

City of
Lufkin

Comprehensive Plan



LUFKIN TEXAS

COMPREHENSIVE PLAN

2018

Produced by:

BURDITT
Land|Place

City of
Lufkin

Comprehensive Plan



PREPARED BY:



LUFKIN, TEXAS COMPREHENSIVE PLAN

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City Staff gratefully acknowledge the many attendees and participants who worked to inform us about our great community from their diverse perspectives.

LUFKIN COMPREHENSIVE PLAN VISION

CREATE IDEAL LIVABILITY IN LUFKIN

Small Town Feel

Celebrating and protecting our small-town feel, values, and spirit

Community Development

Fostering community development and a culture of service

Education

Supporting education at all stages of life

Services

Providing effective, and efficient services

Infrastructure

Maintaining and building infrastructure that addresses the primary concerns of utilities, mobility, and safety

Natural Resources

Increasing accessibility and connecting the natural spaces and resources of the community

Connected

Perpetually striving for a more walkable, bikeable city with paths and places

Economics

Retaining and attracting businesses that provide our residents with economic opportunity









Partnerships

Partnering with entities and organizations who support the people, mobility, economic development, green space, and preservation of Lufkin

Growth

Planning for growth in a managed way that incorporates and connects communities, and increases value for the City as a whole

TABLE OF CONTENTS

	EXECUTIVE SUMMARY	1
	LAND USE	13
	TRANSPORTATION SYSTEMS AND CIRCULATION	45
	PLACEMAKING AND COMMUNITY FORM	65
	NATURAL RESOURCES	91
	HISTORIC AND CULTURAL RESOURCES	107
	LOCAL ECONOMY	121
	HOUSING	141
	COMMUNITY FACILITIES AND SERVICES	167



Executive Summary

What is going to happen to Lufkin when I-69 is built? Are we going to have enough water for our homes and businesses in ten to twenty years? How is the City going to help get more affordable housing? Will “special places” like the zoo be here when my kids grow up?

These questions reflect the intelligent and engaged queries heard when residents and business owners of Lufkin were asked to share their thoughts on our community’s future. At the heart of these questions is a desire to ensure Lufkin remains an active, vibrant community, keeping pace with the nation’s rapid changes. In 2001, Lufkin produced a Comprehensive Plan (Plan 2001) to guide the City into the next two decades. Since then, changes in employment, technology, and culture shifted community context in a way which necessitates a new plan. Lufkin leadership evaluated these shifts, looked at the Plan 2001, and pro-actively developed a new guide, the Lufkin Comprehensive Plan 2018-2038, to prepare the City for the next twenty years.

The process began with a request from the City Manager Keith Wright, to the Lufkin City Council for guidance to engage a consultant (Burditt) to assist staff with creating a new Comprehensive Plan. The Council also directed Mr. Wright to re-evaluate the City’s existing long-range Planning documents and consider if there was a need for creating updated land use regulations. Additionally, the Council appointed a citizen’s Steering Committee of thirty-five (35) individuals to assist in the process. The Steering Committee is a critical part of planning work, serving to represent citizens varied interests.

In creating a new Plan, the City wanted a dynamic, adaptable document which would aide citizens, businesses and officials in developing Lufkin in a proactive, consensus-centered manner. To get that result, the Comprehensive Plan development started with extensive public meetings, kicking off with a City-wide Town Hall meeting and six (6) complementary Ward meetings. 10,132 homes were sent invitations to open house Plan meetings. Simultaneously, research and data collection was being done by the consultant and staff to provide the Steering Committee with Plan information to evaluate.

The Steering Committee met several times to provide their input for Lufkin's future, considering a diverse range of Plan concepts. Further public involvement came from meetings with civic groups, schools, clubs, faith groups and surveys (given on paper, on-line, and in open house meetings). The Plan was also promoted on PlanLufkin's website, which gathered extensive input.

A Comprehensive Plan is not a zoning law, its purpose is as an advisory document. As such, it gives elected officials, businesses and the public a broad view of the City in decision-making and assists the city regarding Lufkin's future. Plan application will happen when there is a need to coordinate provision of public services, investment in infrastructure, decision-making events for land development, managing growth for a rational pattern of land use and similar activities.

When new projects are considered, the Plan will guide applicants to areas designated for residential, industrial and mixed uses, commercial activities and public places. It also serves to plan for development needs in infrastructure, good drainage, and a water and sewer system. It is this prior determination of land uses that, in multiple ways, protects an area from inappropriate adjacent land uses. Coordinated land use patterns that eliminate incompatible activities support stable property values that remain or that increase.

Stability is an important characteristic for businesses and investors as it adds predictability and value to assets.

The other benefit of proactive, comprehensive planning is the reduction in time used for development steps. Managing time, money and assets are all important in land and business development use. The less uncertainty for applicants and the shorter the time spent in the decision-making process (trying to find where to locate or how), the quicker the applicant reaches construction, and ultimately the sooner business starts.

Lufkin Comprehensive Plan 2018 to 2038, continues the Lufkin tradition of working from the community's strengths versus opportunistically seeking to change the community to fit short term fads. The new Plan instead focuses around Lufkin's strength of community, with quality services, excellent infrastructure, and citizens who are very active in the community. The Plan opens with a listing of those involved in Lufkin's Plan process. Lufkin's Vision for the future, "Create Ideal Livability in Lufkin" is supported by ten key concepts, listed below the Vision and summarized in one sentence statements. Following the Vision is the Table of Contents. The Executive Summary is next, followed by an Introduction containing a Plan Overview.

The Executive Summary provides a synopsis of the chapters ahead. For each section in the plan, the Executive Summary gives an abbreviated Existing Conditions and Goals which support the Vision. As you read, note the last portion of each section includes an implementation plan.

Adoption of the Comprehensive Plan, places Lufkin at the forefront of communities prepared for the future. Strong city leadership has developed Lufkin's solid financial rating with a lean, effective budget plus a stout general fund reserve balance for a rainy day. Foresight

by past and current management also positions Lufkin with extensive assets for a city of 35,067 (Census 2010). The most notable asset, water in quantities past Lufkin's needs far into the future, is literally priceless. A business park, an extensive system of recreation facilities that supported the 2017 Little League World Champions top team in America, the city's own lake with a meeting facility—Kurth Lake, and a solid business leadership committed to Lufkin from several generations past and into the future. These assets and more place Lufkin in an inviable position as Plan 2018-2038 implementation starts.

Below is a summary of each of the Comprehensive Plan sections.



LAND USE

Existing conditions

Well distributed uses, large undeveloped areas to south, several vacant industrial sites and dispersed vacant lots notable in north portion of city south of Loop 287, density is higher in northern area lessening as users move south

Goals

Create Focus Area destinations that draw users to Lufkin and foster opportunities for coordinated, well-planned growth and development that is consistent with the Comprehensive Plan while preserving the existing character of Lufkin.

Incorporate increased beautification and quality of life projects for the citizens and visitors of Lufkin, while enhancing the existing infrastructure, gateways and districts within the community.

Encourage more dense development with a mix of uses to maximize buildable area and facilitate the multi-generational mix and inclusion of people.

Support the creation of incentives for the rehabilitation of properties around Districts (Employment, Residential and Commercial) and Mixed Use Centers.



TRANSPORTATION SYSTEMS AND CIRCULATION

Existing conditions

Clear N/S and E/W routes, confusion of multiple names for Loop 287 and some corridors makes driving hard for shoppers or visitors unfamiliar with Lufkin, quality streets Downtown, Loop 287 lacks complementary access for non-vehicular movement

Goals

Provide a balanced transportation system, which will effectively serve the existing and projected needs of the City in a safe, effective, expeditious and economical manner.

Optimize mobility and decrease dependency on vehicular transportation by creating a more walkable and bikeable environment. Create pedestrian and bicycle linkages between residential neighborhoods, linear greenbelts, schools, public administrative facilities, commercial districts, medical districts and other activity centers, where possible.

Develop a multi-modal transportation system in the city, which could accommodate different transportation modes, provide alternative transportations modes other than cars to places in the city and ETJ.



PLACEMAKING AND COMMUNITY FORM

Existing conditions

Strong visibility for retail and medical, large number of trees, proud of schools, distinct forest look from Highway 59 north at Loop, shortage of destination signs, wayfinding concepts

Goals

Perform beautification and quality of life projects for the citizens and visitors of Lufkin, while enhancing the existing infrastructure, gateways, and districts within the community.

Build on the strength of public spaces during development of commercial and industrial areas, which strengthen the community's social connections, sense of community and enhance place.

In order to maintain place and character, attention must be paid to beautification and enhancement of gateways, corridors, and neighborhoods. The enhancement of these spaces should include landscaping, hardscaping, wayfinding and lighting.



NATURAL RESOURCES

Existing conditions

Large areas of trees though steadily being reduced. Temple Urban Forest makes a unique entry for a city and numerous city parks include extensive natural areas.

Goals

Preserve and enhance Lufkin's natural resources through policy, which maintains the existing tree canopy and natural areas within the community.

Guide future growth and development through subdivision and zoning ordinances, which provides for park, open space and trail opportunities, while protecting and preserving the natural environment.

Encourage the preservation of the existing character of Lufkin through Low Impact Design standards which retain the natural systems of the community, including the water and parks systems.

Develop a network of pedestrian and bicycle ways throughout the Lufkin area to include an interconnected system of paths, trails, lanes, and routes that are multipurpose, accessible, convenient and connect parks, schools, workplaces, shopping, open spaces and other destinations.



HISTORIC AND CULTURAL RESOURCES

Existing conditions

Limited historic preservation efforts, two (2) museums have cultural and historical activities though limited in general given the museum’s purpose (at the Texas Forestry Museum and Museum of East Texas), they are great regional resources on nature, history along with summer learning at Angelina College.

Goals

Promote and enhance the historic and cultural resources within the City of Lufkin by formalizing an art in public places program to enhance public spaces and cultural districts.

Create value for historic and cultural resources by providing educational opportunities and local historic designation programs in order to tell the story of the community’s rich heritage and place.

Continue to implement proactive planning efforts for the redevelopment of special districts and corridors in order to maintain the area’s character and heritage while creating an environment for revitalization and community pride.



LOCAL ECONOMY

Existing conditions

Decline in industry and manufacturing, with increase in employment in health care and retail uses

Several new entrepreneurial businesses have opened and healthcare jobs have expanded, these partially offset large industrial uses which have ended

Goals

Provide opportunities to support a diverse range of business types and sizes through strategic investments in business recruitment, retention and development programs.

Encourage the attraction and retention of destination oriented, population serving businesses within the Central Business District.

Support and explore the feasibility of Public Improvement Districts or Tax Increment Reinvestment Zones for the purpose of targeting investment and generating revenue to support public improvements within distressed areas of the community.

Enhance communication to the public, developers, and local businesses regarding Lufkin’s economic development strategies and policy.



HOUSING

Existing conditions

Lufkin development reflects variations in intensity of land use types and character starting from the oldest area of Downtown, moving radially outward along Highway 59 with extensive suburban residential uses on traditional auto oriented streets. Loop 287 incorporates big box retail, and shopping centers (Lufkin Mall). Further out uses include a college campus; and extensive rural residences, large ranchette style lots, and vacant growth areas. A 2007 annexation of 4,000+ acres of land provides plenty of room for Lufkin’s growth.

Goals

Increase home ownership through the development of a network of developers, builders, community organizations and lenders within the community.

Continue to promote the City of Lufkin as an ideal location for affordable, residential development for starter homes and young families.

Promote housing rehabilitation and encourage infill development in established residential neighborhoods by supporting partnerships and incentives for this purpose.

Develop and market a comprehensive, competitive, developer incentive program for residential development in Lufkin.

Ensure future community facilities and service needs are met through sound long-range and fiscal planning which utilizes user fees, impact fees or other means of generating revenue to support these facilities and services.

