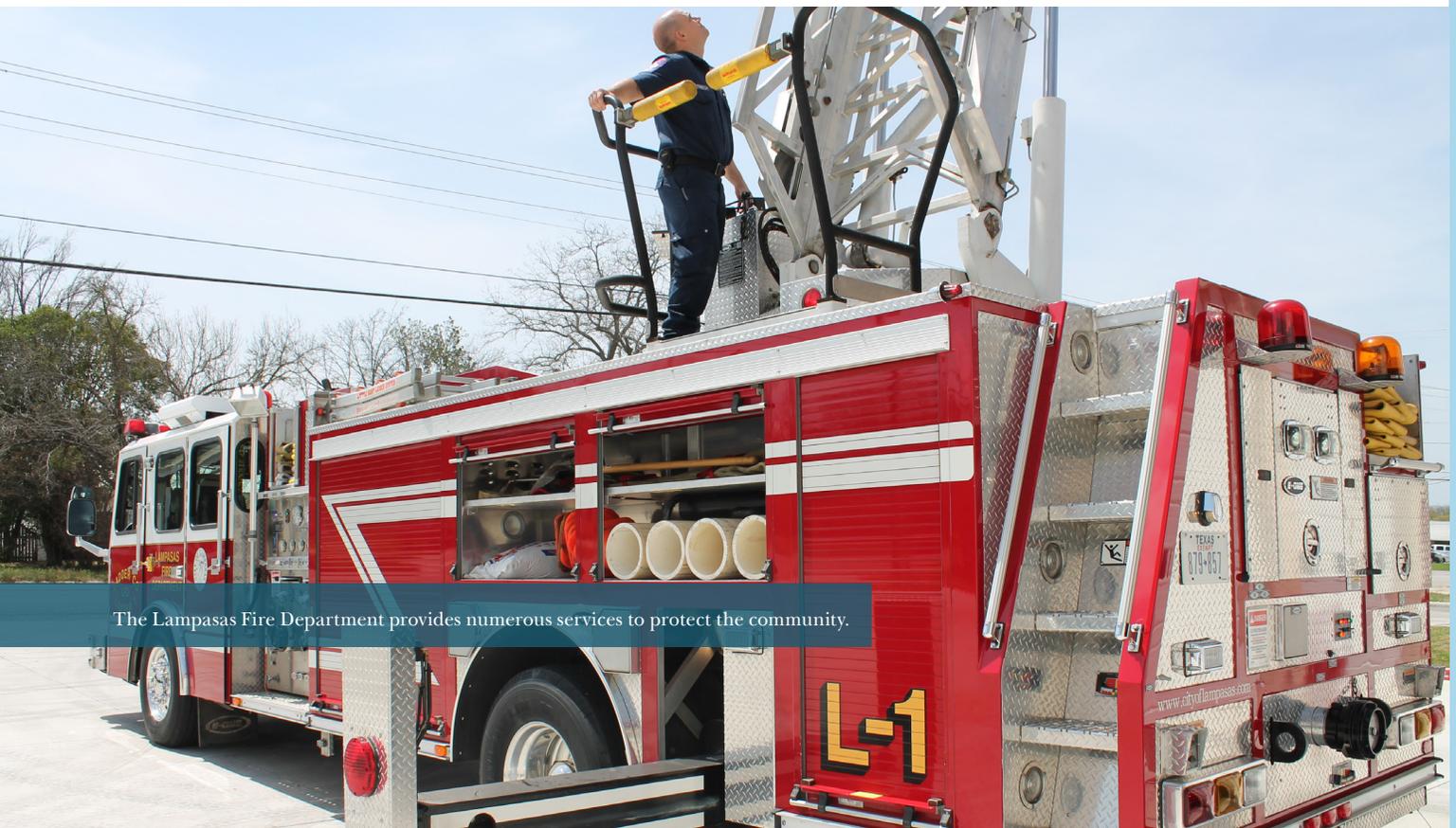
The Future Land Use Plan developed as a part of this planning effort can be used to guide the location of future Fire Department facilities. It is important that the City continue to evaluate the effectiveness of its current funding mechanisms to support adequate personnel, facilities and equipment to guarantee the safety of the populations they serve. If the City was interested in combining fire, police and possibly EMS in a shared facility, funding may be available through FEMA.

