CHAPTER 1

INTRODUCTION

The Killeen Comprehensive Plan is designed as a framework for guiding future development, redevelopment, and community enhancement in the City and its adjacent planning area over the next 20 years and beyond. The purpose of this plan is to establish a vision, along with realistic goals and achievable strategies, that residents, business and land owners, major institutions, civic groups, the Planning and Zoning Commission, and public officials prefer—and will support with action—in the years ahead.

In geographic terms, this Comprehensive Plan addresses the 54 square miles within the City limits of Killeen, as well as areas anticipated for growth and development in coming years within Killeen's five-mile extraterritorial jurisdiction (ETJ). It is a principal city in the Killeen-Temple-Fort Hood Metropolitan Statistical Area within Bell County in Central Texas. Killeen is home to soldiers (and their families) stationed at Fort Hood, which is the largest employer in the area.

While change in the community is inevitable in coming years, there are fundamental decisions that must be addressed in a rational, holistic manner:

- What type of growth do we want and where should it occur?
- How do we achieve our economic objectives?
- What improvements and enhancements will be needed?
- How do we want our community to appear?
- What are our priorities for achieving our intended future?

The comprehensive planning process is intended not only to celebrate accomplishments of the past, but also as an opportunity to anticipate and address challenges of the future. Land use and transportation changes in the area require attention to ensure that current development efforts are true to the traditions of Killeen. There are many policy and infrastructure decisions

being made on a regular basis that relate to this plan. In some cases the Comprehensive Plan will offer guidance to decision-makers for challenges only now emerging while other sections reinforce established policies that should be carried forward as a sure and sound basis for future development and redevelopment.

Whether an issue is a challenge or an opportunity, the utmost importance should be placed upon this plan as a mechanism for thoughtful public discussion of the issues and choices facing Killeen. As the community looks ahead to its near- and longer-term future, the desires of residents are woven through all aspects of this plan. From parks to neighborhoods to downtown, there are many community assets that this plan strives to strengthen to Killeen's fullest advantage. Local residents have demonstrated their ability to manage and improve an appealing community for more than a century, and this plan seeks to continue that tradition.

PURPOSE OF THE COMPREHENSIVE PLAN

A comprehensive plan is usually the most important policy document a municipal government prepares and maintains. This is because the plan:

- ★ lays out a "big picture" vision and associated goals regarding the future growth and enhancement of the community;
- ★ considers at once the entire geographic area of the community, including areas where new development and redevelopment may occur; and,
- ★ assesses near- and longer-term needs and desires across a variety of inter-related topics that represent the key "building blocks" of a community (e.g., land use, transportation, urban design, economic development, redevelopment, neighborhoods, parks and recreation, utility infrastructure, public facilities and services, etc.).

"Planning" is … the process of identifying issues and needs, establishing goals and objectives, and determining the most effective means by which these ends may be achieved.

Through a comprehensive plan, a community determines how best to accommodate and manage its projected growth, as well as the redevelopment of older neighborhoods and commercial and industrial areas. Like most similar plans, this Comprehensive Plan is aimed at ensuring that ongoing development and redevelopment will proceed in an orderly, well-planned manner so that public facilities and services can keep pace and residents' quality of life will be enhanced. Significantly, by clarifying and stating the City's intentions regarding the area's physical development and infrastructure investment, the plan also creates a greater level of predictability for residents, land owners, developers, and potential investors.

Use of this Plan

A comprehensive plan, if prepared well and embraced by the City and its leadership, has the potential to take a community to a whole new level in terms of livability and tangible accomplishments. However, comprehensive plans are only words and images on paper if their action recommendations are not pursued and effectively implemented.

The plan is ultimately a guidance document for City officials and staff, who must make decisions on a daily basis that will determine the future direction, financial health, and "look and feel" of the community. These decisions are carried out through:

- ★ targeted programs and expenditures prioritized through the City's annual budget process, including routine but essential functions such as code enforcement;
- ★ major public improvements and land acquisitions financed through the City's capital improvement program and related bond initiatives;
- ★ new and amended City ordinances and regulations closely linked to comprehensive plan objectives (and associated review and approval procedures in the case of land development, subdivisions, and zoning matters);
- ★ departmental work plans and staffing in key areas;
- ★ support for ongoing planning and studies that will further clarify needs, costs, benefits, and strategies;
- ★ pursuit of external grant funding to supplement local budgets and/or expedite certain projects; and
- ★ initiatives pursued in conjunction with other public and private partners to leverage resources and achieve successes neither could accomplish on their own.

Despite these many avenues for action, a comprehensive plan should not be considered a "cure all" for every tough problem a community faces. On the one hand, such plans tend to focus on the responsibilities of City government in the physical planning arena, where cities normally have a more direct and extensive role than in other areas that residents value, such as education, social services, and arts and culture. Of necessity, comprehensive plans, as vision and policy documents, also must remain relatively general and conceptual. The resulting plan may not touch on every challenge before the community, but it is meant to set a tone and motivate concerted efforts to move the community forward in coming years.

Local Government Planning

The success of the plan depends upon how it is integrated with the operation of local government (planning, policy development, regulation, budgeting and capital investments, and programming through City departments.)

It is also important to distinguish between the function of the comprehensive plan relative to the City's development regulations, such as the zoning ordinance and subdivision regulations. The plan establishes overall policy for future land use, road improvements, utilities, and other aspects of community growth and enhancement. The City's zoning ordinance and official zoning district map then implement the plan in terms of specific land uses and building and site development standards. The City's subdivision regulations also establish standards in conformance with the plan for the physical subdivision of land, the layout of new or redeveloped streets and building sites, and the design and construction of roads, water and sewer lines, storm drainage, and other infrastructure that will be dedicated to the City for long-term maintenance.

Planning Authority

State Support for Community Planning –
Section 213 of the Texas Local Government Code

Unlike some other states, municipalities in Texas are not mandated by state government to prepare and maintain local comprehensive plans. However, Section 213 of the Texas Local Government Code provides that, "The governing body of a municipality may adopt a comprehensive plan for the long-range development of the municipality." The Code also cites the basic reasons for long-range, comprehensive community planning by stating that, "The powers granted under this chapter are for the purposes of promoting sound development of municipalities and promoting public health, safety and welfare." The Code also gives Texas municipalities the freedom to "define the content and design" of their plans, although Section 213 suggests that a comprehensive plan 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.

The Comprehensive Plan will serve as a guide for the ongoing development and redevelopment of the community with respect to land use, thoroughfares and streets, and other matters affecting development within the City.

Why Plan?

Local planning allows the City of Killeen to have a greater measure of control over its destiny rather than simply reacting to change. Planning enables the City to manage future growth and development actively as opposed to reacting to development

proposals on a case-by-case basis without adequate and necessary consideration of community-wide issues.

The process required to update the Killeen Comprehensive Plan may prove more valuable to the community than the plan itself since the document is ultimately only a snapshot in time. The planning process involves major community decisions about where development and redevelopment will occur, the nature and extent of future development, and the community's capability to provide the necessary public services and facilities to support this development. This leads to pivotal discussions about what is "best" for the community and how everything from taxes to quality of life will be affected.