When evaluating future community facility needs, priority should be placed on evaluating existing underutilized or brownfields sites for infill and redevelopment opportunities. The City should evaluate public-private partnership or public financing mechanisms, to find productive uses for these sites while enhancing community land use goals.



COMMUNITY FACILITIES AND SERVICES

Existing conditions

Existing conditions are adequate for Police staffing and for Fire personnel. The city has remained fairly stable in city employee levels as the city has seen a flat budget for a number of years. Infrastructure is starting to age as it is across the United States though Lufkin follows an annual Road Work Plan to maintain roads based on working to maintain “C” level of roads. Recent years have seen the addition of a new Municipal Court, Dog Park, Lost Arrow Broken Trail, walking trail around the Ellen Trout Zoo lake, adoption of a vehicle amortization fund, downtown movie theater and convention center renovation and use, music lights downtown, two (2) new constructions of fire stations on Kurth Drive and Lufkin Avenue, millions in wastewater system upgrades, and many other changes. Water resources are in excess of demand and continued effort is underway to remain in advance of wastewater needs.

Goals

The City of Lufkin continues to ensure public services and facilities adequately serve the needs of residents and businesses within the City of Lufkin, and that such services and facilities are adaptable to future growth.

In keeping with Lufkin’s interest in continuing to build on its strengths, the community recognizes the unique existing character of Lufkin, and builds public facilities in accordance with community design standards in order to provide a sense of community identity, both functionally and aesthetically.



Introduction

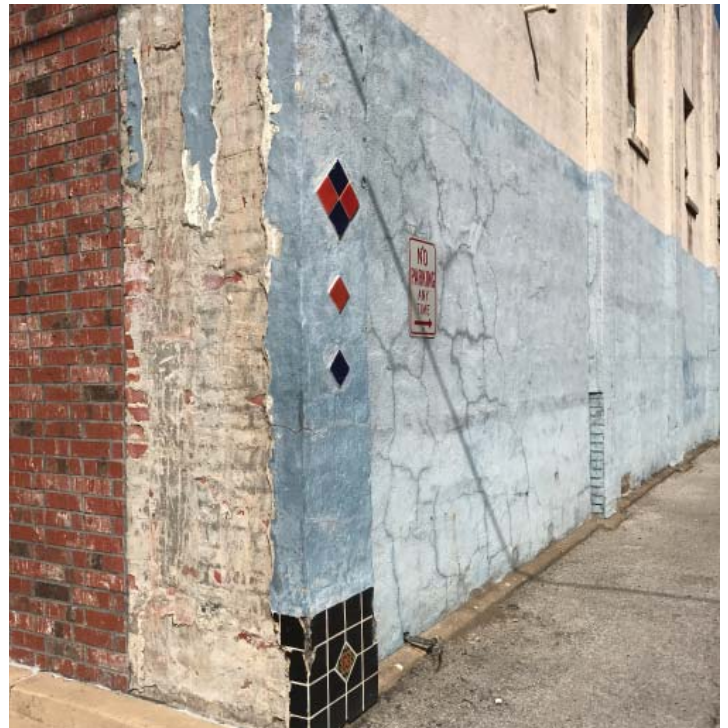
The great work of investing in building communities often begins with genuine connection through effective communication by conversation. The word “conversation” is defined as, “the information exchange of ideas by spoken word.” Conversations are the pathway to connection among people and are the spiritual, emotional and intellectual fabric of relationships. Relationships are woven together with trust, empathy, understanding and care. To be heard, to be understood, to feel as if the person sitting across from you, regardless of their own life experiences, hears and cares, is what it means to connect.

In the public space of municipal government, conversations and connection are an essential component of understanding the expectations of the community, as they relate to municipal services. Whether the will of the people demands public safety services such as police and fire protection or providing public utilities and infrastructure such as water, sewer and roads, the expectations of the community are discovered through public dialogue and translated by elected officials into policy decisions. Without public discourse, one lacks a sense of connection and belonging. Through the process of public engagement, and providing space for public conversations around these issues, City leadership gathers an authentic sense of the will of the people and effectively moves forward with policies or programs to grow the community.

Lufkin Today

The City of Lufkin is at a literal and figurative crossroads. Physically situated along US 59 and future Interstate 69, the city is in close proximity to Houston and Tyler in the heart of the Piney Woods of East Texas. Lufkin – county seat of Angelina County – was once a powerful lumber town, later emerged as an industrial leader in East Texas, and is transitioning again finding strength as a regional leader in healthcare, education, and as a retail hub.

Lufkin’s downtown, once the center of commerce, has experienced successful redevelopment under the leadership and investment of the City of Lufkin and private developers in the local area. Public art, enhanced streetscapes and thriving local shops are scattered throughout the downtown district and offer a regional shopping destination.



Lufkin Downtown



Lufkin Downtown

Community Engagement. Through the process of the Comprehensive Plan development, the City of Lufkin engaged the community in a process of town hall meetings and community conversations centered around the future of Lufkin and the development of the Lufkin Comprehensive Plan. Meetings were facilitated by each council representative in a location central to their constituents, community conversations occurred in businesses, coffee shops and churches, each providing an opportunity for listening and understanding the needs and concerns of each participant.



Lufkin Ward 2 Meeting

Mayor Bob Brown attended conversations with his wife Tony and described the process of community engagement as an opportunity for residents to be a part of the community's success. In his weekly column in the Lufkin Daily News, Brown encouraged residents to be a part of this success and sets an example for how to treat each other as neighbors. *"Think of all the contacts you make on a daily or weekly timetable and how you can plant the seed to entice your contacts into considering growing their business in Lufkin. Whether you are a wait staff employee at a food service establishment, a cashier, manager or owner of the business — the words that leave your mouth may be the turning point to a major decision maker. Speak kindly, speak positively, speak with compassion and concern every chance you get. You are a spokesperson for economic growth in our community. Lead by example and be a positive influence each and every day."*

Mayor Brown, the Lufkin City Councilmembers, Staff and community demonstrated tremendous commitment to engagement and cast a vision for the planning process to engage and empower individuals within the community. The Comprehensive Plan articulates and emulates this vision and should serve as a guide for community development for years to come.



Lufkin Ward 5 Meeting



Lufkin Town Hall Meeting

Ward Meetings. Through the course of stakeholder engagement, each councilmember hosted a ward meeting within their respective wards. The comments for these meetings were categorized by topic and then priority topics were identified by the frequency discussed. These comments have been summarized below, based on the relevant plan area.

Walkability/Bikeability. Overwhelmingly, the most frequently discussed priority for transportation and mobility in Lufkin were the need to develop more walking and biking facilities throughout the community. Community residents shared specific locations where sidewalks and bike lanes were needed and these priorities have been illustrated in the bike plan for the community.



Lufkin Ward 5 Meeting

Public Transportation. Secondly, public transportation concerns were vocalized as another top priority for the community. Specifically, issues such as more conveniently located, fixed stops were identified as an opportunity to improve the public transportation system in the community. After discussions with Brazos Transit, a proposed bus shelter/stop map was developed to identify the most frequently requested locations for shelters. This map could be used as starting point for transitioning the system to a fixed stop route, with shelters at each stop.



Lufkin Downtown

Beautification. The most common topic of discussion, as it related to Quality of Life, was the desire for the community to see enhanced beautification of the community. Comments ranged from a desire for more cleanup events and greater efforts for beautification and property maintenance for properties, to a desire to see beautification of public spaces such as medians and intersections.

Arts and Culture. Another prominent theme for quality of life was related to an interest in additional arts and cultural activities in the community. Residents expressed a desire to see more public art or an art museum as well as additional community events such as concerts.



Lufkin Town Hall Meeting



Plan Overview

The Lufkin Comprehensive Plan involved a twelve month process of engaging the community in a dialogue about its future. Through the process, goals for each of the planning areas were established and projects were identified to enable the community to reach its goals. Each section of the plan assesses existing conditions of the community related to the planning area, provides an overview of stakeholder engagement feedback, articulates community goals, makes recommendations for achieving goals and provides an implementation plan for accomplishing the goals within the planning term.

Land Use evaluates how land has developed to date and identifies opportunities for enhancing focus areas in the future.

Transportation Systems and Circulation applies Complete Streets concepts to the existing transportation system and makes recommendations for improving connectivity and transportation options related to bike, pedestrian and public transportation facilities.

Placemaking and Community Form identifies opportunities for enhancing the urban image of the City of Lufkin through streetscape and gateway enhancements.

Natural Resources inventories the green infrastructure of the community including tree canopy coverage, parks and open space and outdoor recreation opportunities and makes recommendations for preserving and enhancing these resources.

Historic and Cultural Resources in a community speak to the community identity and heritage as well as identifies methods for cultivating culture within districts or character areas.

Local Economy evaluates business and industry in the community and develops a long term strategy for stabilizing the local economy.

Housing addresses housing options within Lufkin by inventorying the existing housing stock and condition and making recommendations for ensuring the community remains competitive through future housing development.

Finally, the **Community Facilities and Services** section inventories existing City-owned facilities and services and provides recommendations for additional facilities as the community grows.



Lufkin Downtown

Review and Update

The Future Land Use Plan and Thoroughfare Plan should be amended based on Planning and Zoning Commission and City Council action as it relates to zoning amendments, subdivision platting and other community development goals. By reviewing and updating on a regular frequency, this will ensure the plan remains relevant and functions as a guide through the established planning term. Comprehensive Plans are authorized by the Texas Local Government Code, Chapters 211, 212, and 213.



Lufkin Downtown



Lufkin Downtown



LAND USE



LAND USE



The Future Land Use Plan for Lufkin contains two elements – Future Land Use Categories and Plan Focus Areas. Long-range future land use plans for a City are often best when they avoid setting specific details, such as the size and location of commercial properties, and instead, provide a range of acceptable options for how a community might develop. ***When a specific development is proposed, the market conditions present at that time can be considered and the best option within that range can be chosen.*** Using the Planning Focus Areas, Lufkin can prioritize and focus planning efforts using a range of acceptable land use types.

Land Use is defined by the horizontal and vertical patterns of development which occur within a community. Land Use categories are more specific than focus area boundaries and are tied more closely to legal structures such as city codes, zoning ordinances, and development standards. Land Use delineations contained in the Future Land Use Plan are meant to be a guide for policy rather than a strict interpretation.

It is important to remember that Focus Areas exist within a context. They are connected to each other and to the community as a whole by a larger framework and united by a shared community character. While looking at Lufkin neighborhood by neighborhood is useful for planning purposes, in order to make the most thoughtful decisions for development in Lufkin, the following recommendations must be used in the larger context of this plan.

Focus Areas are sections of the city united by some physical, social, economic, or cultural elements. Focus Areas may also be defined by vicinity to a place or attraction. Focus Areas contain a variety of land uses. Each area is a planning sub-area within the community where more detailed, small area planning and implementation of certain policies, investments, incentives, or regulations may be applied in order to preserve, improve, or otherwise influence the future of these areas. The boundaries of Focus Areas are considered to be general and not parcel-specific. The Focus Areas defined here are meant to be guides for focusing planning efforts.

Unlike zoning, the Focus Areas and Land Use delineations contained in this Chapter are meant to be a guide for policy rather than a strict or legal interpretation. Zoning and development standards should be updated to reflect the goals of the Comprehensive Plan.

LAND USE

<p>LESS SPECIFIC</p> <p>↑</p> <p>↓</p> <p>MORE SPECIFIC</p>	Focus Area	Neighborhood or area of the city sharing broad characteristics.
	Land Use	Type of activity (Residential, Commercial) occurring within a geographic area.
	Zoning	Legal use & development standards tied to individual parcels and lots.



Goals

The following overarching Land Use goals were developed through the stakeholder engagement process. They are meant as a guide and guiding vision for the recommendations contained within this plan element.