Action 6.5.6

Continue to support Fire Department efforts in advancing the use of technology to improve the safety of the Lampasas community. Over the past 10 years, the Lampasas Fire Department has adopted a philosophy which acknowledges and understands that advances in current technology and adherence to best practices result in better emergency response for the Lampasas community. The City anticipates upgrading its communications equipment in the near future to improve emergency response. Moving forward, the City should continue to evaluate and, when warranted, support similar advances in technology and best practices to ensure the best protection for the Lampasas community.

Action 6.5.7

Evaluate the near- and long-term needs regarding Lampasas provision of EMS response. The Lampasas Fire Department is currently providing first responder support to EMS providers who are a part of Acadian Ambulance Service. However, as the number of first responder incidents and non-fire related calls continues to increase, there may not be enough manpower to adequately respond to other fire-related emergencies. In any instance, as population grows in the City of Lampasas, it may need to renegotiate the require additional funding and staffing to effectively respond to the EMS needs of a larger community. As such, the City should continually monitor the near- and longer-term needs for providing effective EMS and fire response and plan accordingly.



The Lampasas Fire Department provides numerous services to protect the community.

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Plan Implementation

Introduction

The Comprehensive Plan draws upon the wisdom and insight of the community to set out a vision for how Lampasas should grow in the next 20 years. With this vision now in place, the City must mobilize its resources to prepare for plan implementation.

Previous chapters of this Plan discuss how to accomplish the desired vision, goals and objectives of Lampasas citizens. This chapter identifies the City's top priorities and who is responsible for them. It is through the process of implementation that actions get translated into detailed policies, operational changes, financial investments (e.g., capital improvements), further studies, and new regulations.

Partnering for Success

Implementation will require the combined efforts of a host of community leaders, from individual residents to appointed and elected officials to outside agencies. Increasingly, jurisdictions are recognizing that successful implementation of the Comprehensive Plan includes a combination of City and non-City partners, as well as elected and appointed officials, staff, community members, and property and business owners.

This also includes the acknowledgment that the City has a responsibility to partner with all local, state, and federal public and private partners that can be of assistance to Lampasas today and in the future. At a minimum, this consists of:

- Lampasas elected and appointed officials;
- City Administration and staff;
- Lampasas Economic Development Corporation (LEDC);
- Lampasas County;
- Texas Department of Transportation(TxDOT);
- Lampasas Independent School District (LISD);
- Neighboring cities (on projects that are mutually beneficial);
- Additional affected agencies and entities;
- Area property and business owners; and
- The development community, including outside developers expressing interest in Lampasas.

Implementation Action Plan

Chapters two through five contain policies and detailed implementation actions that can be accomplished at any time during the 20-year horizon of this Plan. These chapters also contain background information, analysis, and direction as to how these actions can be implemented over time.

This section of the Plan is intended to take those actions which can occur during a 20-year plan horizon and prioritize them. This section categorizes what the most significant actions are and the order that the City plans to implement them. *Table 6.1, Implementation Action Plan*, on the following page, shows the prioritized actions of this Plan in short-term (next 1-2 years), mid-term (3-10 years), and longer-term (10+ years) time frames, with those that will be ongoing marked as such. Short and mid-term actions are ranked whereas longer-term actions do not have a ranking. It also contains direction as to the entities that should be involved (with the first entity listed as lead) and the type of action required, such as policies, operational changes, financial investments, studies, or regulations (see Implementation Tools, below, for further description of the types of actions involved).

FIGURE 6.1, TYPES OF IMPLEMENTATION TOOLS

Study

A detailed study or examination required to select the most suitable resolution.

Operational Change

Different or altered plans, procedures or operational actions.

Regulation

Council adopted guidelines used to direct development of other actions in the City.

Non-Capital Investment

Smaller-scale enhancements which could more likely be funded by the annual budgeting process or a staff-led project.

Policy

Approved actions or policies to guide City decisions. Occasionally, it includes a movement in a general direction which could consist of a blend of implementation tools.

Capital Investment

Larger-scale capital improvements to be included in the City's five-year Capital Improvement Plan (CIP).

Community events are an excellent way to provide opportunities for residents to get together in their own backyard.