Long-range planning also provides an opportunity for the City's elected and appointed officials to step back from pressing, day-to-day issues and clarify their ideas on the kind of community they are trying to create and maintain. Through the plan development process, they can look broadly at programs for neighborhoods, housing, economic development, and provision of public infrastructure and facilities and how these efforts may relate to one another. The Killeen Comprehensive Plan represents a "big picture" of the city, one that can be related to the trends and interests of the broader region as well as the State of Texas.

In summary, important reasons for long range planning in Killeen include:

- ★ To provide a balance of land uses and services throughout the community to meet the needs and desires of the City's population.
- ★ To ensure adequate public facilities to meet the demands of future development and redevelopment.
- ★ To achieve an efficient development pattern that reflects the values of the community.
- ★ To ensure the long-term protection and enhancement of the image and visual appearance of the community.
- ★ To involve local citizens in the decision-making process and reach consensus on the future vision for Killeen and its ongoing development.
- ★ To guide annual work programs and prioritize improvements consistent with the Comprehensive Plan.

Choices and Priorities

For the plan to be effective, community issues must be researched and analyzed, solutions and alternatives evaluated, and a realistic and feasible plan of action put in place to overcome particular problems. The evaluation of alternatives for resolving issues—and the selection of one or more strategies that are both reasonable and acceptable—are essential elements of the community planning process.

Getting to Action

The plan must go beyond general and lofty sounding goals. While everybody may agree with such goals, true progress will only occur if the plan establishes a policy framework and provides guidance as to how particular opportunities and challenges are to be tackled.

CITIZEN INVOLVEMENT … "EARLY AND OFTEN"

Local planning is often the most direct and efficient way to involve residents and other stakeholders in determining the vision for their community. The process of plan preparation provides a rare opportunity for two-way communication between citizens and local government officials as to their aspirations for the community and the details of how their shared vision is to be achieved.

The plan results in a series of guiding principles and policies that, ideally, will guide the City in administering development regulations; determining the location, financing, and sequencing of public improvements; and guiding reinvestment and redevelopment efforts. The plan also provides a means of coordinating the actions of many different departments and divisions within and outside the City.

Insights from Killeen Residents

Through the course of small-group interviews conducted at the start of the comprehensive planning process, various comments summarized broader planning issues facing Killeen. For example:

What are some considerations related to land use and community character in Killeen?

- ★ "We are a bedroom community to Fort Hood. But the real estate market should cater not just to the soldiers but also to other population of the city."
- ★ "Need neighborhood centers for easy-access shopping."
- ★ "Develop a tree ordinance. Need more trees in subdivisions and along corridors.

What changes are necessary for a viable Downtown?

- ★ "We need a downtown with more businesses and activities. There needs to be options for dining, shopping, and entertainment for all ages."
- ★ "Need to focus on Downtown beautification."
- ★ "Need to design a main corridor leading to Downtown."
- ★ "Need enhanced wayfinding for Downtown and the entire city."

How should Killeen's growth—and capacity for growth—be managed?

- ★ "We need to avoid patchwork developments. Instead focus on well thought out, mixed-use developments."
- ★ "Need to perform a cost/benefit analysis to compare infill opportunities versus development on the fringes and the cost to extend infrastructure."
- ★ "The water/sewer master development plan needs to be implemented timely."
- ★ "Need sustainable growth and green technology."
- ★ "Developers should be held accountable for storm water management."

What improvements are needed for better mobility?

- ★ "Develop more north-south corridors."
- ★ "Need transportation alternatives."
- ★ "Need better connectivity. Some roads in town are under-utilized due to poor connectivity."
- ★ "Need more sidewalks and trails, improve the connectivity of sidewalks and trails."
- ★ "Need more neighborhood centers to relieve some traffic along Lowe's Boulevard."

Insights from Killeen Residents

What changes are necessary for better parks and recreation?

- "Need more pocket parks."
- "Need to design trails along drainage ditches, improving the look of these ditches."
- "We need to work with the school district to share park space."

How to address existing and future housing needs and neighborhood quality?

- "Need more quality housing for retirees."
- "Provide incentives to develop infill lots."
- "Need to address inappropriate uses in close proximity, which could destroy existing stable communities."

Specific community outreach and leadership involvement activities conducted in support of this Comprehensive Plan included:

- 6 small-group interview sessions conducted with a cross section of Killeen residents, business owners, public officials, and representatives of community organizations.
- A city-wide Community Symposium event held at the Killeen Civic & Conference Center.
- 7 working sessions with the City's Planning and Zoning Commission, with time for public comment and questions on each agenda.
- A "maps and markers" community workshop event at Palo Alto Middle School to provide for "hands-on" discussion of land use, transportation, and other physical planning issues.
- Periodic briefings to the City Council.
- Special coordination meetings with representatives of Fort Hood, the Greater Killeen Chamber of Commerce, the Downtown Partnership Committee, the Heart of Texas Defense Alliance, Hill Country Transit District, and other groups active in community planning and enhancement efforts.
- Periodic updates and posting of plan-related information on the City's website.
- Associated media coverage of the planning process, particularly through the *Killeen Daily Herald* and area television stations.
- Final public hearings prior to City Council consideration of Comprehensive Plan adoption.

KILLEEN HISTORICAL TIMELINE

Images
- (1882) Santa Fe Depot, Source: Fort Hood Sentinel website (1963 photograph)
- (1942) Fort Hood, Source: Fort Hood website
- (1950) Fort Hood, Source: Fort Hood website
- (1965) Darnell Army Medical Center, Source: Texas A&M Health Science Center website
- (1981) Killeen Mall, Source: Panoramio website
- (1999) Texas A&M University - Central Texas and Central Texas College, Source: Texas A&M Health Science Center website

1884
Population 350

1942
Establishment of Camp Hood, a military post that initially served as a tank destroyer center.

1950
Population 7,045

Booming construction resulting in approximately 100 new commercial buildings in a two-year period.

Camp Hood transitioned to Fort Hood, a permanent U.S. Army installation.

1990
Population 63.535

Early Years

Killeen served as a shipping point for agricultural products, including cotton, grain, wool, and other farming and ranching goods and services.

Military Establishment

Infrastructure was put in place to support the military community, including Belton Lake and Stillhouse Water Reservoir; the construction of better highways to meet military transportation needs; and major construction projects to produce homes for the community.

1882
The Community was platted as a 70 block town by the Gulf, Colorado & Santa Fe Railway and named for one of its officials, Frank P. Killeen.

1900
Population 780

1949
Adoption of the City Charter established the Council-Manager form of government.

1965
Opening of Central Texas College, a junior college serving the region.

Opening of the Darnell Army Medical Center, which eventually became the largest U.S. Army hospital.

1981
Opening of Killeen Mall, located on a 63-acre site.

KILLEEN HISTORICAL TIMELINE

Images
- (2001) Fort Hood, Source: Military News Network website
- (2004) Killeen-Fort Hood Regional Airport, Source: Greater Killeen Chamber of Commerce website
- (2008) Killeen Senior Center and Family Recreation Center, Source: City of Killeen website
- (2009) Killeen Family Aquatic Center, Source: Killeen Daily Herald website

2002

Opening of the $10 million Civic and Conference Center.