GOAL #1

Create Focus Area destinations that draw users to Lufkin and foster opportunities for coordinated, well-planned growth and development that is consistent with the Comprehensive Plan while preserving the existing character of Lufkin.

GOAL #2

Incorporate increased beautification and quality of life projects for the citizens and visitors of Lufkin, while enhancing the existing infrastructure, gateways and districts within the community.

GOAL #3

Encourage more dense development with a mix of uses to maximize buildable area and facilitate the multi-generational mix and inclusion of people.

GOAL #4

Support the creation of incentives for rehabilitation of properties around Districts (Employment, Residential and Commercial) and Mixed Use Centers.



Recommendations

City-Wide Land Use Recommendations

Some actions and best practices effect the entire community regardless of the land use configurations. The impacts of these circumstances are far reaching and their solutions are community-wide. In order to address these far-reaching circumstances, it is recommended that the City pursue a series of strategies that are not specific to a single building block or neighborhood. These recommendations are purposefully general as their specific implementation will vary according to particular goals unique to each focus area and how these recommendations interact with the goals of other sections of the Comprehensive Plan. These recommendations are:

- 1. Codes and Regulations:** Revise and/or update the Zoning Ordinance, Subdivision Regulations, and related land use regulations to implement the goals and strategies included in the Comprehensive Plan.
- 2. Rezoning:** As part of plan implementation and implementation of new land use regulations, rezone lands as recommended on the Future Land Use Map (FLUM).
- 3. Infill and Redevelopment:** Focus on strategic public investments to improve conditions, appropriate infill development on scattered vacant sites, and encouraging more homeownership and maintenance or upgrade of existing properties. Public assistance and investment, such as homeownership assistance, code enforcement, sidewalks, right-of-way improvements, and redevelopment incentives, should be focused where needed to ensure that neighborhoods become more stable, mixed-use income communities with a larger percentage of owner-occupied housing.
- 4. Wayfinding:** Building on the community brand, develop and implement a citywide wayfinding program. This program should provide a consistent identity throughout the community while also providing an opportunity for each neighborhood to reflect its uniqueness (See Lufkin Gateways, Districts and Corridor Enhancement Opportunity in Placemaking/Community Form).
- 5. Streetscape and Beautification:** Building on community identity, brand, and pride, a citywide streetscape initiative should be planned and constructed along all major routes.
- 6. Complete Streets and Multi-Modal Development:** As Lufkin desires to develop a more accessible community, a Complete Streets approach will help in redesigning the built environment. As new development occurs, it is critical that sidewalks and other multi-modal infrastructure be constructed (See Land Use & Transportation Coordination).



Land Use and Transportation Coordination Recommendations

Land use patterns have a significant effect on trip generation (the single journey made between two points using a mode of travel for a purpose) and travel behavior. Compact, mixed use and walkable development mitigates traffic generation and its impacts to the street system by capturing a greater share of trips internally, and facilitating transit and non-motorized trip making. Successful mixed-use areas with multi-modal access can thrive with lower parking ratios, freeing up land and capital for open space amenities, and productive, revenue-producing uses. Additionally, it is important to link development to sidewalks and greenways as well

as provide adequate connections to transit.

1.Coordination with Land Use Map: Transportation planning, development, expansion, and investment in transportation facilities should be coordinated with the Future Land Use Map.

2.Multi-modal Transportation Design: Offer residents safe and attractive choices among modes including pedestrian walkways, bikeways, public transportation and roadways. Street patterns of newly developed areas should provide multi-modal transportation alternatives for access to and circulation between adjacent neighborhoods, parks, shopping, and employment areas (See Transportation/Circulation).

3.Increasing Mobility Choice: Diversify the mobility choices for work trips by targeting transit investments along corridors that connect concentrations of office, retail, and residential uses.

4.Revitalize Gateways and Entrance Corridors: The highway corridors leading into and around Lufkin are vital conduits for goods and people. As gateways, they define local character and values, providing visitors’ first impressions. Residents want attractive entryways that retain the natural character in outlying areas and higher quality design within the city limits.



Lufkin Medical District Conceptual Streetscape



Planning Focus Areas

The following plan section describes the Planning Focus Areas, or “Districts,” identified through the Lufkin Comprehensive Planning Process. *The letter after each Planning Focus Area corresponds with the Future Land Use Map.* Each contains a description of the vision for the area, supported by a series of development strategies. These strategies are tied directly to the Goals of this Chapter and meant to be a guide for community growth rather than prescriptive development standards. In some cases, detailed, small-area plans may be an appropriate next step in implementing the recommendations for individual Focus Areas.

Each District fits within an overall strategy focused on key community-wide goals. The primary goals for District formation in Lufkin include Employment Districts, Residential Districts, Mixed Use Centers, and Commercial Districts. Lufkin’s Planning Focus Areas and their supporting Land Use Types are identified in the table below.

LAND USE TYPES	Agricultural/Rural	Rural Residential	Low Density Residential	Medium Density Residential	High Density Residential	Neighborhood Commercial	Mixed -Use	Community Commercial	Regional Retail	Corridor Commercial	Flex Office & Warehouse	Transportation & Warehouse	Industrial	Institutional/Public
PLANNING FOCUS AREAS														
Employment Districts														
Medical District (C)					X	X	X	X	X		X	X		X
Research & Technology District (D)							X	X	X		X	X		X
North Loop Business & Industrial Park (E)										X	X	X	X	X
Transportation & Warehousing District (F)										X	X	X	X	
Education District (G)					X	X	X	X			X	X		X
Residential Districts														
Residential Redevelopment (M)				X	X	X	X							
Traditional Neighborhood I (K)			X	X	X	X	X							
Traditional Neighborhood II (L)				X	X	X	X							
Suburban Neighborhood (N)			X	X		X	X							
Rural Residential (O)	X	X	X											
Mixed Use Centers														
Downtown (A)				X	X	X	X							X
Downtown Transition (B)				X	X	X	X							X
Commercial Districts														
Business 59 Corridor/Timberland Drive (I)						X	X	X		X				X
Raguet Corridor (J)						X	X	X		X	X			X
Regional Retail (H)					X	X	X	X	X	X	X			X

LAND USE



EMPLOYMENT DISTRICTS

Medical District (C)

Harnessing Lufkin’s identity as a regional medical hub, focused energy and attention should be given to developing a medical district that offers exceptional regional facilities as well as community access. This area would develop along the Frank Avenue corridor from the loop to Downtown, providing for campus style medical service development that does not impinge or detract from surrounding neighborhoods. In addition to medical and medical office uses, the area provides for the supporting uses, such as retail and lodging opportunities. The area also provides employee amenities and multi-modal transportation connections.

Coordinated & Cost Effective

- Developments within the Medical District should be master planned to address site planning, landscaping, inter-parcel access, parking and circulation issues. Grouping or “clustering” of uses with shared parking, landscaping and pedestrian areas is encouraged.

Mixed Use

- Encourage a mix of uses to provide amenities to employees, visitors, and residents of surrounding neighborhoods.

- Encourage ground floor retail in large developments. Ground floor spaces should present a pedestrian façade.

Multi-modal & Connected

- Appropriate sidewalks, street trees, landscaping and lighting should be provided along both sides of any street. Particular attention should be given to Frank Avenue.
- Provide opportunities for connection to surrounding neighborhoods by expanding sidewalk, bike, and trail infrastructure.
- Pursue the development of a trail system in the flood plain East and North of Gaslight Boulevard. Use this trail as an opportunity to connect the Medical District to surrounding neighborhoods.

Beautification & Character

- Provide streetscaping and lighting along Frank Avenue to provide a visual and physical connection between the Hospital and Downtown.
- Buffers are critical between any incompatible uses.
- Significant amounts of parking and truck loading/unloading areas should be located to the rear and sides and screened from view.

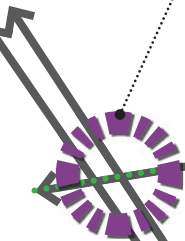


Lufkin Medical District Conceptual Streetscape

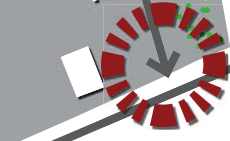


HOUSING AND ECONOMIC DEVELOPMENT OPPORTUNITY:
 Create multi-use medical professional housing and retail opportunities with interconnectivity throughout the district through multi-modal transportation options (bus, bike, pedestrian).

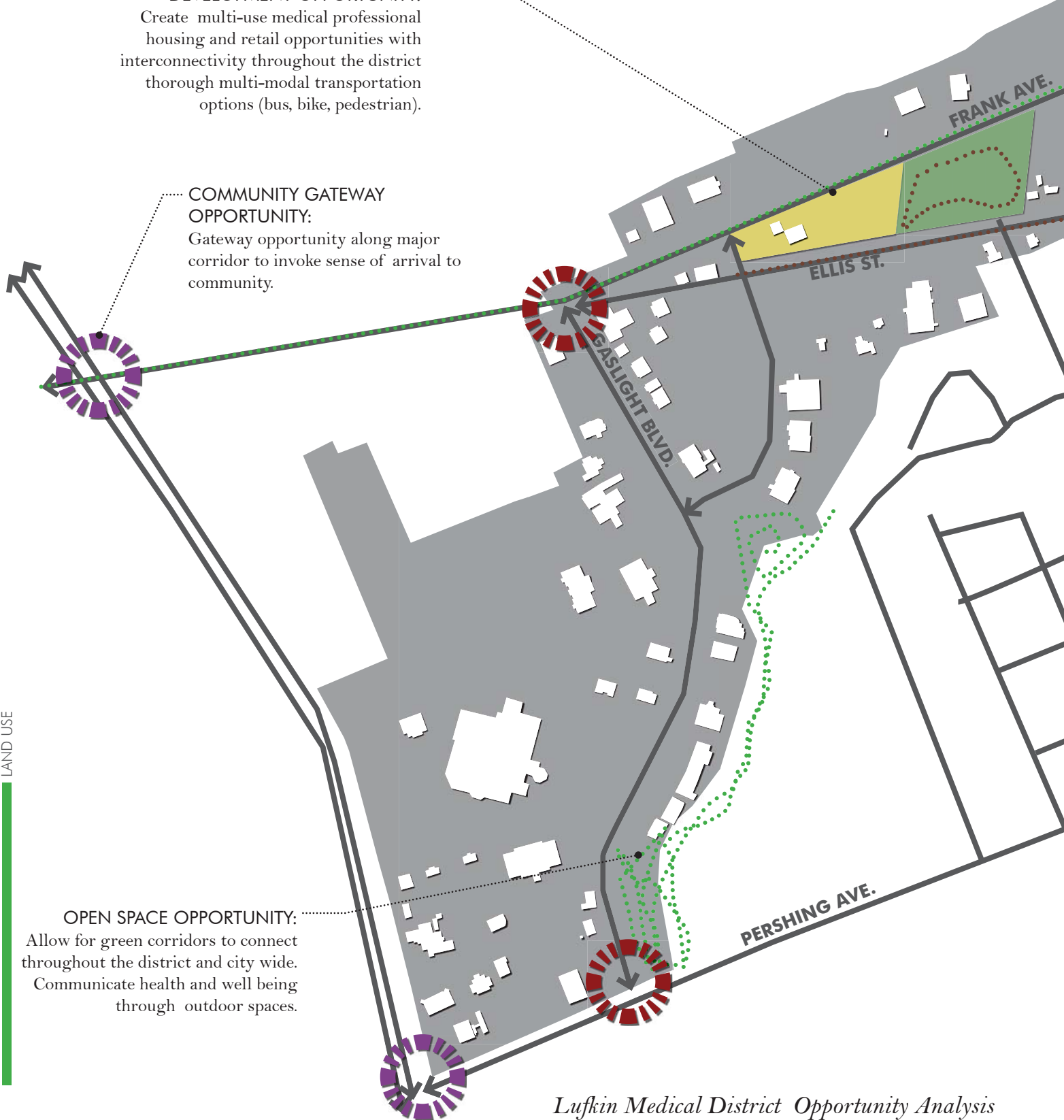
COMMUNITY GATEWAY OPPORTUNITY:
 Gateway opportunity along major corridor to invoke sense of arrival to community.