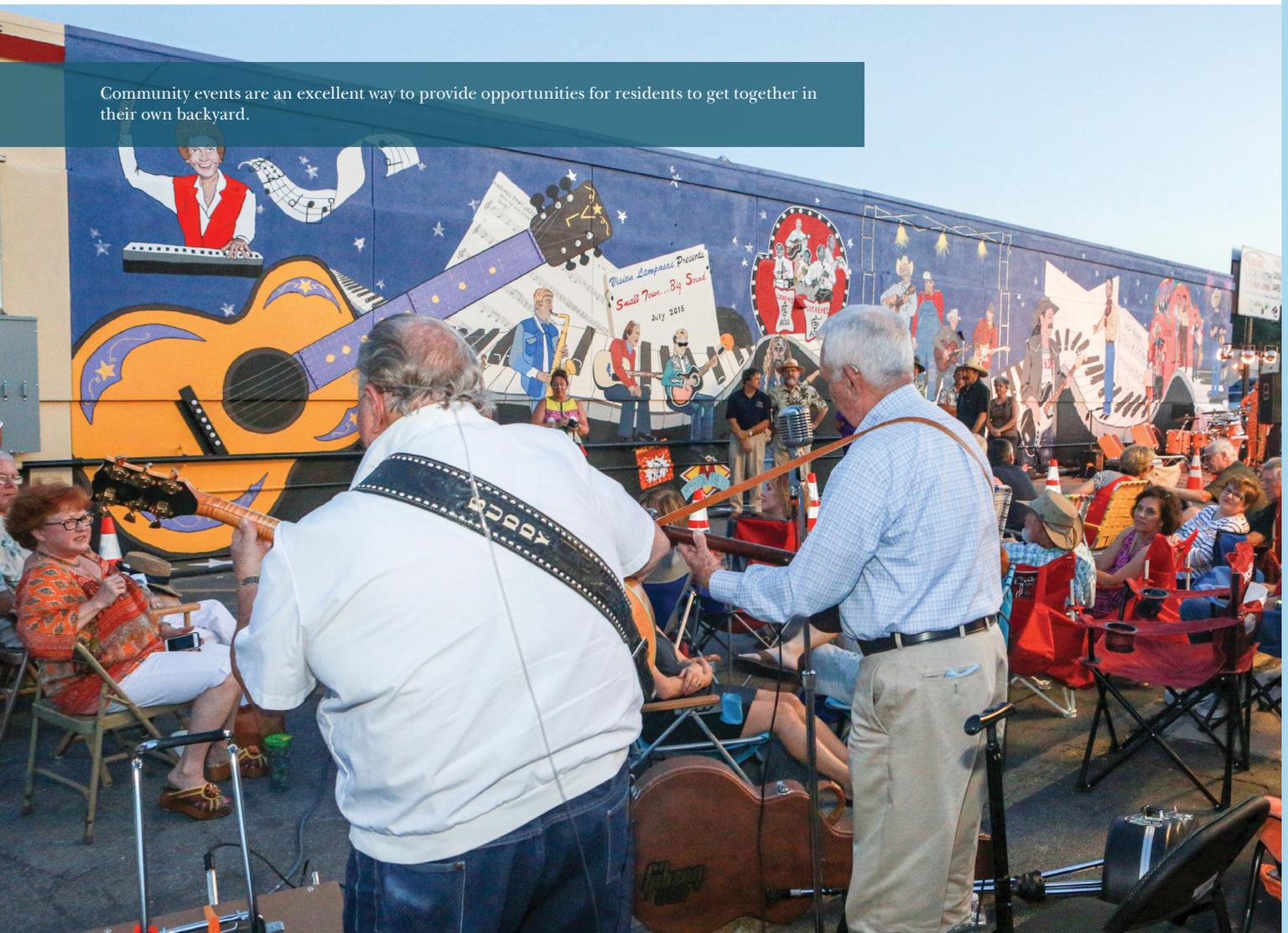


FIGURE 6.2, IMPLEMENTATION ACTION PLAN

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
Goal 1: Prepare Lampasas for growth that meets the community’s current and future needs, while preserving its unique character.							
Objective 1.1: Ensure that the Lampasas Future Land Use Plan presents a comprehensive, coherent strategy to guide growth in the face of increasing development pressures.							
1.1.1	Identify opportunities to accommodate the demand for new residential and commercial growth and to catalyze new types of investment.		■			LEDC, Building & Planning	Study
1.1.2	Provide life cycle housing for current and future residents of all ages by making it possible to offer a wider range of housing options, including tiny homes, townhomes and multifamily.		■			Building and Planning	Regulation
1.1.3	Transform Lampasas into a destination for nearby metropolitan markets to strengthen their contribution to the City’s retail and tourism economy.		■			Building and Planning	Operational Change
1.1.4	Encourage the development of new retail and entertainment uses that provide residents the services they need without having to leave the City limits.	■				Building and Planning	Operational Change
1.1.5	Focus corporate recruiting efforts on employers seeking more highly skilled labor and offering higher paying jobs.		■			LEDC	Operational Priority
1.1.6	Provide for orderly growth by Integrating the City’s CIP and Utility Master Plans.				■	Public Works	Capital Investment