2004

Opening of the Killeen-Fort Hood Regional Airport.

2008

Municipal Services Plan.

Opening of the Killeen Senior Center and Family Recreation Center.

Population 116,934.

2000

Population 86,911

Recent History in the Last 10 Years

The City has been experiencing tremendous growth, resulting in a wave of residential development and retail and dining establishments, in addition to expanding City facilities.

1999

A branch of Tarleton State University - Central Texas opened, which later transitioned into the Texas A&M University System.

2001

Privatization of all housing at Ft. Hood through the Actus Lend Lease, operating as Fort Hood Family Housing under a $4 billion, 50-year contract.

2003

Water and Wastewater Master Plan.

2005

Comprehensive Land Use Plan for development of property along S.H. 195 and S.H. 201.

2009

Parks Master Plan.

Tarleton State University - Central Texas changes name to Texas A&M University - Central Texas, with plans for construction of a general-purpose building by 2011.

Opening of the Lions Club Park Family Aquatic Center.

COMMUNITY OVERVIEW

This section highlights four overarching themes that are fundamental considerations for this Comprehensive Plan—and the future of Killeen—as validated by community and leadership discussions:

1. Rapid Growth.
2. Military Town.
3. Affordable Housing Focus.
4. Retention/Attraction of Young Talent.

These themes are illustrated here with relevant indicator data and then elaborated upon in later chapters of the plan. Context is also provided through comparison data from Texas and the nation, Bell County, and several other Texas cities in a similar size range to Killeen that the City has previously looked to as "peer" cities (Abilene, Temple, Waco, and Wichita Falls).

Rapid Growth

In July 2009, Killeen was recognized by the U.S. Census Bureau as the ninth fastest growing large City in the nation between 2007 and 2008. With Killeen adding just over 70,000 residents since 1980, when the population was approximately 46,300, "growth" has been a common word in the community for several decades now.

- ★ During the period from 1980 to 2008, the City's population grew at an average annual rate of 3.4 percent. As a result, Killeen has continued to add more than a 30 percent growth increment each decade, as shown in **Table 1.1**. This translates into bigger and bigger numbers over time as the overall "pie" of total population keeps expanding.

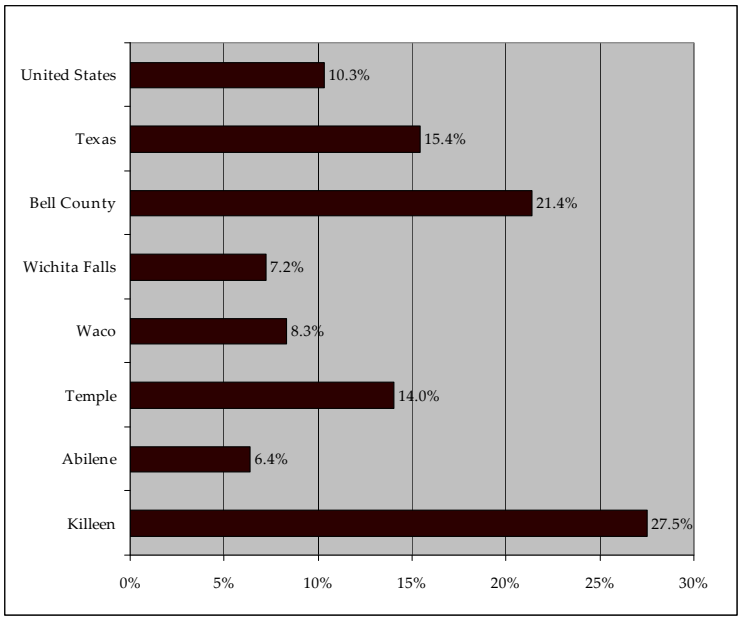
TABLE 1.1
Population History of Killeen and Bell County

Year	Population	Percent Change	City Share of County Population	Bell County	% Change
1940	1,263	--	2.82%	44,863	--
1950	7,045	457.79%	9.54%	73,824	64.55%
1960	23,377	231.8%	24.84%	94,097	27.46%
1970	35,507	51.9%	28.52%	124,483	32.29%
1980	46,296	30.4%	29.32%	157,889	26.84%
1990	63,535	37.2%	33.25%	191,088	21.03%
2000	86,911	36.8%	36.52%	237,974	24.54%
2008	116,934	34.5%	43.92%	266,218	11.86%

SOURCE: U.S. Census Bureau

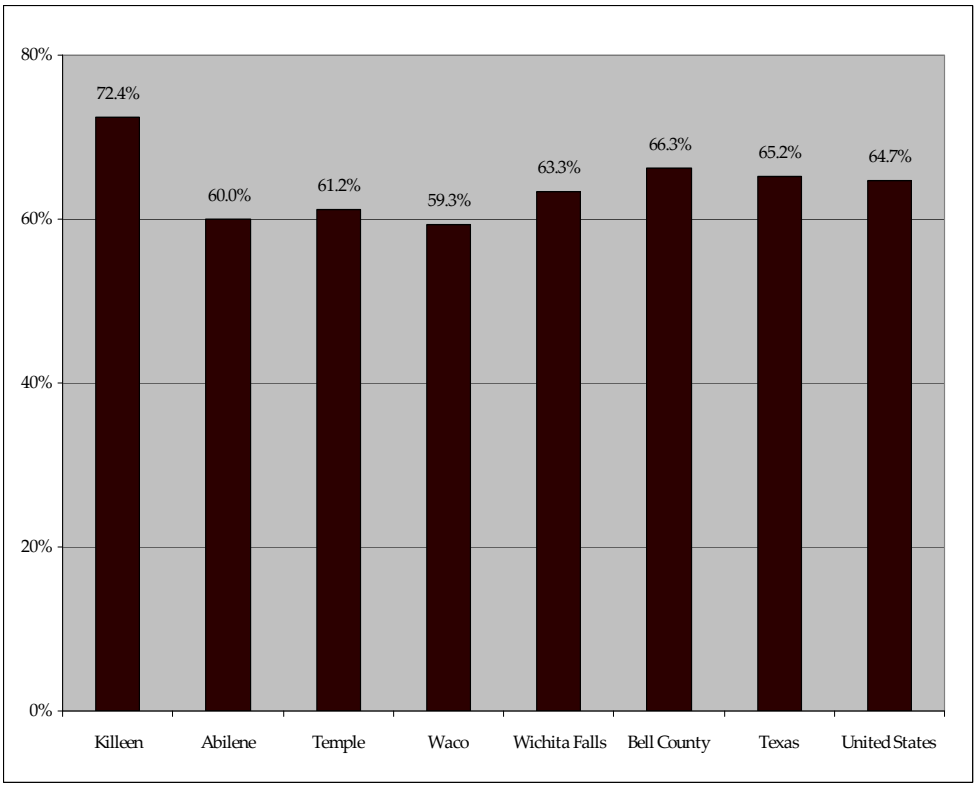
- With the community's growth, Killeen continues to account for an ever-increasing share of Bell County's overall population, approaching 44 percent in 2008.
- Approximately 28 percent of Killeen's entire housing stock has been built since 2000, which reflects a phenomenal rate of housing construction as indicated in **Figure 1.1**.
- A high-growth environment is a place where people come—and stay—to work. **Figure 1.2** confirms that a relatively high percentage of Killeen's working-age population (72.4 percent) is active in the area labor force.