OPEN SPACE OPPORTUNITY:
 Allow for green corridors to connect throughout the district and city wide. Communicate health and well being through outdoor spaces.



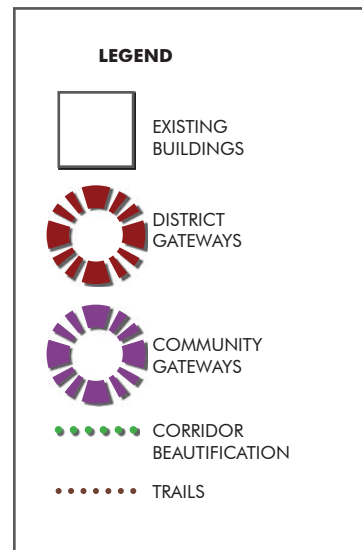
LAND USE





DISTRICT GATEWAY OPPORTUNITY:
 District gateway opportunity with wayfinding, monument signage and landscape.

STREETSCAPE ENHANCEMENT OPPORTUNITY:
 Streetscape and landscape enhancements throughout main corridors to allow for multi-modal transportation (bus, bike, pedestrian).





Lufkin Education District Conceptual Streetscape

Education District (G)

Angelina College is a major employer in the area and the students who attend the college make up a large segment of the daytime population. The college enhances the attractiveness of the community. A strong, mutually beneficial relationship between the College and the community as a whole is essential, because the College’s land use actions have substantial impact on the community. This neighborhood/area-located along College Avenue between 59 and the Loop - is characterized by a regionally marketed higher-education facility and related office and employment areas. The area around the college will include a concentration of residences, business and educational establishments. The area also provides student amenities and multi-modal transportation connections.

Coordinated & Cost Effective

- Developments within the Education District should be master planned to address site planning, landscaping, inter-parcel access, parking and circulation issues. Grouping or “clustering” of uses with co-mingled parking, landscaping and pedestrian areas is encouraged.

Mixed Use

- Encourage a mix of uses to provide amenities to students, employees, visitors, and residents of surrounding neighborhoods.
- Encourage ground floor retail in large developments. Ground floor spaces should present a pedestrian façade.

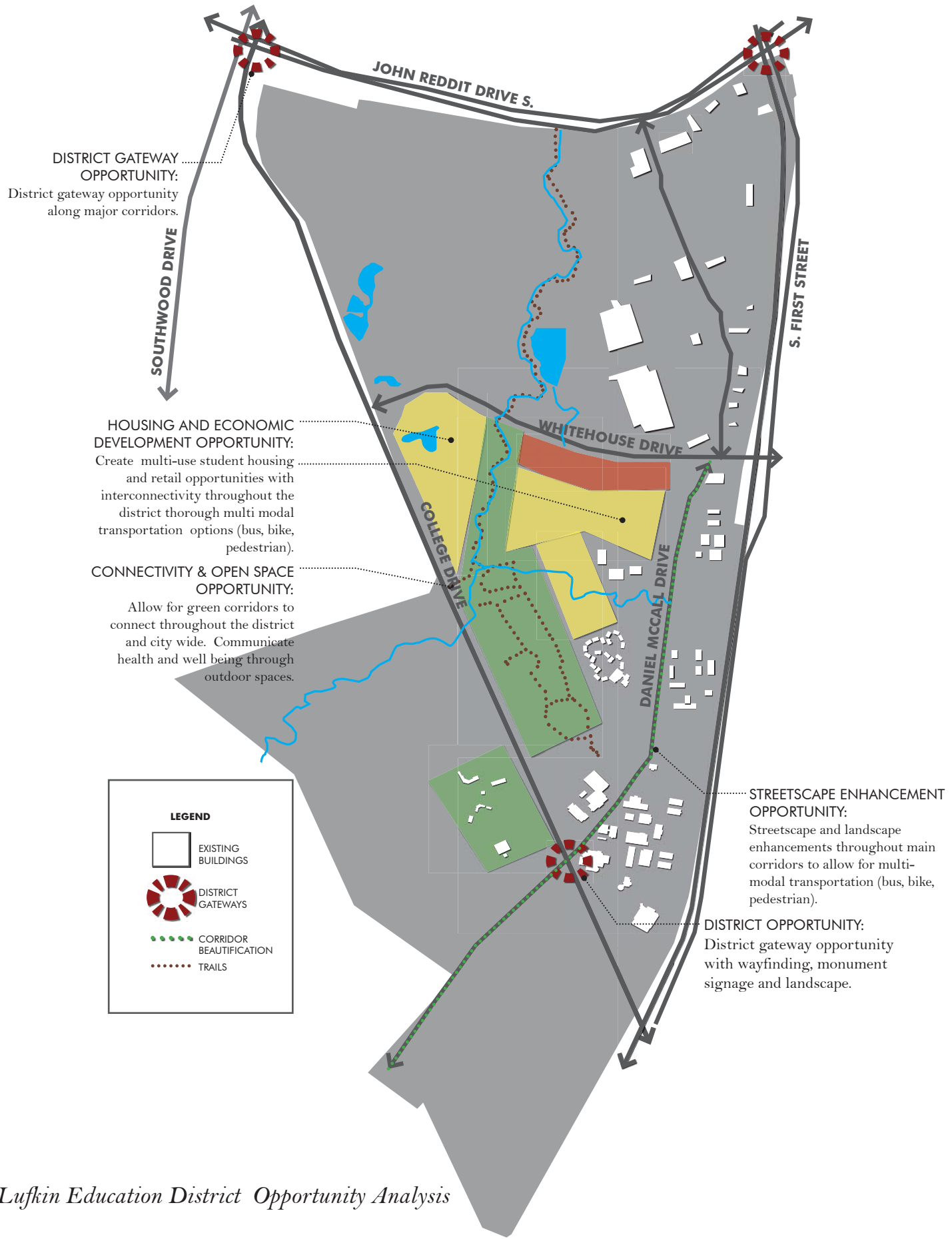
Multi-modal & Connected

- Appropriate sidewalks, street trees, landscaping and lighting should be provided along both sides of any street.
- Provide opportunities for connection to surrounding neighborhoods by expanding sidewalk, bike, and trail infrastructure.
- Provide opportunities for pedestrian and bicycle connection from College Avenue across the Loop on Feagin/S Angelina in order to connect the district to the Downtown area.
- Where appropriate, provide safe access and connection across 59 - connecting the college to the businesses and restaurants on the East side of 59.

Beautification & Character

- Buffers are critical between incompatible uses.
- Significant amounts of parking and truck loading/unloading areas should be located to the rear and sides and screened from view.

LAND USE



Lufkin Education District Opportunity Analysis



Research & Technology District (D)

Capitalizing on Lufkin’s predominance as a medical, educational and transportation hub, the research and technology district provides an opportunity to attract ancillary and complementary businesses to Lufkin. Adjacent to the Medical District, the district provides a clear opportunity for the development of complementary and ancillary medical business, research facilities, etc. The area will offer significant employment opportunities within the community, housing major employers that need convenient transportation, high quality public services, and a worker friendly environment. In addition to office uses, the area provides for supporting uses such as retail and lodging opportunities. The area also provides employee amenities and multi-modal transportation connections.

Coordinated & Cost Effective

- Developments within the Research District should be master planned to address site planning, landscaping, inter-parcel access, parking and circulation issues. Grouping or “clustering” of uses with co-mingled parking, landscaping and pedestrian areas are encouraged.

Mixed Use

- Encourage ground floor retail in large developments. Ground floor spaces should present a pedestrian façade.
- Flex Office/Warehouse Space

Multi-modal & Connected

- Appropriate sidewalks, street trees, landscaping and lighting should be provided along both sides of any street.

Beautification & Character

- Buffers are critical between incompatible uses.
- Significant amounts of parking and truck loading/unloading areas should be located to the rear and sides and screened from view.

Transportation & Warehousing District (E)

This district located along the Loop between Lotus and Martin Luther King, Jr. Boulevard capitalizes on Lufkin’s identity as a regional transportation hub and as a community on the Future Interstate 69 corridor. Uses in this area include low intensity manufacturing, wholesale trade, and distribution activities that do not generate excessive noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics.

Coordinated & Cost Effective

- Developments within the Transportation & Warehouse District should be master planned to address site planning, landscaping, inter-parcel access, parking and circulation issues. Grouping or “clustering” of uses with co-mingled parking, landscaping and pedestrian areas are encouraged.

Mixed Use

- Flex Office/Warehouse Space

Beautification & Character

- Buffers are critical between incompatible uses.
- Significant amounts of parking and truck loading/unloading areas should be located to the rear and sides and screened from view.
- Accessory, temporary, outdoor storage of retail goods should be shielded from public view. In the case of storage/repair businesses, vehicles stored on site should be screened from view from the public right of way by a low wall or hedge. Display platforms should be incorporated into overall design.



North Loop Business & Industrial Park (F)

This focus area provides opportunities for manufacturing, assembly, and warehouse uses away from the core of the Lufkin community, but still convenient for workers and transportation/distribution. Industrial uses are dependent on reliable transportation, and the Industrial Park is located along and near major regional access points and rail. These access points also acts as a buffer for surrounding areas, as businesses located in these areas tend to generate excessive noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisances.

Coordinated & Cost Effective

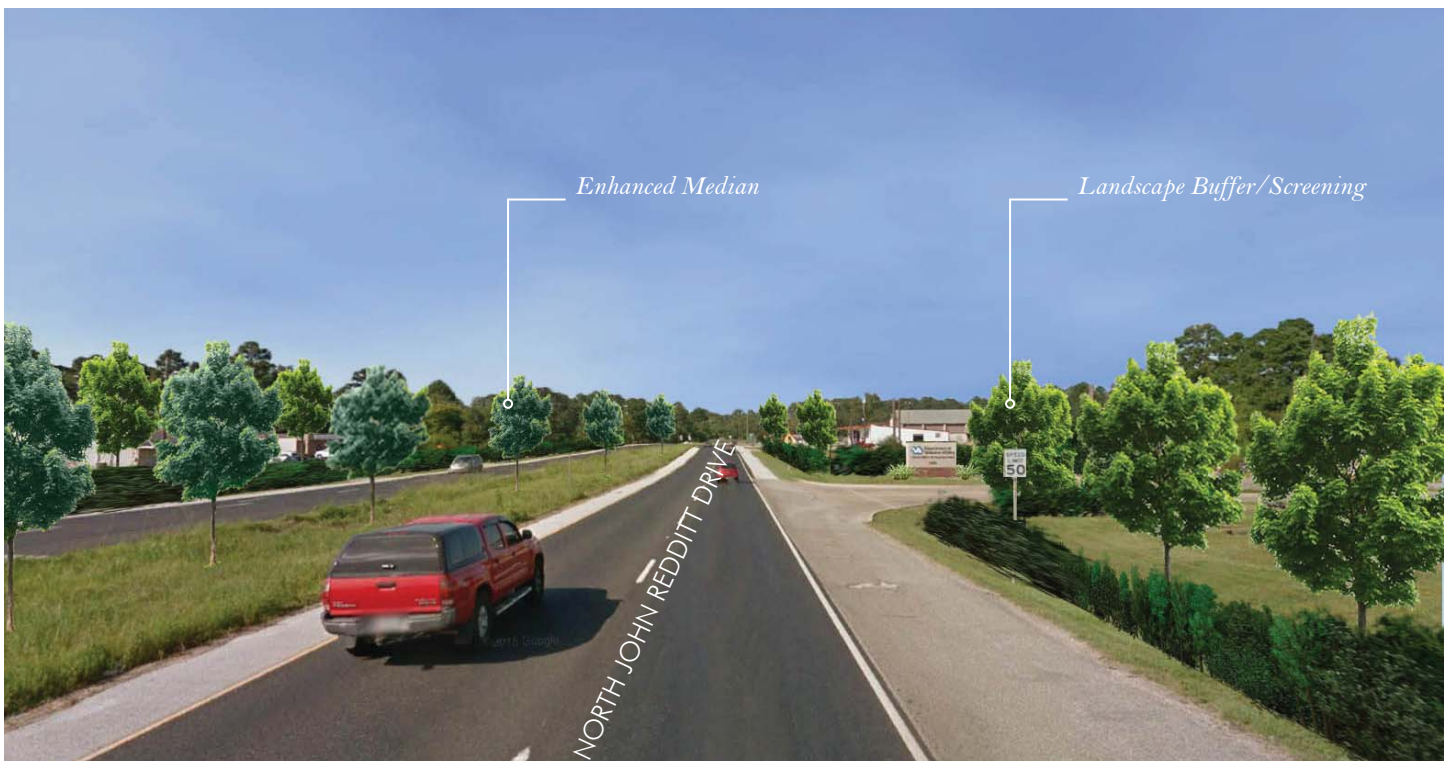
- Developments within the Business Park should be master planned to address site planning, landscaping, inter-parcel access, parking and circulation issues. Grouping or “clustering” of uses with co-mingled parking, landscaping and pedestrian areas are encouraged.