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
Objective 1.2: Maintain open, transparent, and responsive relationships between City Hall and the citizens of Lampasas to clearly communicate the City’s plans and how it will use its resources to achieve them.							
1.2.1	Expand the City’s community outreach and engagement strategy to continue fostering dialogue, building community trust and encouraging informed civic participation.		■			City Management	Operational Change
1.2.2	Utilize the Lampasas Master Plan as an integral part of critical city decision-making processes.				■	Building and Planning	Operational Change
1.2.3	Develop specific benchmarking performance measures for each Master Plan element and share how the City’s tax revenues are being used to support implementation on a yearly basis.				■	City Management	Report & Recommendation
Objective 1.3: Revitalize and enhance the character of Lampasas’ historic areas and enhance the character of the City’s established neighborhoods							
1.3.1	Identify opportunities to add new activity and investment by introducing mixed-use and live-work units in Downtown and surrounding neighborhoods.		■			Building and Planning	Study
1.3.2	Develop a plan to increase heritage tourism to the City’s historic sites.		■			LEDC	Study
1.3.3	Make the Key Avenue corridor an attractive destination where new commercial development provides needed services while enhancing the community’s character.		■			LEDC, BLG & Planning	Regulation
1.3.4	Strengthen enforcement and incentives throughout the City to maintain the quality of neighborhood character and renovate older structures in disrepair.	■				Building and Planning, Police	Operational Change

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
Goal 2: Make Lampasas a growth-ready community by providing the infrastructure required to support a 21st century economy.							
Objective 2.1: Provide reliable high-speed internet service for the whole community.							
2.1.1	Work with regional telecommunications providers to identify opportunities to provide reasonably priced high-speed internet service for Lampasas homes and businesses.				■	Public Works, LEDC	Meet, Confer, Report
2.1.2	Analyze potential for Lampasas to serve as a telecommuting hub for residents who wish to live a family-oriented lifestyle centered in Lampasas.		■			LEDC	Study
Objective 2.2: Improve the condition and character of local streets and sidewalks.							
2.2.1	Continue to develop a phased program of street repairs and improvements that incorporates public input and aligns with the CIP.				■	Public Works	Capital Investment
2.2.2	Assess the location of City sidewalks and determine where opportunities exist to expand the pedestrian network.		■			Building and Planning	Study
2.2.3	Enhance the appearance of local streets with design guidelines for landscaping, lighting and accessibility.		■			Building and Planning	Operational Change
2.2.4	Utilize scaled entrance monuments, signage, and landscaping to identify points of entry into Lampasas.		■			Building and Planning, CIP	Capital Investment
2.2.5	Consider incorporating wayfinding signage at key points around the City.		■			Building and Planning	Study

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
Objective 2.3: Continue to pursue water and wastewater improvements to ensure an efficient and sustainable infrastructure system for the future.							
2.3.1	Improve service and prepare for growth by investing in improvements to the City's water pressure planes.	■				Public Works	Capital Investment
2.3.2	Develop a comprehensive water/wastewater master plan to help identify long-term water and wastewater infrastructure needs.	■				Public Works	Study
2.3.3	Evaluate and anticipate needed extensions of the water and wastewater Certificate of Convenience and Necessity (CCN) boundaries concurrent with the City's growth and annexation program.		■			Public Works, Building & Planning	Study
2.3.4	Periodically evaluate and modify necessary utility rates and impact fees to ensure economically sustainable continuation of operations.				■	Public Works	Study
2.3.5	Evaluate the need to increase the number of staff in the Public Works Department.		■			Public Works	Study
Objective 2.4: Make Lampasas more resilient to future flooding with a program of improvements that will reduce the potential impact of future flood events on life and property.							
2.4.1	Continue to fund WCID to strengthen the City's flood protection system.				■	WCID	Capital Investment
2.4.2	Identify a funding source to rehab and upgrade the flood control dams in the Sulphur Creek watershed that protect the City of Lampasas.		■			City Management	Study
2.4.3	Develop a comprehensive Drainage Master Plan for Lampasas.		■			Building and Planning	Study