FIGURE 1.1
Housing Stock Built Since 2000



SOURCE: U.S. Census Bureau

FIGURE 1.2
Population Age 16+ in Labor Force



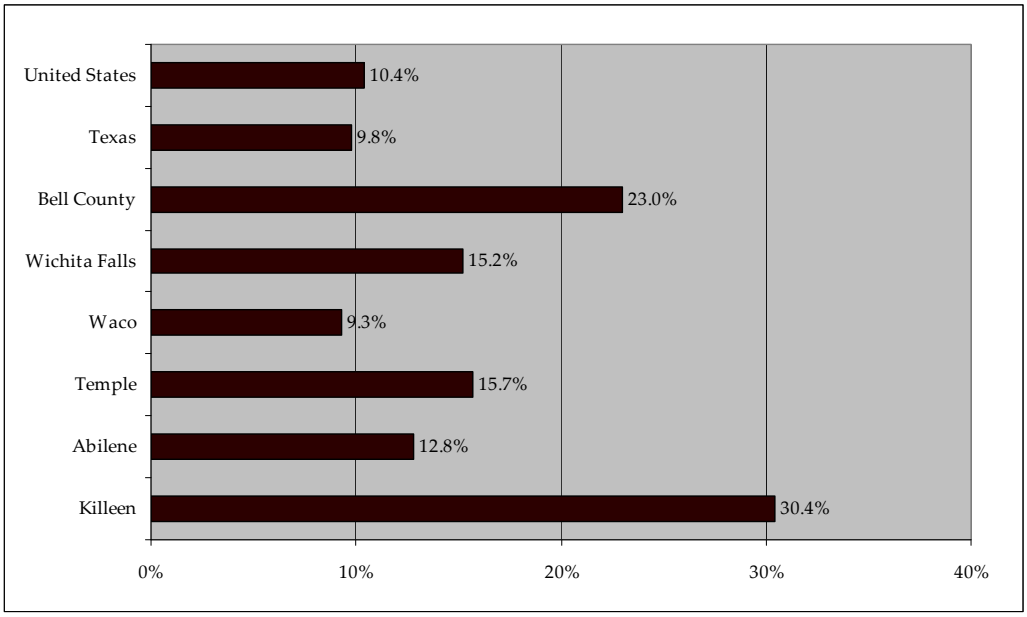
SOURCE: U.S. Census Bureau

Military Town

Killeen's role as the host community to Fort Hood looms large over so many aspects of life in the community. The following indicators confirm the extent to which this military presence influences the community:

- Among Killeen's working-age population (16 years and older), 17.1 percent are employed in the armed forces. This compares to 0.5 percent statewide and 0.4 percent nationally. The next closest percentage among the comparison cities is 7.4 percent in Wichita Falls. The rate for all of Bell County is 10.6 percent, and it is only 0.5 percent in nearby Temple.
- As illustrated in **Figure 1.3**, a significant share of Killeen's civilian population age 18 and older is comprised of veterans (30.4 percent).
- The U.S. Census Bureau tracks the percentage of individuals who lived in the same home one year ago or elsewhere in the same county, state, the U.S., or abroad. With 33.6 percent of its population residing elsewhere one year earlier, Killeen is clearly a community with a highly transient population. Texas has a relatively mobile economy in general, with the percentages for all the comparison cities falling in the mid-20 percent range (except for Temple at 17.5 percent). The national rate was only 16.6, and Texas was 19.8 percent.

FIGURE 1.3
Veterans in Civilian Population Age 18+



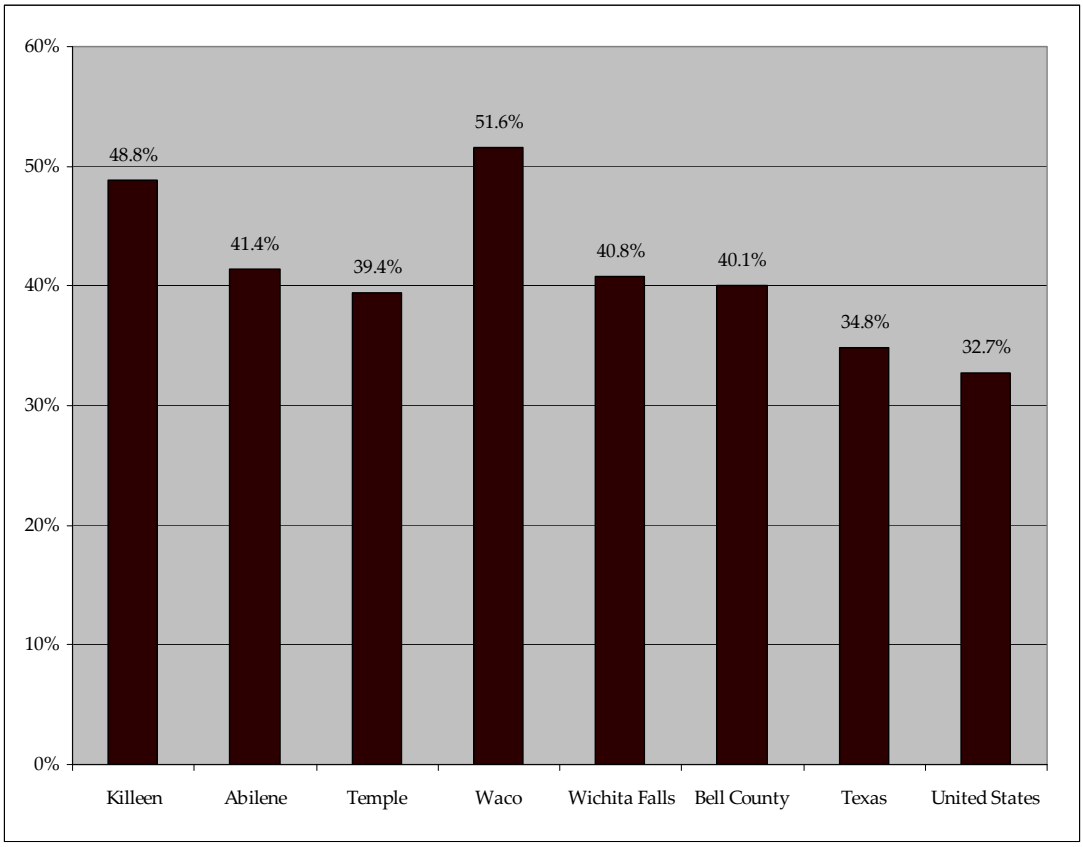
SOURCE: U.S. Census Bureau

Affordable Housing Focus

As is evident from the local market, and validated by input from many residents, Killeen is a relatively low-price housing environment. This is due, in part, to the needs of soldiers and military families that are not housed at Fort Hood. Other indicators also illustrate this situation:

- **Figure 1.4** confirms that Killeen has a high proportion of rental housing, which is another reflection of a relatively transient population, as well as a significant number of individuals and families who may not have the financial ability to buy a home.
- Only 8.5 percent of households in Killeen have annual incomes above $100,000 compared to 17.5 percent across Texas and 19 percent nationally. This partly explains why custom housing at higher price points is relatively rare in Killeen. Texas is a relatively lower-cost and lower-income environment in general compared to the entire U.S. However, among the comparison cities, Killeen has the lowest percentage, with the others ranging from Waco at 8.6 percent to Temple at 12.4 percent. Additionally, for all of Bell County, the

FIGURE 1.4
Renter-Occupied Housing Units



SOURCE: U.S. Census Bureau

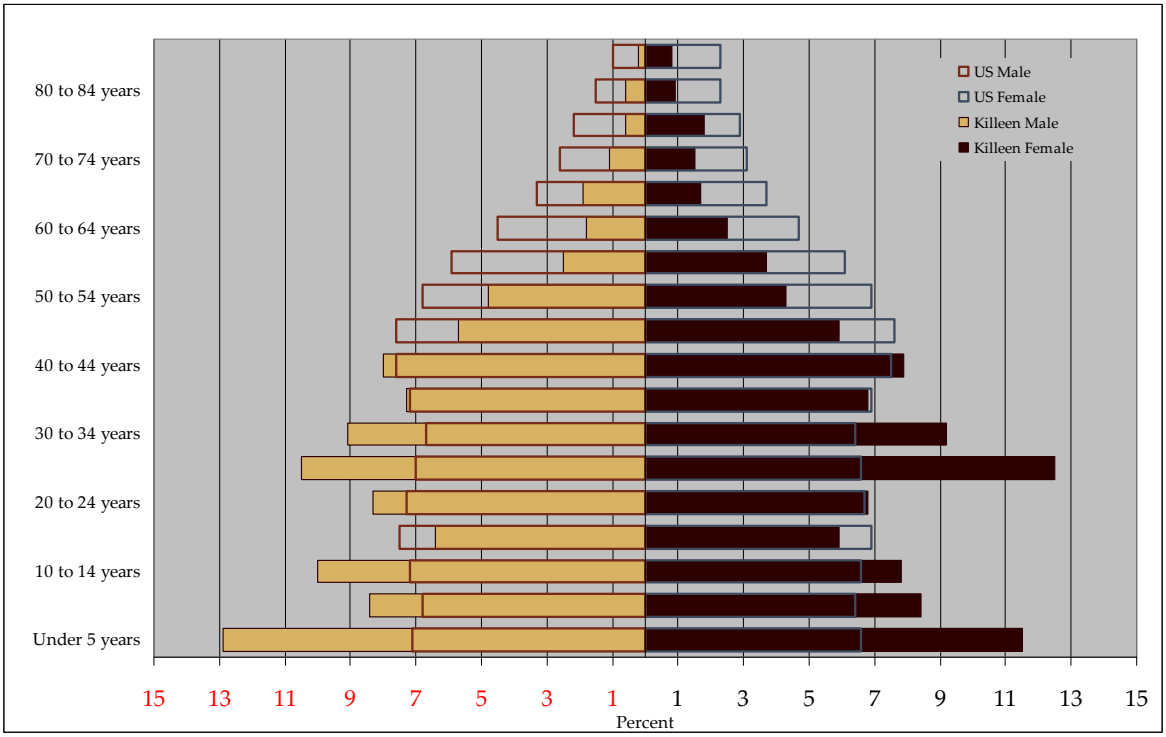
percentage above $100,000 is 12.5 percent, which is in line with anecdotal discussion that higher-end housing is generally sought elsewhere in the County outside of Killeen.

Retention/Attraction of Young Talent

Another "front burner" topic in Killeen, and across the entire metropolitan area to Temple, is the need to provide more quality job opportunities, housing options, and amenities to draw more young professionals and their families to the region—and to retain those who grew up in the area or end their military service here.

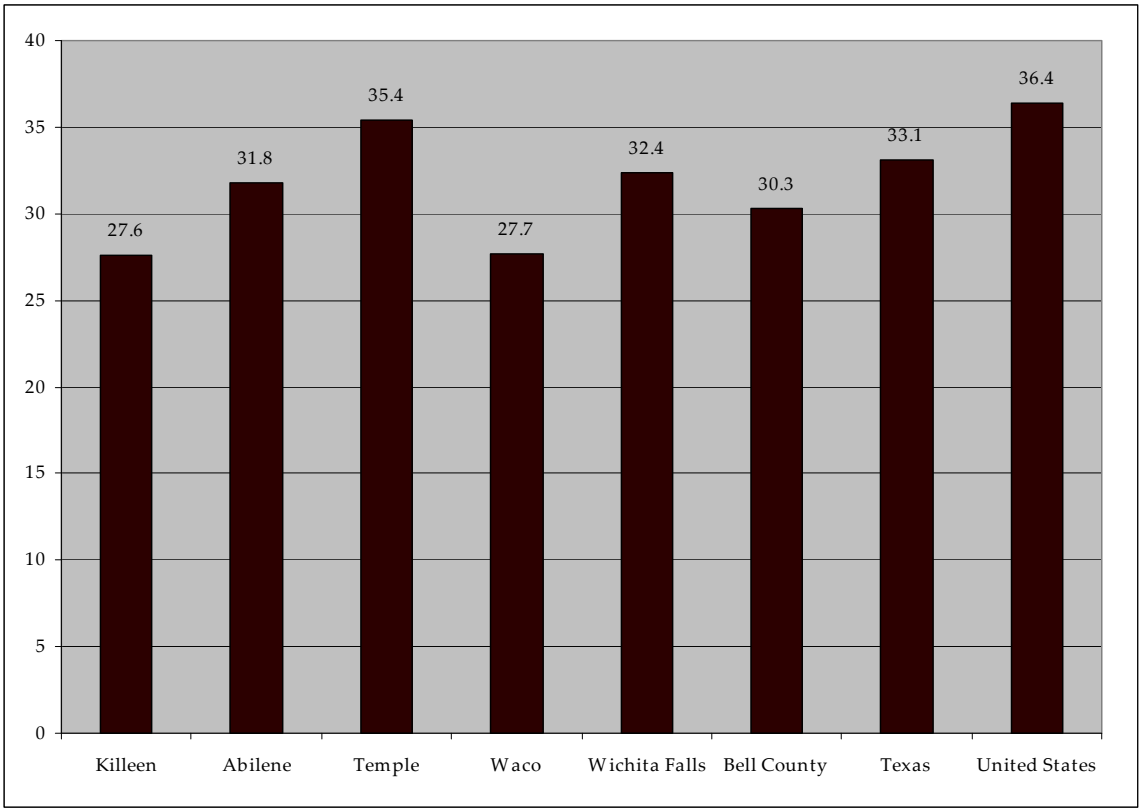
- ★ The age distribution pyramid in **Figure 1.5** shows that Killeen actually has an overwhelmingly young population, which is also confirmed by the median age comparison in **Figure 1.6**. This is primarily due to the presence of a substantial young soldier population in Killeen, as well as military families with small children.