Mixed Use

- Flex Office/Warehouse Space

Beautification & Character

- Buffers are critical between incompatible uses.
- Significant amounts of parking and truck loading/unloading areas should be located to the rear and sides and screened from view.
- Accessory, temporary, outdoor storage of retail goods should be shielded from public view. In the case of storage/repair businesses, vehicles stored on site should be screened from view from the public right of way by a low wall or hedge. Display platforms should be incorporated into overall design.



North Loop Business & Industrial Park Conceptual Streetscape

LAND USE



RESIDENTIAL DISTRICTS

The following Development Strategies should apply to all Residential districts

- Encourage locating residential development where full urban services, public facilities and potential routes of public transportation are available.
- Encourage the conversion of sites to more intensive residential use when appropriate.
- Accommodate a variety of housing types to suit a variety of lifestyles, price points and lifecycles.
- Develop residential areas that utilize innovative urban design principles to encourage community, pedestrian linkages and mixed-use environments.
- Promote new residential development that fosters a sense of community and provides essential mobility, recreation and open space.
- Assure suitability of new development with existing, established neighborhoods.
- Encourage development based upon traditional neighborhood design principles, such as connectivity of streets, pedestrian mobility and significant civic and green spaces.
- Create neighborhood focal points by locating schools, community centers, or well-designed small commercial activity centers at suitable locations within walking distance of residences.

Residential Redevelopment (M)

These areas suffer from poor property maintenance conditions to deteriorating conditions caused by vacant and abandoned buildings. Housing conditions are worsening with lowering rates of homeownership and/or decline in property maintenance. There is a lack of neighborhood identity and an array of different types and intensities of uses incompatible with original development pattern. These areas include North Lufkin, Keltys, Lufkinland and Herty.

Coordinated & Cost Effective

- Leverage public-private partnerships to provide community services and redevelopment opportunities.

- Buildings should be located within established setbacks or follow the prevailing pattern of adjacent building setbacks.
- Buildings should be oriented to the public street with windows, entries and porches facing and visible from the street and sidewalks.
- City should focus on infrastructure improvements.
- Encourage the development of Pocket Neighborhoods as an efficient way to provide quality and affordable housing to residents.
- Seek redevelopment opportunities for the Old Golf Course site that provide community services and amenities to the surrounding neighborhoods.

Mixed Use

- A range of building types is encouraged, including single-family detached, duplex, triplex, and multi-family dwellings.
- Corner Markets and Neighborhood Commercial should be integrated as part of a new development.
- Institutional uses such as elementary schools, churches, libraries and community centers are encouraged.

Multi-modal & Connected

- Development should include appropriate infrastructure such as sidewalks, curb and gutter, streetlights, and motorized and non-motorized transportation connections.
- New development and road rights-of-way should be designed to accommodate future transit services.
- Neighborhoods should be designed to allow residents to walk from edge to center of civic space, or to a nonresidential use, in 5 to 10 minutes.
- Expand existing sidewalk, bike and trail networks.
- Focus pedestrian and bicycle infrastructure along routes that connect to the Employment Districts (Downtown, Medical, 59 Redevelopment): Atkinson, Abney, Frank, Lufkin Avenues, etc.
- Seek redevelopment opportunities for the Old Golf Course site that provide community services and amenities to the surrounding neighborhoods.
- Provide pedestrian and bicycle connections along Sawyer and MLK, Jr. Boulevard to provide better connection to the Zoo.



Beautification & Character

- Focus on code enforcement programs and develop maintenance programs that provide assistance rather than penalties to homeowners.
- As infrastructure projects are undertaken, incorporate streetscaping improvements.
- Parking should be located to the sides or rear of residential and non-residential buildings. All parking must be screened from the public pedestrian view.

Traditional Neighborhood I (K)

These neighborhoods are located closer to Downtown than suburban residential, offering a higher density of residential along a grid street pattern. The Traditional Neighborhood area is made up of land uses that promote a neighborhood setting with single-family detached houses as its primary development type, but with multifamily complexes, neighborhood-scaled retail, service, and neighborhood scale office developments. Characteristics include high pedestrian orientation, sidewalks, street trees, on-street parking, small regular lots, limited open space, buildings close to or at the front property line, predominance of alleys, low degree of building separation, neighborhood-scale businesses scattered throughout the area. These areas include Mantooth Park, South First and Sunset road neighborhoods.

Coordinated & Cost Effective

- Buildings should be located within established setbacks or follow the prevailing pattern of adjacent building setbacks.
- Buildings should be oriented to the public street with windows, entries and porches facing and visible from the street and sidewalks.
- Development should include appropriate infrastructure such as sidewalks, curb and gutter, streetlights, and motorized and non-motorized transportation connections.

Mixed Use

- A range of building types is encouraged, including single-family detached, duplex, triplex, and multi-family dwellings.
- Corner Markets and Neighborhood Commercial should be integrated as part of a new development.
- Institutional uses such as elementary schools, churches, libraries and community centers are encouraged.

Multi-modal & Connected

- Neighborhoods should be designed to allow residents to walk from edge to center or civic space, or to a nonresidential use, in 5 to 10 minutes.
- New development and road rights-of-way should be designed to accommodate future transit services.
- Expand existing sidewalk, bike and trail networks.
- Focus pedestrian and bicycle infrastructure along routes that connect to the Employment Districts (Downtown, Medical): Frank, Pershing, Raguet, Southwood/Bynum, Feagin/Angelina, 1st, etc.

Beautification & Character

- Focus on maintaining historic character and pursue historic district designations.
- Focus on code enforcement programs and develop maintenance programs that provide assistance rather than penalties to homeowners.
- As infrastructure projects are undertaken, incorporate streetscaping improvements.
- Parking should be located to the sides or rear of residential and non-residential buildings. All parking must be screened from the public pedestrian view.

LAND USE



Existing Lufkin Home



Traditional Neighborhood II (L)

These neighborhoods are characterized by predominantly single-family homes on larger lots than are found in Traditional Neighborhood II. The neighborhoods have low to moderate pedestrian orientation, high to moderate degree of building separation, scattered civic/ institutional buildings and varied street patterns. There are opportunities for redevelopment and infill to increase multi-modal access and neighborhood amenities. These areas include Great Oaks, and Englewood.

Coordinated & Cost Effective

- Development should include appropriate infrastructure such as sidewalks, curb and gutter, streetlights, and motorized and non-motorized transportation connections.
- Buildings should be located within established setbacks or follow the prevailing pattern of adjacent building setbacks.
- Buildings should be oriented to the public street with windows, entries and porches facing and visible from the street and sidewalks.
- Encourage new developments at higher densities than existing development patterns.
- Focus new developments closer to Downtown – less emphasis on redevelopments near the Loop road.

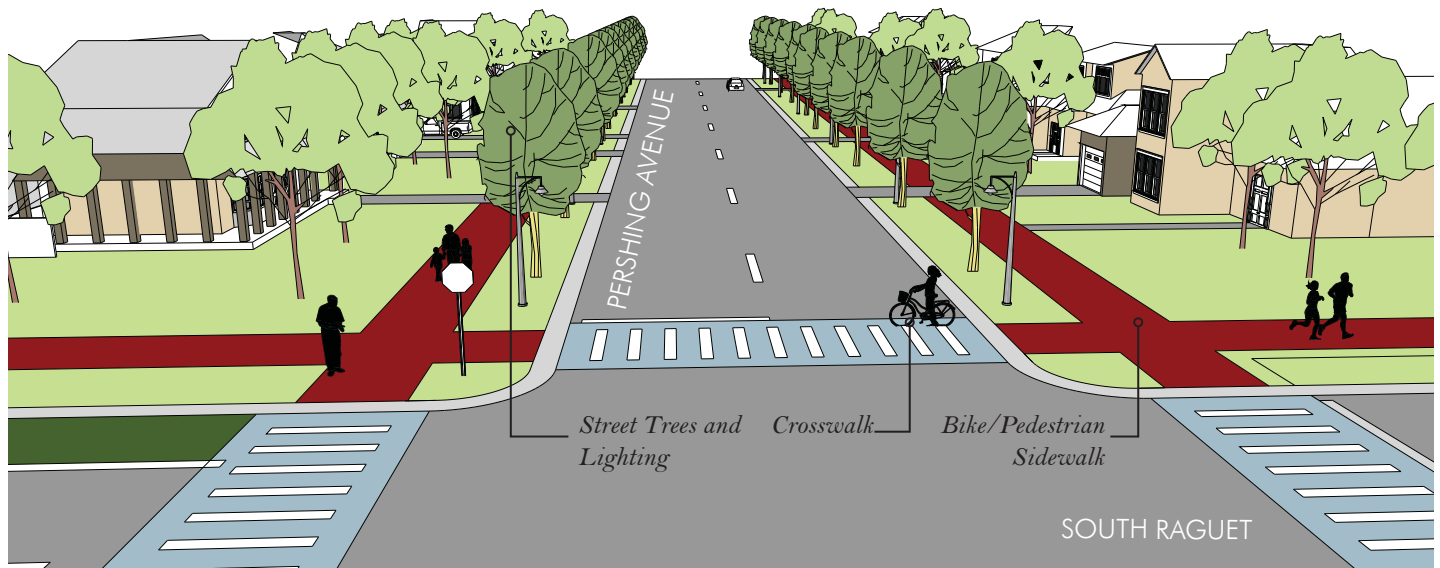
Mixed Use

- A range of building types is encouraged, including single-family detached, duplex, triplex, and multi-family dwellings.
- Corner Markets and Neighborhood Commercial should be integrated as part of a new development.
- Institutional uses such as elementary schools, churches, libraries and community centers are encouraged.

Multi-modal & Connected

- New development and road rights-of-way should be designed to accommodate future transit services.
- Depending on the size of the development, parks should be located at the center of a neighborhood within .25 miles of new housing.
- Substantial connections should exist within a development and to adjacent public rights-of-ways and other neighborhoods. A grid system of interconnected streets is encouraged; cul-de-sacs or other unconnected roadways are discouraged.
- Neighborhoods should be designed to allow residents to walk from edge to center or civic space, or to a nonresidential use, in 5 to 10 minutes.
- Focus pedestrian and bicycle infrastructure along routes that connect to the Employment Districts (Downtown, 59 Redevelopment) as well as connection to Lufkin High School: Atkinson, Lufkin, Chestnut, Denman, Paul, etc.