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
2.4.4	Evaluate potential modifications to the City’s drainage criteria due to recent changes in rainfall and draft and adopt a drainage manual.		■			Public Works	Study
2.4.5	Identify corridors along the City’s network of wet and dry creeks where drainage and flood control can be combined with recreational improvements.		■			Public Works	Study
2.4.6	Develop opportunities to utilize parkland for regional drainage.		■			Public Works	Study
2.4.7	Discourage new development in flood-prone areas.		■			Public Works	Regulation
Goal 3: Expand opportunities for high-quality growth in Lampasas, while preserving the small-town character and distinct natural resources of the community.							
Objective 3.1: Evaluate land use regulations to ensure quality development outcomes in Lampasas.							
3.1.1	Undertake a comprehensive analysis of the City’s zoning, subdivision, and other land use regulations, and consider opportunities for improvements to provide more consistency, clarity, and compatibility with existing uses.	■				Building and Planning	Study
3.1.2	Consider a comprehensive update to the City’s zoning, subdivision, and other development regulations to implement the recommendations identified in the Comprehensive Plan and improve the quality and character of the built environment.		■			Building and Planning	Study
3.1.3	Review and amend the zoning and subdivision regulations to allow a greater mix of housing types in each neighborhood.		■			Building and Planning	Study

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
3.1.4	Consider developing a quick reference guide which clearly specifies the development, zoning and annexation process for citizens and the development community.		■			Building and Planning	Study
3.1.5	Maintain a consistent process for codifying adopted City ordinances, and effectively communicate that process to the public.				■	City Secretary	Operational
Objective 3.2: Utilize the Lampasas Future Land Use Plan in conjunction with the rezoning process to create new opportunities for growth that enhance the character of the City, while protecting its natural resources.							
3.2.1	Identify opportunities for mixed-use activities and higher density residential uses in transitional residential areas near downtown and Silk-Stocking Row and review and amend the zoning regulations to facilitate these activities.	■				Building and Planning	Study
3.2.2	Consider developing character and context-sensitive street cross-sections as part of the next update to the City’s Thoroughfare Master Plan.		■			Public Works	Study
3.2.2	Evaluate modifications to the City’s development ordinances to establish stream setbacks and incorporate low impact development measures as part of new development near waterways.		■			Building and Planning	Policy
3.2.4	Evaluate opportunities to incentivize further protection of sensitive natural resources (e.g., steep slopes, mature trees) through the City’s zoning, subdivision, and other development regulations.		■			Building and Planning	Study

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
Objective 3.3: Expand opportunities for new commercial development and employment to serve the needs of citizens and attract residents from surrounding communities.							
3.3.1	Revise zoning and development regulations governing Key Avenue to improve the appearance of the corridor, while identifying sites to catalyze new development.		■			Building and Planning	Regulation
3.3.2	Evaluate the potential for a mixed-use district east of Sulphur Creek.		■			Building and Planning	Study
3.3.3	Provide residents with new entertainment and dining opportunities in Lampasas.		■			LEDC	Operational Change
3.3.4	Identify appropriate opportunities on highway corridors for new commercial development and employment centers.		■			Building and Planning	Study
Goal 4: Expand retail and entertainment options to serve residents and to make Lampasas a destination for visitors who will contribute to the City’s economy.							
Objective 4.1: Foster continued economic growth in Lampasas.							
4.1.1	Encourage people passing through Lampasas on their way to major metropolitan areas and Hill Country destinations to stay and visit the City’s attractions.		■			LEDC	Policy
4.1.2	Continue to support the efforts of the Lampasas Economic Development Corporation (LEDC) to promote the economic development of the community.				■	LEDC	Policy
4.1.3	Establish a Buy Local campaign.	■				LEDC	Operational Change
4.1.4	Provide incentives to encourage Key Avenue property owners to develop or improve their properties.		■			LEDC	Policy