FIGURE 1.5
Age and Gender Distribution



SOURCE: U.S. Census Bureau

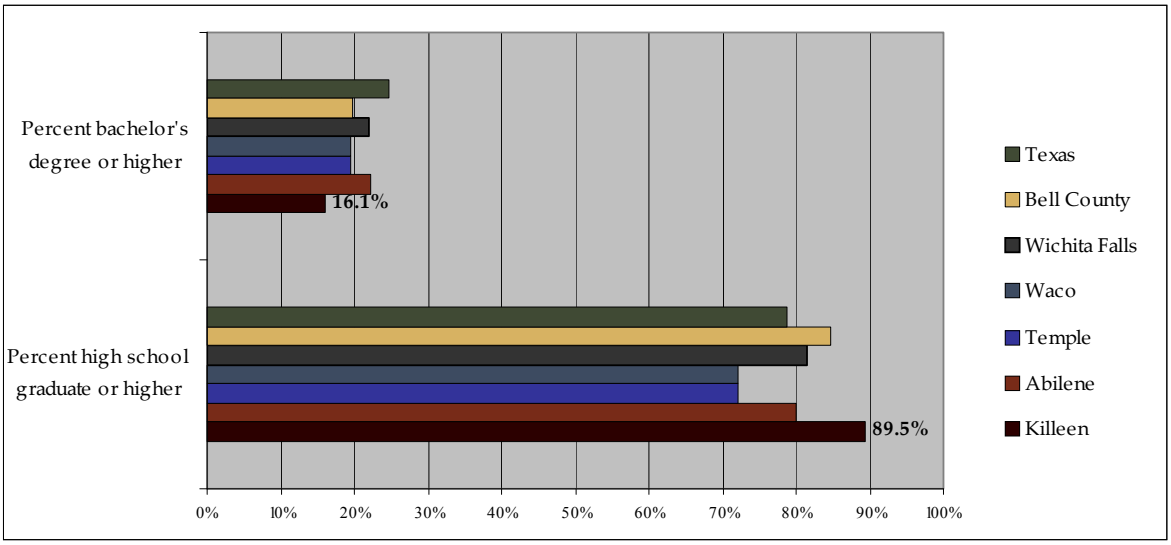
FIGURE 1.6
Median Age



SOURCE: U.S. Census Bureau

- **Figure 1.7**, regarding educational attainment, shows that a very high percentage of Killeen's population age 25 and older completed high school (89.5 percent). On the other hand, only 16.1 percent of adults over 25 hold a bachelor's or higher degree.
- Among all the comparison levels (U.S., Texas, Bell County, and four comparison cities), Killeen also has the lowest percentage of its working-age civilian population employed in professional and management occupations—only 25.8 percent compared to 34.1 percent nationally, 32.6 percent in all of Texas, 32.2 percent across Bell County, and between 28.8 percent (Waco) and 36.4 percent (Temple) in the other Texas cities.

FIGURE 1.7
Educational Attainment Comparison



SOURCE: U.S. Census Bureau

NOTE: All data cited in the Community Overview section, unless otherwise noted, is from the American Community Survey estimates prepared by the U.S. Census Bureau. The estimates represent the average characteristics of population and housing over a three-year period between January 2005 and December 2007 and, therefore, do not represent a single point in time. However, the estimates provide an indication of more recent trends since Census 2000.

FUTURE POPULATION OUTLOOK

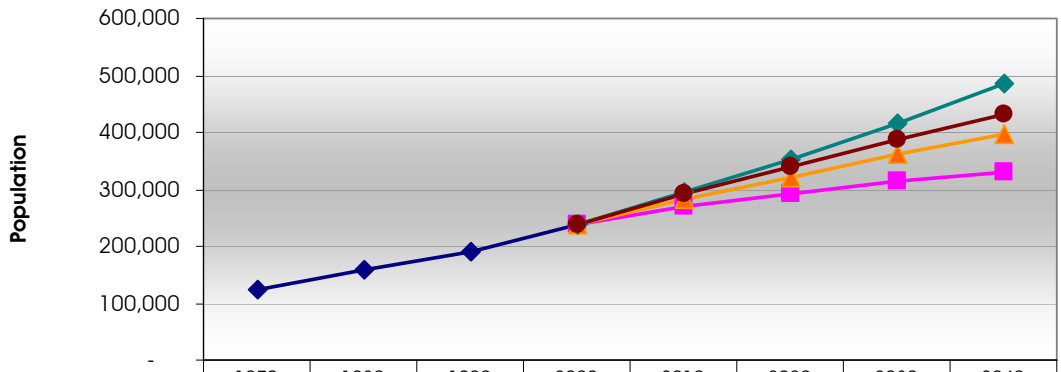
Population projections are an important component of the long-range planning process. They help determine and quantify the demands that will be placed on public facilities and services based on the potential pace and scale of the community's physical growth. Projections reflect local, regional, and even national and international trends and offer a basis to prepare for the future. However, it should be noted that preparing population projections is challenging, particularly for the long term and for small geographic areas like individual cities, because it is often difficult to account for all circumstances that may arise. In Killeen, Fort Hood has a major impact on the economic and population growth of the community and therefore poses an additional challenge in projecting long-term trends for the area. It will therefore be important for the City to monitor population and economic growth continually to account for both short- and longer-term shifts that can influence development activity and trends in the City and larger region.

Bell County Projections

The Texas State Data Center (TSDC) prepares four population scenarios for the State of Texas and all counties in the State that use the same set of birth and death rate (fertility and mortality) assumptions but differ in their assumptions regarding net migration (incoming versus outgoing population). The net migration assumptions for three scenarios are derived from 1990 to 2000 patterns, which have been altered relative to expected future population trends. The TSDC scenarios are referred to as the Zero Migration (0.0) Scenario, the One-Half 1990-2000 (0.5) Scenario, and the 1990-2000 (1.0) Scenario. A fourth scenario, 2000 to 2007, takes into account post-2000 population trends.

The TSDC scenarios vary widely in the forecasted future population for Bell County as illustrated in **Figure 1.8, Bell County Population Projections**. The range of variation is from 331,477 persons in 2040 under the 0.0 Scenario to 486,866 persons under the 1.0 Scenario, starting from a base of 237,974 persons in 2000. The relatively modest 0.0 projection represents a 40 percent population increase over the 40-year period, while the 1.0 projection results in a 105 percent population increase for Bell County through 2040. The intermediate scenarios involve growth of 67 percent (0.5 = 397,741) and 82 percent (2000-07 = 432,564).