LAND USE



Lufkin Traditional Neighborhood Concept (Streetscape Design with Crosswalks, Bike/Pedestrian Sidewalk, Lighting)



Beautification & Character

- Street trees are required. On-street parking should be part of an overall street design such as bump-outs, pavers and other aesthetic streetscape treatments.
- Parking should be located to the sides or rear of residential and non-residential buildings. All parking must be screened from the public pedestrian view.

Suburban Neighborhood (N)

A Suburban Neighborhood is made up of land uses that promote a neighborhood setting with single-family detached houses as its primary development type. The single-family residential component predominates with multifamily units, retail and office complexes located on the edges near major transportation corridors. These areas comprise some of the newer portions of Lufkin, dating from the middle of the 20th Century to today. This development pattern is likely to continue due to the availability of utilities. These neighborhoods should be maintained and future development of suburban neighborhoods should be developed according to the strategies included in this plan. These areas include Castlewood and Crown Colony.

Coordinated & Cost Effective

- Infill development should complement existing uses.
- Cluster development, in order to retain large open areas and maintain the rural character of the area.

Mixed Use

- Public and semi-public uses should be incorporated into new neighborhoods or adjacent to existing neighborhoods; the size, scale and impact should be considered in order to provide compatibility
- Corner Markets and Neighborhood Commercial should be integrated as part of a new development.

Multi-modal & Connected

- Utilize traffic calming improvements, sidewalks and increased street interconnections to improve walkability within and between existing neighborhoods.
- To the extent practical, development should help provide missing design elements and facilities such as internal sidewalks, plazas and focal points, and pedestrian and bicycle connections to adjoining neighborhoods.
- New large-scale residential development required to have multiple access points onto road network and provide future connections to adjoining properties.
- Pathways or sidewalks should be constructed at the time of development.
- Provide opportunities for transit connections, such as park-n-ride or public bus service.

Rural Residential (O)

Rural Residential is focused primarily around low-density residential uses that reflect a rural setting. The lot sizes for rural residential generally range from 3/4 acre to 10 acres. Existing areas should be maintained and future development in these areas should be wisely planned.

Coordinated & Cost Effective

- Cluster development, in order to retain large open areas and maintain the rural character of the area.
- Use development patterns established in traditional farmsteads where outbuildings and homes were clustered together in sheltered areas leaving larger fields available for agricultural use.

Multi-modal & Connected

- Pathways and connections should be established to provide for a variety of uses (pedestrian, bicycle and equestrian).
- Development sites should have access to existing road systems.



MIXED USE DISTRICTS

Downtown (A)

The downtown area is the traditional central business district and immediate surrounding commercial, office, industrial, and residential areas. Focus should be on maintaining and enhancing the unique and historic character of Downtown. Expand Downtown north across Frank to make visual and physical connections to the Convention Center.

Coordinated & Cost Effective

- New development should include appropriate infrastructure such as sidewalks, curb and gutter, streetlights, and motorized and non-motorized transportation connections.
- Buildings should be located within established setbacks or follow the prevailing pattern of adjacent building setbacks.
- Buildings should be oriented to the public street with windows, entries and porches facing and visible from the street and sidewalks.
- Encourage infill development – particularly large parking lots, which disrupt the character of Downtown

Mixed Use

- Encourage a mix of uses with offices and residences on upper floors of buildings.
- Encourage a variety of business types and businesses that are open beyond 5pm.

Multi-modal & Connected

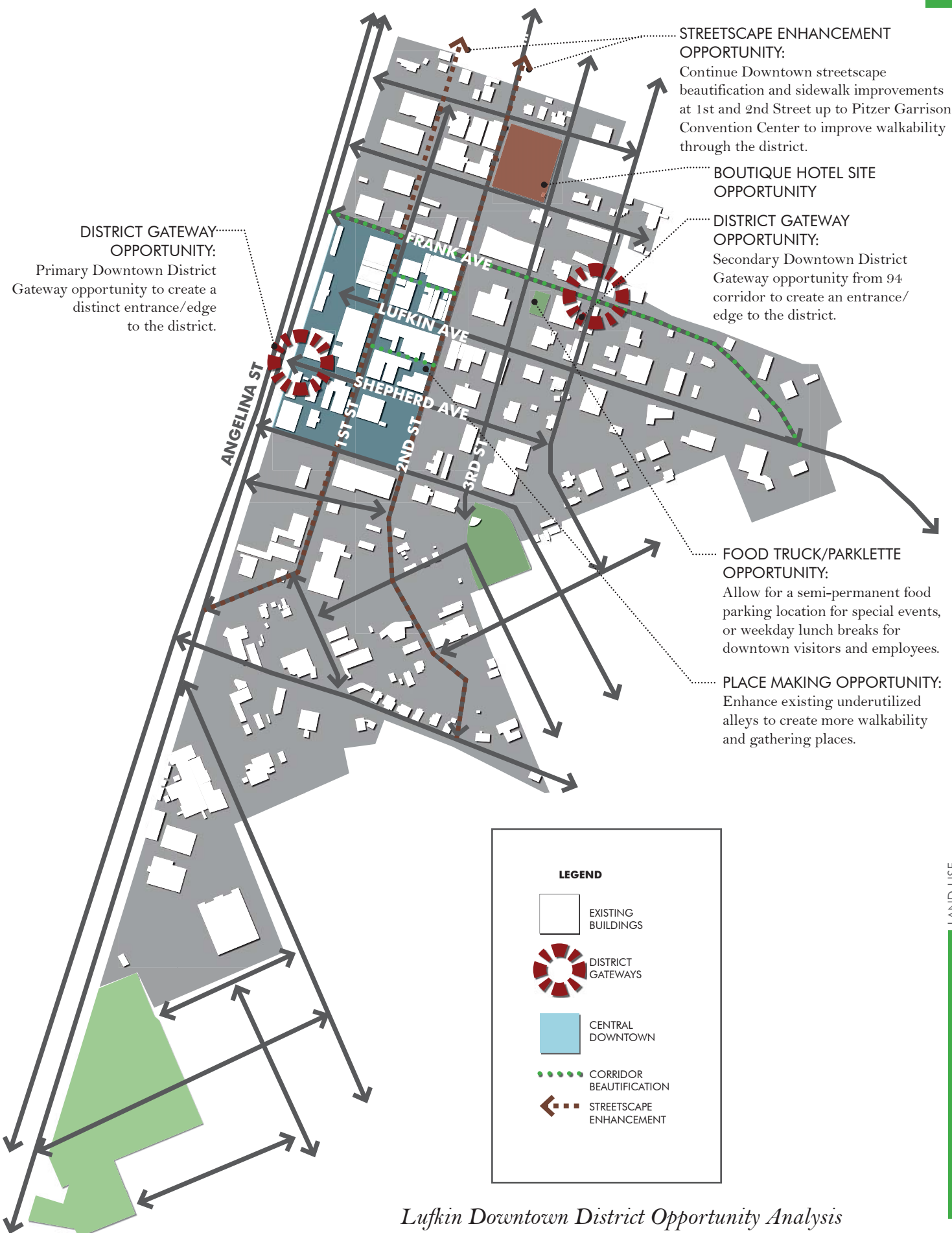
- All streets should be pedestrian friendly with street trees and appropriate streetscape improvements.
- Provide visual and physical connect to Convention Center through the expansion of streetscaping along 1st, 2nd and 3rd streets
- Expand sidewalk, bike and trail networks to surrounding neighborhoods.

Beautification & Character

- Signage should be compatible with the character of Lufkin.
- Parking is encouraged on the side and in the rear of buildings to strengthen the “Main Street” feel of the area and to improve the walkability of the community.
- Enhance historic quality by ensuring that new and renovated buildings are compatible with the character of downtown.



Lufkin Downtown Concept (Streetscape Design with Crosswalks, Bike Lanes, Sidewalks, Enhanced Median, Lighting)



LEGEND

- EXISTING BUILDINGS
- DISTRICT GATEWAYS
- CENTRAL DOWNTOWN
- CORRIDOR BEAUTIFICATION
- STREETSCAPE ENHANCEMENT

LAND USE

Lufkin Downtown District Opportunity Analysis



Downtown Transition (B)

This area, immediately surrounding Downtown, provides a transition from the higher density and intensity of the traditional Downtown to surrounding areas, such as Timberland, Frank and residential areas. This area provides an opportunity to extend the traditional charm and character of Downtown while also transitioning to appropriate density and intensity of uses.

Coordinated & Cost Effective

- New development should include appropriate infrastructure such as sidewalks, curb and gutter, streetlights, and motorized and non-motorized transportation connections.
- Buildings should be located within established setbacks or follow the prevailing pattern of adjacent building setbacks.
- Buildings should be oriented to the public street with windows, entries and porches facing and visible from the street and sidewalks.
- Encourage infill and redevelopment of parking lots and vacant lots.
- Pursue partnerships and opportunities for redevelopment of Lufkin Industries Sites into a mixed-use amenity for Lufkin.

Mixed Use

- Encourage a mix of uses with offices and residences on upper floors of commercial buildings.
- Encourage a variety of commercial business types, particularly those that provide services to surrounding neighborhoods. Industrial, warehousing of other intensive uses should be discouraged.
- A range of building residential building types is encouraged - duplex, triplex, and multi-family dwellings.

Multi-modal & Connected

- All streets should be pedestrian friendly with street trees and appropriate streetscape improvements.
- Expand sidewalk, bike and trail networks to surrounding neighborhoods

- Focus on creating visual and physical connect to Timberland by providing streetscaping and sidewalks
- Improve pedestrian connections across Angelina Street and railroad tracks

Beautification & Character

- Signage should be compatible with the character of Lufkin.
- Enhance historic quality by ensuring that new and renovated buildings are compatible with the character of Lufkin.

COMMERCIAL DISTRICTS

Business 59 Corridor/Timberland Drive (I)

The existing development pattern of Timberland Drive between 1st Street and Atkinson Drive has been largely strip development with large parking lots fronting the road. Much of the corridor is in need of redevelopment. In the future, this corridor should redevelop – drawing on the unique mid-century modern architecture present along the corridor - to become a character defining part of the community. Focus should be on creating neighborhood centers at cross streets with connection to surrounding neighborhoods.

Coordinated & Cost Effective

- Buildings should be oriented to the public street with windows, entries and porches facing and visible from the street and sidewalks.
- Encourage infill of parking lots and outparcel development
- New development should include appropriate infrastructure such as sidewalks, curb and gutter, streetlights, and motorized and non-motorized transportation connections.

Mixed Use

- Where appropriate, development should be mixed with residential uses on upper floors or integrated into the design of the site.
- Provide a minimum of 30% of the commercial building frontage with street level windows, window displays, doorways and building entries.



- Encourage a variety of commercial business types, particularly those that provide services to surrounding neighborhoods. Industrial, warehousing of other intensive uses should be discouraged.

Multi-modal & Connected

- Create safe multi-modal access from surrounding neighborhoods and across 59 connecting Downtown and neighborhoods east of 59/ Timberland Drive.
- Expand sidewalk, bike and trail networks to surrounding neighborhoods.

Beautification & Character

- Refocus strip commercial and new development into nodes with a traditional “main street” feel.
- Design and landscaping standards coupled with streetscaping improvements should create an aesthetic that is uniquely Lufkin.
- Discourage continuous blank wall space and service entries on the main street or street frontage.
- Ensure (re)development protects and enhances the Mid-Century Modern architectural style seen along Timberland.

Raguet Corridor (J)

The existing development pattern of Raguet between Frank and the Loop Road has been largely strip and industrial-commercial development with large parking lots fronting the road. Much of the corridor is in need of redevelopment. In the future, this corridor should redevelop to become a character defining part of the community. Focus should be on providing accessible amenities and services, such as grocery stores, to serve the surrounding neighborhoods.

Coordinated & Cost Effective

- Buildings should be oriented to the public street with windows, entries and porches facing and visible from the street and sidewalks.
- Encourage infill of parking lots and outparcel development.
- New development should include appropriate infrastructure such as sidewalks, curb and gutter, streetlights, and motorized and non-motorized transportation connections.