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
4.1.5	Find opportunities for cost-sharing for infrastructure improvements.	■				Public Works	Study
Objective 4.2: Attract higher paying, high-skill employers to locate in Lampasas.							
4.2.1	Continue to prepare development sites and recruit new employers to the city's business park site				■	LEDC	Capital Investment
4.2.2	Encourage the expansion of existing businesses offering higher paying, high skill jobs.	■				LEDC	Operational Change
4.2.3	Establish a small business incubator to support local and relocating entrepreneurs.		■			LEDC	Non-Capital Investment
Objective 4.3: Revitalize Downtown and other historic properties to catalyze private investment and promote tourism.							
4.3.1	Continue to encourage a vibrant, active Downtown.				■	LEDC	Policy
4.3.2	Create Downtown environment that supports 24-7 activity all year long.		■			LEDC	Policy
4.3.3	Establish Historic Preservation Design Guidelines.	■				Building and Planning	Policy
4.3.4	Create an interpretive wayfinding signage program for Downtown that is integrated with other City signage.		■			Building and Planning	Capital Investment
Objective 4.4: Build upon community events and historic character to promote tourism.							
4.4.1	Increase the number of lodging opportunities for visitors who wish to attend Lampasas special events like Spring Ho.		■			LEDC	Operational Change
4.4.2	Develop a Historic Lampasas Tour to encourage pedestrians and motorists alike to stop and visit a wide variety of sites in the City.		■			LEDC & Chamber	Non-Capital Investment

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
4.4.3	Expand options for event space by investing in renovation of existing properties such as the Hostess House as well as the long-range demand for a new conference center.	■				LEDC & Park Dept	Capital Investment
Goal 5: Plan the City’s transportation system to reduce congestion and traffic conflicts, accommodate growing travel demand, and incorporate quality of life amenities.							
Objective 5.1: Partner with federal, state, county, and other local partners to enhance regional mobility options in the Lampasas area.							
5.1.1	Prepare a near-term update to the City’s Thoroughfare Master Plan that accounts for rapidly increasing number of cars per day traveling through Lampasas on U.S. Highways 281, 183 and 190.		■			Building and Planning	Study
5.1.2	Continue to actively participate in regional transportation planning efforts to promote funding and infrastructure improvements which benefit Lampasas.				■	Building and Planning	Staff Engagement
5.1.3	Enhance transit connections with other Central Texas communities, including Fort Hood shuttle service, to strengthen cultural and commercial relationships with the region.		■			Building and Planning	Staff Engagement
5.1.4	Consider available opportunities to establish new truck route ordinance to reroute truck traffic away from Main Street.	■				Building and Planning	Policy
5.1.5	Prepare a walkability analysis to prioritize location of new investment in sidewalks and trails.		■			Building and Planning	Study

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
Objective 5.2: Reduce conflicts between highway and local traffic.							
5.2.1	Coordinate with TxDOT to explore options for a bypass that removes truck traffic from local streets where possible.		■			Building and Planning	Study
5.2.2	Work with TxDOT to identify potential routes for the planned I-14 Forts to Ports highway corridor.		■			Building and Planning	Study
5.2.3	Improve signal timing on Key Avenue to promote safe speeds for local and pass-through traffic.		■			Public Works	Operational Change
Objective 5.3: Increase multi-modal transportation options within Lampasas.							
5.3.1	Consider the adoption of a Complete Streets policy to promote safer mobility for all users.		■			Building and Planning	Policy
5.3.2	Connect the City's network of natural springs through a citywide greenbelt.	■				Building and Planning & Parks Dept	Capital Investment
5.3.3	Fund and establish recommended improvements to key intersections to improve the safety of pedestrian crossings.		■			Public Works	Capital Investment
5.3.4	Fund and establish recommended sidewalk and trail improvements to improve pedestrian and bicycle connections throughout the City.		■			Public Works & Parks Dept	Capital Investment

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
Goal 6: Provide high quality facilities and services which create a healthy, safe, and well-educated community.							
Objective 6.1: Provide a high-quality and well-maintained parks and recreation system to support quality of life in Lampasas.							
6.1.1	Evaluate and implement priority projects identified in the 2002 Lampasas Parks, Recreation, and Open Space Master Plan as necessary.		■			Parks and Recreation	Capital Investment
6.1.2	Annually assess the need for parks and recreation project funding in the City’s 5-Year Capital Improvement Plan.				■	Parks and Recreation	Capital Investment
6.1.3	Explore the use of a Parkland Dedication Ordinance to help meet the growing need for parks and recreation as development in the community continues.		■			Parks and Recreation	Study
6.1.4	Pursue partnerships with the Lampasas ISD to best leverage City resources and maximize recreation opportunities.		■			LISD	Policy
6.1.5	Update the Lampasas Parks, Recreation, and Open Space Master Plan by 2022.	■				Parks and Recreation	Study
6.1.6	Prepare a Master Plan for Hancock Springs Pool and Hanna Springs Sculpture Garden and develop a tourism strategy for promoting visitation to these parks.		■			Parks and Recreation	Study