FIGURE 1.8
Bell County Population Projections



	1970	1980	1990	2000	2010	2020	2030	2040
Historical	124,483	157,889	191,088	237,974				
0.0				237,974	270,196	293,419	315,401	331,477
0.5				237,974	281,866	321,188	361,039	397,741
1.0				237,974	294,101	352,597	417,206	486,866
2000-2007				237,974	291,382	340,138	387,766	432,564

SOURCE: Texas State Data Center

The State Data Center recommends the One-Half (0.5) Scenario as the most appropriate scenario for most counties in Texas. For Bell County, this means the county-wide population would increase by 67 percent by 2040, to roughly 398,000 residents.

City of Killeen Projections

Population forecasting methods that model births, deaths, and migration are more appropriately used at the county and regional levels where records of these statistics are kept. Sub-county population growth is strongly influenced by less predictable nuances such as housing prices, availability of vacant land to develop, and annexation of additional territory (and, in some cases, additional residents) by cities. Therefore, to project future population at the city level, there are several techniques that can be used including linear regression, exponential (or "geometric") growth, and step-down methods.

The exponential/geometric growth technique assumes a constant rate of growth over time. Depending on the rate used, this can result in significant population increase, similar to how an initial dollar investment can increase dramatically through the power of compounding interest. Any projection that assumes indefinite continuation of Killeen's recent growth experience (3.36 percent average annual growth rate between 1980 and 2008) would lead to the City population exceeding 300,000 by 2040, which is much higher growth than any comparative scenario.

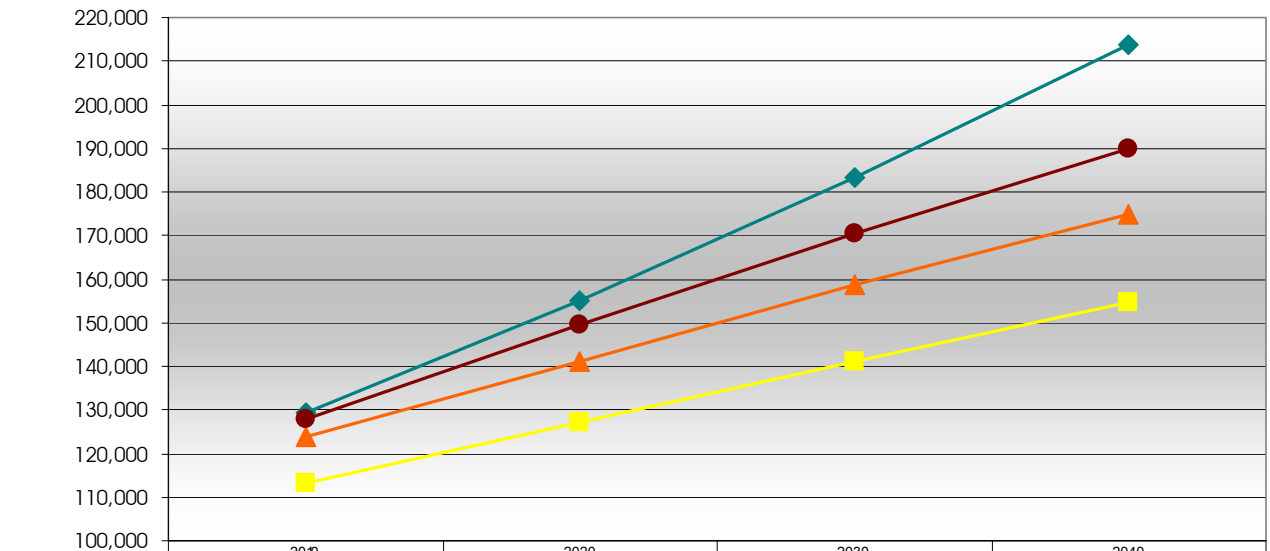
The step-down method simply assumes that Killeen's population will remain a set proportion of that of Bell County. This method uses the State Data Center's scenarios as the basis for the County projections as displayed in Figure 1.8. For purposes of stepping down the County projections to the City level, it is assumed that Killeen will maintain the same percentage of the County population as it was in the base year of 2008, which was 43.9 percent as shown in Table 1.1 (116,934 persons in Killeen relative to 266,218 county-wide). The step-down method yields 2040 projections for Killeen of 174,704 (0.5 Scenario) to 213,852 (1.0 Scenario). This reflects an average annual growth rate of 1.26 percent to 1.90 percent between 2008 and 2040. Naturally, Killeen's share of the Bell County population could increase beyond 43.9 percent in future years if its growth continues at a faster pace than that of other area cities and the entire county. Ongoing annexation activity that brings more territory into Killeen's incorporated area is another way this could occur.

Projections prepared by the Texas Water Development Board (TWDB) can also be referenced for comparison. TWDB uses the cohort-component procedure for the projection of county populations. However, projections for

cities are based on a share of the county's population growth between 1990 and 2000. TWDB projects that Killeen's population will be 154,641 in 2040. This would mean an average annual growth rate of 1.04 percent between 2010 and 2040, which is clearly lower than the City's recent growth experience and lower than the projections yielded by other methods.

Figure 1.9 displays various population projections for the City of Killeen, including those based on the State Data Center scenarios plus the Texas Water Development Board projection. It is wise for cities to think in terms of a range of potential growth rather than absolute numbers given the uncertainty of any small-area forecast that extends beyond a few years. **It is assumed for this Comprehensive Plan that Killeen's 2040 population will fall within a forecast range of 175,000 to 225,000 persons** (from a population of 117,039, which is midway between the 2009 Texas State Data Center estimate and the 2008 U.S. Census Bureau estimate). These figures represent a potential average annual growth rate ranging from 1.26 percent to 2.06 percent through 2040. By increasing the high end of the projection range to 225,000, this provides some additional cushion beyond the Scenario 1.0 projection (213,852) in case Killeen does maintain an average annual growth rate above

FIGURE 1.9
City of Killeen Population Projections



	2010	2020	2030	2040
Step Down 0.5	123,807	141,079	158,583	174,704
Step Down 10	129,181	154,875	183,254	213,852
Step Down 2000-2007	127,987	149,403	170,323	190,000
TWDB	113,217	126,985	141,148	154,641

SOURCE: U.S. Census Bureau, Texas State Data Center, Kendig Keast Collaborative

NOTE: The base-year population estimate for 2008 was adjusted to 117,039 – the midpoint between the 2008 Census Bureau estimate of 116,934 and the 2009 State Data Center estimate of 117,143.

the two percent mark over the next several decades. The midpoint of the forecast range is a round number of 200,000 persons in 2040 (compared to a midpoint of 194,278 between the Scenario 0.5 and 1.0 projections for 2040).

Beyond the comprehensive planning process, it will be essential for Killeen to monitor its actual growth from year to year to determine if the longer-term trend line is still remaining within the expected range—and whether on the high or low end of this range. Any sign of eventual significant variance outside this range, higher or lower, would indicate the need for rethinking of the assumptions and strategies reflected in the Comprehensive Plan.

PAST PLANNING EFFORTS

Drainage Master Plan (2005)

The Drainage Master Plan represents the second phase of the City of Killeen's ongoing planning activities related to drainage and flooding risk. It followed the Drainage Master Plan Scoping Study and uses the information provided in that report to develop a short list of high-priority capital projects, update existing hydrology and hydraulic models for the community, assist the City to enhance its floodplain and storm water management practices, and provide preliminary information for drainage utility rates. The final report was presented to the City's Water/Sewer/Drainage Committee.