LAND USE

Lufkin Business 59 Corridor Concept (Enhanced Site Landscaping, Medians, Building Design)
LUFKIN COMPREHENSIVE PLAN



Mixed Use

- Where appropriate, development should be mixed with residential uses on upper floors or integrated into the design of the site.
- Provide a minimum of 30% of the commercial building frontage with street level windows, window displays, doorways and building entries.
- Encourage a variety of commercial business types, particularly those that provide services to surrounding neighborhoods. Industrial, warehousing of other intensive uses should be discouraged.

Multi-modal & Connected

- Create safe multi-modal access from surrounding neighborhoods and across Raguet.
- Create multi-modal connections to Morris Frank Park.

Beautification & Character

- Refocus strip commercial and new development into nodes with a traditional “main street” feel.
- Design and landscaping standards coupled with streetscaping improvements should create an aesthetic that is uniquely Lufkin.
- Encourage protection and preservation of neon signs and Mid-Century Modern signs seen along Raguet.
- Provide a minimum of 30% of the commercial building frontage with street level windows, window displays, doorways and building entries.
- Discourage continuous blank wall space and service entries on the main street or street frontage.

Regional Retail (H)

The Regional Retail focus area – located in the areas surrounding the Loop Road and Highway 59 between Southwood and Denman - provides a significant amount of the shopping opportunities in the city, being heavily dedicated to retail uses. The area provides land for intense retail and office uses and larger structures. They also provide opportunities for high-traffic generators, such as entertainment and lodging uses. The area is a critical element to the City of Lufkin, providing the fiscal benefit of sales tax revenue to the city and school districts and the quality of life benefit with major shopping opportunities convenient to businesses and visitors. Opportunities exist to create town-center style developments with a mix of residential and commercial uses that transition or buffer surrounding neighborhoods.

Coordinated & Cost Effective

- Require master planning to address access management.

Mixed Use

- Provide a mix of uses.
- Buffer development from adjacent residential areas by using transitional, mixed-use developments.
- Include civic and cultural uses to promote human interaction.

Multi-modal & Connected

- Promote pedestrian scale, connectivity, interconnection within and external to the Retail Center.
- Plan for a community street, trail and sidewalk network that is friendly to alternative modes of transportation between the retail center and surrounding neighborhoods.

Beautification & Character

- Plan and design transportation improvements that fit with community character.
- Establish a common architectural theme.
- Breakdown the extent of large-scale developments into smaller elements by creating changes in wall planes and incorporating roof pitches.

LAND USE



Education District Mixed Use Concept



OTHER DISTRICTS & OVERLAYS

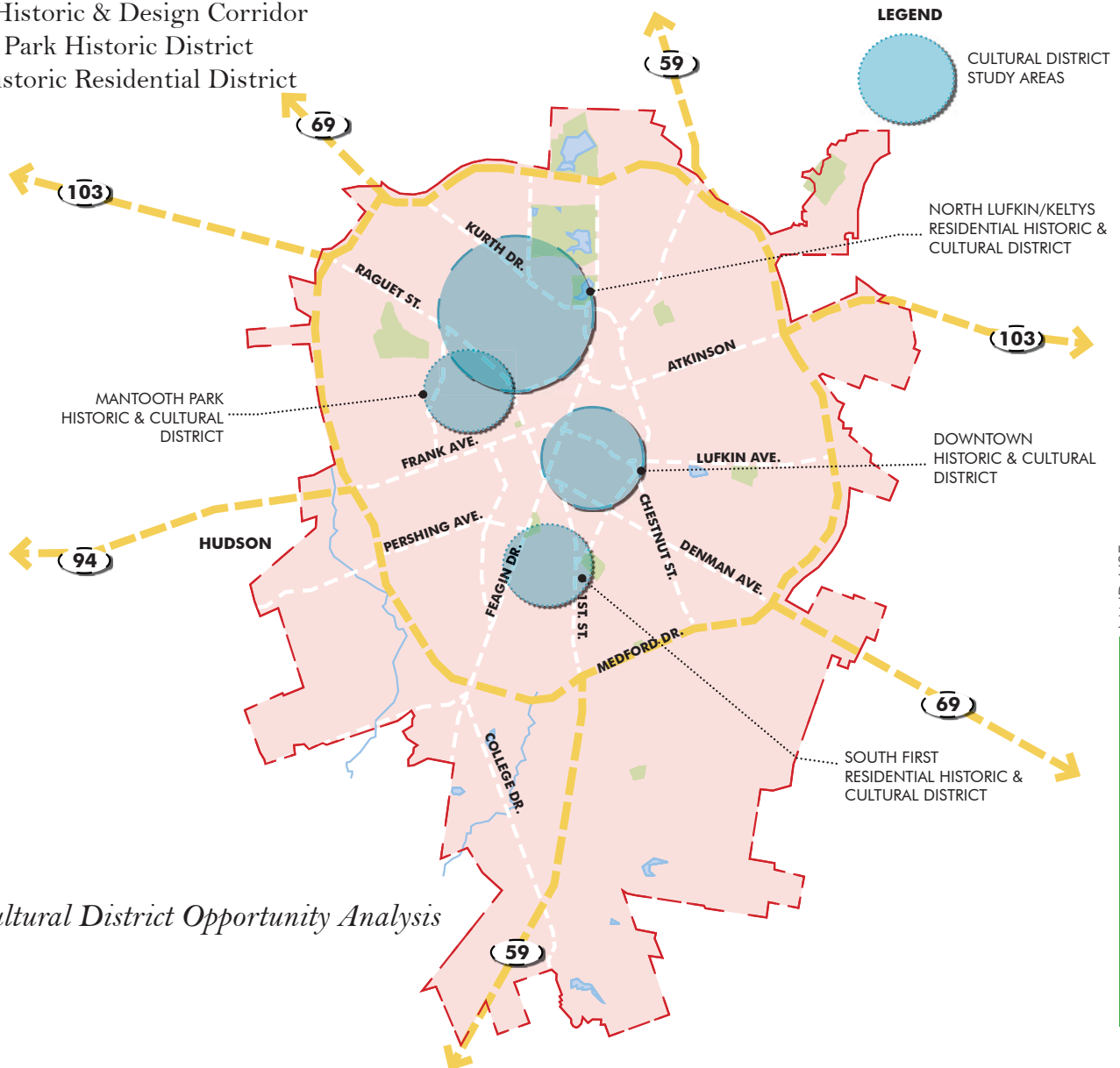
Cultural Districts

Lufkin has a rich and interesting history that is reflected in its built fabric. Following the goals and recommendations included in the Cultural and Historic Resources Chapter of this plan, Lufkin should pursue historic district delineation and designations to further support the land use recommendations included here. Potential District Include:

- Downtown Historic & Cultural District
- N. Lufkin/Keltys Residential Historic & Cultural District
- Route 59 Historic & Design Corridor
- Mantooth Park Historic District
- S. First Historic Residential District

Entrance Corridors & Gateways

Entrance Corridors are some of Lufkin’s most traveled and significant streets and roads that connect centers to one another. The primary role of a corridor is transportation; however, corridors are also opportunities for Lufkin to convey its brand and identity through streetscaping and beautification. Corridors can become the community’s calling card and can even become a part of the city’s park and trail network (See Gateway, Districts and Corridor Enhancement Opportunity Analysis in Placemaking/Community Form).



Lufkin Cultural District Opportunity Analysis



In order to encourage pedestrian activity that capitalizes on the existing neighborhood fabric in the older parts of the community a hierarchical or tiered approach to corridor design should be adopted. This approach should focus on pedestrian comfort, safety, and convenience in areas near Downtown, parks and schools where smaller lots and greater proximity to a range of services exists. Finally, on major thoroughfares that serve as gateway to the community, the focus should be limited to corridor appearance – providing a high quality image of the community.

Community Connectivity Focus Areas

Following the goals and recommendations included in the Transportation and Connectivity Chapter of this plan, Lufkin should pursue multi-modal and pedestrian connectivity enhancement strategies to further support the land use recommendations included here. The following sites and areas should be a focus of connectivity strategies:

- Lufkin High School
- Old Golf Course/Zoo & Expo Center
- Morris Frank Park
- Kit McConnico Park

Focused Infill & Redevelopment

Lufkin contains many large sites that are vacating or changing intensity or type of use. Two sites in particular that merit attention and focus from the community are:

- Former Lufkin Industries Site (*See Lufkin Industries Site Mixed Use Master Plan Opportunity In Economy*)
- Country Club Golf Course
- Paper Mill
- Texas Foundries
- Aspen Power Plant

These large sites are prominently situated within the community and if redeveloped in an appropriate manner, could go a long way to furthering the community goals included in this Comprehensive Plan. While the ownership and use of these sites is largely driven by market forces, the city should work closely with stakeholders and pursue public-private partnerships, to find productive uses for these sites that enhance community goals.

Land Use Types

Within the City of Lufkin Future Land Use Plan, there are 14 land use categories. The descriptions in tables Industrial Land Use Designations, Residential Land Use Designations and Commercial Land Use Designations, have been developed to help provide guidance regarding the City’s future development. Floodplain has not been described as it is considered undevelopable due to natural forces and economic limitations.




LAND USE



Lufkin Education District Connectivity Concept







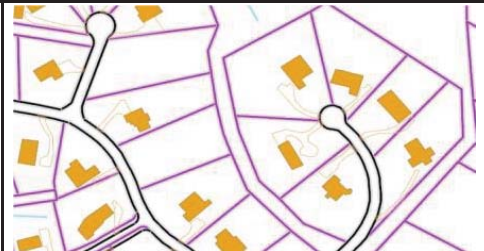





Industrial Land Use Designations

LAND USE DESIGNATION	Flex Office/Warehouse	Transportation & Manufacturing	Industrial
Purpose/Intent	Flexible space for occupants to conduct their business. This flexibility is in the form of floor space configuration for offices, showrooms, warehouse, distribution, light manufacturing and processing. Because it can meet the needs of warehouse users this space provides amenities associated with stand alone warehouse space. Office or Flex uses have few impacts on surrounding uses.	This designation represents uses that involve light manufacturing, warehousing, storage, sales, and distribution of these products. It allows for a range of employment uses with minimal impact to surrounding areas. It is intended to encompass uses with large land requirements; uses which involve outdoor storage of merchandise or materials; uses which are automobile or heavy equipment related; uses which provide support services to business or industry; or uses which support highway travel such as motels, truck stops, or shipping/warehouse facilities.	This designation represents uses that involve manufacturing and may include processing, fabrication, assembly, treatment, packaging, incidental storage, sales, and distribution of these products. It allows for a range of employment uses that may have impacts that would not be suitable in or adjacent to residential uses.
Primary Uses	Office- which includes commercial office buildings that may house a variety of users and professional offices. Flex businesses-which include several integrated uses, such as very light manufacturing, warehousing and showrooms. Light industrial--light manufacturing, fabrication, and distribution.	Transportation and warehousing – storage for transportation fleets and goods. Flex businesses -which include several integrated uses, such as very light manufacturing, warehousing and showrooms. Light industrial--light manufacturing, fabrication, and distribution.	Transportation and warehousing – storage for transportation fleets and goods. Light industrial--light manufacturing, fabrication, and distribution. Heavy Industrial – fabrication, distribution, processing and extraction.
Secondary Uses Where Deemed Compatible	Retail and commercial uses which are supportive of primary uses, and institutional uses.	Retail and commercial uses, which are supportive of primary uses, and institutional uses.	Retail and commercial uses, which are supportive of primary uses, and institutional uses.
Example (Image)			