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
Objective 6.2: Continue to support the Lampasas Public School system and other higher education and training options to enhance the attractiveness of Lampasas to families and employers.							
6.2.1	Ensure that the Lampasas School system continues to attract highly qualified teachers by evaluating teacher pay with respect to surrounding districts.		■			LISD	Confer & Report
6.2.2	Continue to support and expand the mission of the Lampasas County Higher Educational Center (LCHEC) in order to provide additional academic, vocational and certificate training to increase the range of skills Lampasas residents can offer potential employers.	■				LCHEC	Confer & Report
Objective 6.3: Continue to support maintenance and improvements to the Lampasas Municipal Airport in order to foster economic development and promote general aviation.							
6.3.1	Review and update Terminal Area Plan.		■			Airport Advisory Committee	Study
6.3.2	Update Airport Capital Improvement Plan in City's CIP and with TxDOT.		■			Airport Advisory Committee	Study
Objective 6.4: Provide effective police services to protect the health, safety, and welfare of the community.							
6.4.1	Continue to support Police Department efforts to offer community service and educational programs (e.g., National Night Out, event fingerprinting, etc.).				■	Police	Policy
6.4.2	Establish a formal replacement and procurement program for Police Department vehicles and equipment and ensure adequate funding is allocated in the City's capital improvement program (CIP).				■	Police & CIP	Capital Investment

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
6.4.3	Evaluate near-term needs to improve operations at the City’s existing facilities (e.g., storage, desk space, meeting space, animal control facilities, etc.).		■			Police	Study
6.4.4	Evaluate Police Department staffing and increase as necessary.		■			Police	Study
6.4.5	Continue to offer quality humane care of animals for the health, safety, and welfare of the public.				■	Police	Policy
6.4.6	Support Police Department efforts in advancing the use of technology to improve the safety of the Lampasas public.		■			Police	Capital Investment
Objective 6.5: Provide effective fire and EMS services to protect the health, safety, and welfare of the community.							
6.5.1	Evaluate and identify opportunities to fund increases in Fire Department staffing to better meet accepted national fire service response and staffing standards.		■			Fire Dept.	Study
6.5.2	Continue to support Fire Department efforts to offer community service and educational programs.				■	Fire Dept.	Policy
6.5.3	Establish a formalized replacement and procurement program for Fire Department vehicles and equipment and ensure adequate funding is allocated in the City’s capital improvement program (CIP).				■	Fire Dept. & CIP	Capital Investment
6.5.4	Support Fire Department efforts to increase the amount of training for both paid and volunteer personnel (e.g., emergency response training, supervisory training, etc.).	■				Fire Dept.	Policy
6.5.5	Continue to evaluate and fund a needed expansion of Fire Department facilities.		■			Fire Dept.	Study

FIGURE 6.2, IMPLEMENTATION ACTION PLAN (CONT.)

ACTION #	ACTION RECOMMENDATION	INITIATION TIME FRAME				INVOLVED ENTITIES	ACTION TYPES
		SHORT TERM (1-2 YRS.)	MID TERM (3-10 YRS.)	LONG TERM (10+ YRS.)	ON-GOING		
6.5.6	Continue to support Fire Department efforts in advancing the use of technology to improve the safety of the Lampasas community.	■				Fire Dept.	Policy
6.5.7	Evaluate the near- and long-term needs regarding Lampasas provision of EMS response.	■				Fire Dept. & Lampasas County	Study

Plan Administration

IMPLEMENTATION ROLES AND RESPONSIBILITIES

Though implementation of this Plan will involve the efforts of the whole community of Lampasas, the City and its elected and appointed officials and staff will play an important part by initiating and managing the work of others. Therefore, the following City entities will have an important part in these implementation efforts:

- **City Council.** Through strategic direction meetings, annual budgeting, and further associated decision making, the City Council establishes general action priorities and time frames by which each action will be started and finished.
- **Planning and Zoning Commission.** The Planning and Zoning Commission, as an advisory board to the City Council, is tasked with making recommendations associated with the development and redevelopment of the City and its environs. It mainly does this through the rezoning and development process. Commission recommendations should have a basis in the vision, policies, and action of this Plan.
- **Lampasas Economic Development Corporation (LEDC).** The mission of the LEDC is to enhance economic opportunities and quality of life through strategic business retention and attraction. In this regard, the LEDC is an important strategic partner in helping execute the vision for growth, and the policies, and actions to support that growth.
- **Administration and City Staff.** As the executive branch of City government, the Administration and its staff are charged with the implementation this Plan. To varying degrees, City departments (e.g., Building and Planning, Public Works, Parks, etc.) have work programs which are essential to the success of this Plan and should ensure that their annual work programs and budgets are reflective of the vision set by the public.