Water and Wastewater Master Plan (2007)

This plan addresses water and wastewater system issues and needs within a service area that includes Killeen's existing City limits and the extraterritorial jurisdiction (ETJ). Through this plan computer models of the water and wastewater systems were developed. The plan and associated modeling led to preparation of a Capital Improvement Plan to address projected water demands and wastewater flows through 2031. The 2007 plan will be updated in 2010.

Killeen Downtown Action Agenda (2007)

This document includes the community's vision for Downtown as well as the findings of a comprehensive analysis of the area's commercial markets. The vision and market analysis findings were used to define a specific economic enhancement strategy for the Downtown project area.

Killeen, Texas BrandPrint (2007)

The Community BrandPrint process established a positioning philosophy that generates a brand identity for Killeen in the minds of residents, visitors, and economic development entities. Then brand-building ideas and effective

communication methods were recommended, all of which are aimed at reinforcing the positioning and ensuring brand equity and growth.

Façade Improvement Program (2009)

The City prepared this manual to provide a clear understanding of the Façade Improvement Program for Killeen's Downtown Historic District. This program is one element of the Downtown revitalization strategy intended to encourage preservation, rehabilitation, and restoration of the original township's commercial resources by complementing private sector investment and financing.

Historic District Design Guidelines (2009)

The design guidelines are intended to provide encouragement and direction for the improvement of building fronts along streets and sidewalks in the Downtown Historic District. They offer a written, illustrated, and graphic aid for determining acceptable alterations to properties within the District. The guidelines were prepared in accordance with federal standards that provide further technical advice about historic preservation activities and methods.

Parks Master Plan (2009)

Building on citizen input, the Parks Master Plan provides direction to the City regarding annual investments to the public parks and recreation system and timelines for implementation of various projects. The plan was intended to create a blueprint for the public parks and recreation system that would result in a finished product over a period of 10 years. The plan also identifies the need for periodic revisions to the blueprint and a timeline for these revisions.

PLAN DEVELOPMENT

To facilitate the process of preparing Killeen's Comprehensive Plan, the City engaged Kendig Keast Collaborative, community planning consultants to work with City officials and staff, the Planning and Zoning Commission, residents, and other area stakeholders. Over the course of a 15-month period, public outreach and leadership involvement activities were conducted, background studies were completed, and individual elements of the plan were drafted, reviewed, and refined to produce a document for public and official consideration. The plan contains and is organized in the following manner:

Chapter 1, Introduction

This chapter explains the purpose of long-range and strategic community planning and emphasizes the value that will accrue from undertaking this

comprehensive planning process in Killeen. The chapter also focuses on compiling and summarizing meaningful information on key community indicators, trends, and context, and it references similar data compilations already available through other area entities and websites. The chapter also documents the public participation activities that served as the foundation of the planning process.

Chapter 2, Future Land Use & Character

The purpose of this chapter is to assess the community's long-range development outlook and establish the necessary policy guidance that will be used in making decisions about the compatibility and appropriateness of individual developments within the context of the larger community. The land use plan will also serve as the City's policy for directing ongoing development and managing future growth, preserving valued areas and lands, and protecting the integrity of neighborhoods, while also safeguarding and enhancing community image and aesthetics. This chapter also includes an assessment of conditions in the City's extraterritorial jurisdiction and recommends appropriate land uses based on natural and topographical features, the City's thoroughfare plan, and the existing pattern of land use.

Additionally, a complimentary satellite document to the Comprehensive Plan focuses on specific action strategies and related institutional arrangements for implementing the Downtown Action Agenda of 2007.

Chapter 3, Growth Management & Capacity

The focus of this chapter is the City's intent and policy regarding how growth and new development will be accommodated consistent with other fiscal and community considerations. A prime consideration is efficient use of land, along with existing and planned investments in transportation and utility infrastructure, to achieve and maintain a desired community form and character. Current and projected infrastructure capacities and "planning level" improvement needs are also evaluated through this chapter.

Chapter 4, Mobility

The purpose of this chapter is to ensure orderly development of the transportation system, considering not only facilities for automobiles but other modes of transportation as well, such as pedestrian and bicycle circulation (and safety), freight movement facilities, public transportation, local and regional airports, and associated needs. Recommendations in this chapter utilize "context-sensitive design" principles that address mobility improvement while also simultaneously taking into account safety, neighborhood integrity, urban design, community appearance, and historical

and environmental considerations, all of which are essential to establishing and maintaining a particular community character within an area.

Chapter 5, Parks & Recreation

The purpose of this chapter is to incorporate into the Comprehensive Plan summary information on the status of and outlook for the community's parks and recreation system based on the City's recently updated Parks Master Plan. This information is also linked to community growth expectations and other physical planning elements addressed in the Comprehensive Plan. The chapter also promotes opportunities to preserve natural features and open space in the community, particularly along corridors, adjacent to natural and man-made water features, at community gateways, and in other key areas.

Chapter 6, Housing & Neighborhoods

The underlying premise of this chapter is to ensure that there is an adequate supply of housing within varying price ranges and dwelling types so as to accommodate persons desiring to relocate within or to the community. Another key focus is to create and maintain livable neighborhood environments, so design and compatibility issues are also highlighted. This includes considerations such as how to deal with infill development in older, revitalizing neighborhoods, and how to ensure quality and sustainable outcomes in new residential development.

Chapter 7, Implementation

The Implementation chapter utilizes the recommendations of the individual plan elements to consolidate an overall strategy for executing the Comprehensive Plan, particularly for the highest-priority initiatives that will be first on the community's action agenda following plan adoption.

ADDITIONAL INFORMATION

Additional indicator data and background information on Killeen is available from the following sources:

- City of Killeen
  http://www.ci.killeen.tx.us/
- Greater Killeen Chamber of Commerce
  http://killeenchamber.com/
- Killeen Civic & Conference Center and Visitors Bureau
  http://www.killeen-cvb.com/

Data Availability

This Comprehensive Plan was prepared toward the end of a decade. This is when one-of-a-kind data from the last decennial U.S. Census is growing increasingly out of date, and data from the next census is still several years away. In the meantime, results from the last census are still, in many cases, the best source of data about socioeconomic conditions at the local community level, along with interim estimates prepared by the U.S. Census Bureau and other sources.

- Bell County
  http://www.bellcountytx.com/
- Central Texas Council of Governments
  http://www.ctcog.org/
- Killeen-Temple Metropolitan Planning Organization (KTMPO)
  http://www.ktmpo.org/
- The Handbook of Texas Online
  http://www.tshaonline.org/handbook/online/articles/KK/hdk1.html
- Texas State Data Center
  http://www.txsdc.utsa.edu/
- Texas Workforce Commission, Labor Market Information
  http://www.tracer2.com/
- U.S. Bureau of the Census, American FactFinder
  http://factfinder.census.gov/home/saff/main.html?_lang=en