CONTINUING EDUCATION

For implementation to proceed in a focused and timely manner, it is important that all affected Departments and other stakeholders understand the goals and strategic direction provided by the Comprehensive Plan. It is important to share this information with elected and appointed officials. For City Council, this can consist of an initial briefing on the Plan's content and plan for implementation, followed by staff consultation prior to important decisions. For other boards and commissions, it could consist of a comprehensive summary of the Plan itself followed by a question and answer session.

It is also important to provide education to individuals who are not part of City government, such as property and business owners, the development community, and the general public. Education should include a City webpage devoted specifically to implementation of the Comprehensive Plan. The intent of this page is to publicly state the connection between proactive planning and the City's ability to follow through with implementation. As such, the page should be updated at least yearly to update the City's accomplishments, as well as to provide a summary of the upcoming priorities for near-term action on the implementation action plan.

IMPLEMENTATION FUNDING

Between the City government and the LEDC, there are a variety of actions that can occur to implement this Plan. These consist of, but are not restricted to, offering financial incentives (for relocation, growth of staff, site and building enhancement, etc.), a reasonable and effective regulatory environment, timely capital improvements, and public/private partnerships. Funding, consequently, becomes a critical part of several of these actions. Funding for implementing the Comprehensive Plan will come from a variety of sources, including local resources such as the general fund (which is supported by property and sales taxes); voter-approved bonds; federal, state, and additional grants; among other sources.

PLAN AMENDMENT

Even though this Plan is based upon a detailed examination of existing conditions and an extensive community engagement program, it reflects a snapshot in time. A Comprehensive Plan is intended to be a living document that can be modified to accommodate changes in social, financial, physical, and political fluctuations at the local and national levels over an extended period of time. Therefore, it is suggested that the Plan be revisited on a consistent basis and updated as Lampasas deems necessary.

- **Annual Progress Report.** As a part of its work program, the City Manager, in consultation with associated boards, committees and stakeholders should prepare an annual report for submittal and discussion with the City Council. Status of implementation for the Comprehensive Plan should be contained in these annual reports. Substantial actions and accomplishments from the previous year should be documented. The progress report should also identify and recommend required actions and programs to be established and implemented in the next year. This should be coordinated with the opening phases of the City's annual budget development process.
- **Annual Updates.** After the annual progress report is complete, the Implementation Action Plan should be updated as part of an annual Plan amendment. The Implementation Action Plan update, or near-term work program, identifies near- and mid-term actions to be started in the subsequent year or shortly after. Annual Plan amendments also offer opportunities for minor Plan updates and modifications, as well as changes to the Future Land Use, Thoroughfare Plan, and related maps.
- **Five-Year Update.** A larger evaluation and update should be prepared every five years. This is usually staff driven, and includes participation from numerous departments and elected and appointed officials. Led by the Building and Planning Department, this update contains an evaluation of the current plan, the successes achieved under the plan and any deficiencies with respect to implementation of the vision, policies, and actions. The purpose is to determine which of the outstanding planned actions are still pertinent to the community. The update should consist of the following:
 - » A summary of Plan revisions and accomplishments to date;
 - » Fluctuations in trends and challenges since Plan adoption (e.g., variations in the projected growth rate and the physical limits of the City; demographic structure; public attitudes; or further community, environmental, or political matters which could affect the likelihood of implementation);

- » Conflicts between recent policy decisions and future implementation actions;
 - » Variations in law, procedures, or programs which will affect identified implementation actions; and
 - » A full re-evaluation of the Implementation Action Plan.
- **10-Year Update.** The Comprehensive Plan sets the stage for all succeeding implementation actions in the 20-year planning horizon. Circumstances, resident composition, and City trends and concerns vary over time. To ensure that the Comprehensive Plan continues to offer the best and most appropriate direction possible, a complete update of the Plan should occur every 10 years.

Vision Lampasas Presents
Small Town... Big Sound
July 2015



CITY OF
LAMPASAS
TEXAS

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