Residential Land Use Designations

LAND USE DESIGNATION	Rural Residential	Low Density Neighborhood	Medium Density Neighborhood	High Density Neighborhood	Neighborhood Commercial
Purpose/Intent	Rural Residential will develop at densities lower than typically found in the more urban residential areas. If development is to occur in the rural residential areas, it should minimize its impacts on natural areas and on nearby farming and agricultural operations. Landowners may develop large lot single-family rural residential, or cluster development on smaller lots to conserve open space, views, and other natural features. The cluster development option promotes retention of open space and providing larger connected open space or agricultural lands.	Low density residential is the dominant land use type within Lufkin's outer neighborhoods. This land use is suburban in character with detached homes on individual subdivision lots. Housing styles should vary to avoid monotony. Subdivisions should be required to be designed in harmony with the natural landscape and conserve natural features. Developments should be required to connect to community water and sewer systems. This Plan encourages the provision of urban improvements in these areas, such as sidewalks, trails, and parks. Clustering development on smaller lots to conserve open space, views, and other natural features using a cluster development provision would also be encouraged.	Medium Density Residential is seen in established neighborhoods and newly developing neighborhoods within Lufkin's established urban areas – particularly within the loop road. Such developments are within urban settings with sidewalks, trails, parks, and neighborhood services. Neighborhoods should contain a mix of lot sizes and housing styles, types and sizes. The building styles should vary to avoid monotony. Subdivisions should be designed in harmony with the natural landscape and conserve natural features.	The density patterns for this land use classification are generally found in close proximity to downtown as well as arterial streets and major thoroughfares. Housing units within this classification are usually multi-storied multiple-family buildings, (apartments, condominiums, senior housing, etc.), and also possibly townhomes and villas. Such developments are within urban settings with sidewalks, trails, parks and neighborhood services. Buildings should vary in architectural style. Development should be designed for pedestrians with benches, shade trees, and human-scale features. Transitional areas should be maintained between different residential intensities.	This designation represents a mixture of retail use and services primarily to serve nearby residential areas, generally a trade area of +/- one mile. Neighborhood Commercial sites should be located in all residential neighborhoods and scaled appropriately. Site and building design should be cohesive and designed with people in mind. Residential living units may be allowed as upper floor uses.
Primary Uses	The Rural Residential category provides for single family residences on individual large lots (3 acres or larger) and agricultural or open space uses.	This land use category allows for single-family residences at a density of 1 to 6 dwelling units per acre. The single family residences are normally detached units and have urban services (central water distribution and sanitary sewers). Clustering development is encouraged.	The Medium Density Residential category allows for a broader variety of residential types, including single-family residences, duplexes, patio homes, townhomes, and multi-family structures. This land use allows for moderate density residential development which permits both detached and attached housing units with urban services (central water distribution and sanitary sewers). Such residential housing units would include single-family residences, duplexes developed under traditional development patterns and can include in addition villas, zero lot line and patio homes/granny flats under a clustering approach. Density levels are 4.1 to 10 units per acre.	This land use classification allows for high density residential development. Developments would have urban services (central water distribution and sanitary sewers). This classification allows for 10.1 or more dwelling units per acre.	Neighborhood serving retail and service uses for nearby residential neighborhoods and office uses; retail, service, and office building footprints no > 15,000 sq. ft. Places of worship, public, and private schools, early childhood education centers (day care centers and pre-schools), public uses, and institutional uses.
Secondary Uses Where Deemed Compatible	Supporting and complementary uses, including open space and recreation, schools, places of worship, and other public uses are appropriate, as well as accessory structures, such as barns and stables.	Supporting and complementary uses, including open space and recreation, schools, places of worship, and other public or civic uses are also appropriate in this category. Senior housing is appropriate if compatible with the surrounding area.	Supporting and complementary uses, including open space and recreation, schools, places of worship, and other public or civic uses are encouraged. Senior housing facilities are also appropriate. Neighborhood commercial may be appropriate.	Supporting and complementary uses including places of worship, schools, parks, and recreational facilities, public buildings and facilities. Neighborhood commercial may be appropriate.	Supporting and complementary uses including flex Office/Warehouse spaces not exceeding 15,000 sq ft.
Example (Image)					
Example (Image)					

LAND USE



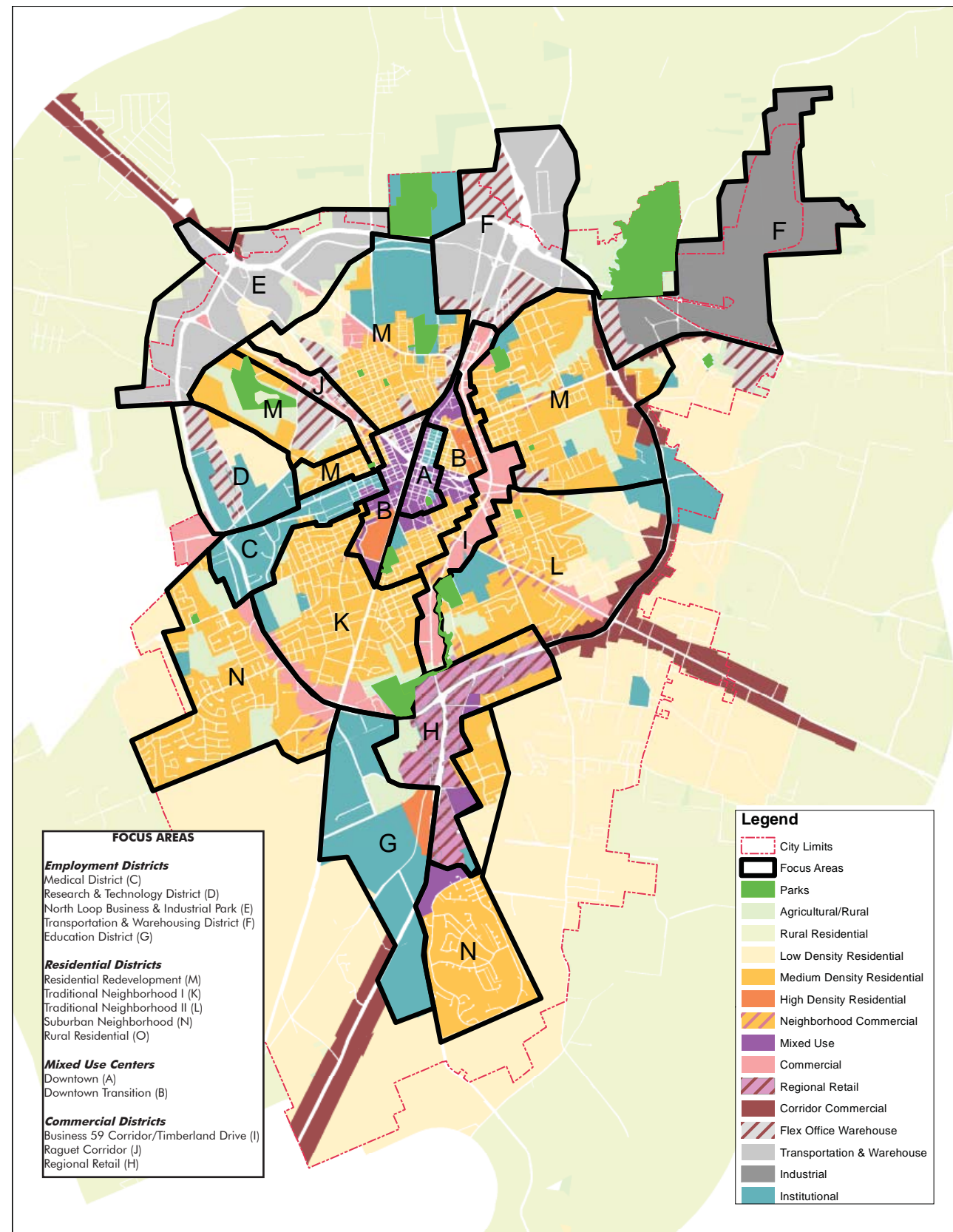
Commercial Land Use Designations

LAND USE DESIGNATION	Mixed Use Center	Regional Commercial	Community Commercial	Corridor Commercial	Office & Institutional Campus
Purpose/Intent	The Mixed Use land use category applies to new development as well as the historic downtown core. It is intended to provide a degree of flexibility in land uses to be developed in areas suitable for a mixture of residential and commercial uses. Incorporating a potential range of residential, office, and moderately-scaled commercial uses, mixed use development should be connected to urban services, subject to a thorough urban design review which stresses quality architecture, proper building siting, and well designed landscaping. Multi modal connectivity should be prioritized. In existing areas, this category should promote the preservation, revitalization, and adaptive reuse, where appropriate, of existing historic structures. The density of the residential component of mixed use development should be appropriate to the character of the area.	This land use category is intended for large-scale retail projects that provide regional-scale destinations for retail, entertainment, service, and employment uses that draw patrons and workers from a regional trade area. Proximity to large transportation corridors is a key site feature; however, pedestrian and transit connectivity to the residential and employment areas that surround the regional center is important. This designation is the appropriate location for a hotel, a multiplex cinema, or other retail and entertainment use that requires a bigger building footprint. Transitions from these large retail uses to surrounding areas is important.	Community Commercial is typically serves a trade area of three-to-six miles, and is located adjacent to major thoroughfares or situated at a major intersection. Uses typically include a grocery store or anchor retailer and incorporates community-serving commercial uses and opportunities for office, civic, and institutional uses. Where the market permits, multi-family housing opportunities may be integrated as part of a mix of uses. All portions of the development should be accessible by both a convenient road network and a system of sidewalks or greenways.	This land use category designates land on the City's heavily traveled entrance corridors for commercial and service uses primarily oriented to the automobile. This category applies to local shopping areas, hotels, restaurants and other tourism retail uses, as well as automobile-oriented commercial uses. These uses should be subject to design control to ensure the character of Lufkin's entrance corridors.	This land use category accommodates larger institutional and office buildings that are meant as employment centers. These centers often require access by the general public as well as clients and employees and are built in campus-like settings. It includes hospitals and medical facilities, offices, clinics, nursing homes, group homes, assisted living facilities, studios, museums and theaters, schools and educational facilities, funeral homes, and public services and facilities.
Primary Uses	This category is intended to promote a range of land uses, with primarily retail, office, and live-work developments. Parks, plazas and/or open space should also be part of the core mixed uses.	Large scale community and regional retail, commercial service and office uses. Intensive industrial activities are not appropriate.	General retail to serve neighborhoods and the community and region is appropriate in the Community Commercial category. This category also allows offices. It may also include, but is not limited to, general retail and office.	Large scale community and regional retail, commercial service, auto commercial service, and flex office/warehouse uses.	Medical, business and office uses; public and private institutional uses.
Secondary Uses Where Deemed Compatible	Supporting and complementary uses, including apartments and townhomes and other residential uses are also encouraged as part of the mix of uses. Places of worship and other public or civic uses are also appropriate.	Supporting and complementary uses including, office, flex office/warehouse, residential, open space, and institutional uses.	Supporting and complementary uses and other public or civic uses are appropriate. Multi-family housing (e.g., apartments) may be appropriate if designed as part of an integrated mixed-use concept plan.	Supporting and complementary uses including, residential, flex office and warehouse, and institutional uses.	Supporting and complementary uses including, residential, open space, flex office/warehouse where it does not exceed 20,000 sq ft.
Example (Image)					
Example (Image)					

LAND USE



Lufkin Future Land Use Map



Implementation Plan

Implementation Plan-Land Use

01 Goal 1. Create Focus Area destinations that draw users to Lufkin and foster opportunities for coordinated, well-planned growth and development that is consistent with the Comprehensive Plan while preserving the existing character of Lufkin.

Short Term (Years 1-3)

Objective 1.1 Working with the Planning and Zoning Commission, study the existing Zoning Ordinance and develop a Zoning District designation for the Medical and Education Districts. Coordinate boundary designation with feasibility study of Public Improvement Districts for these areas (as discussed in Local Economy section).

Objective 1.2 Develop design guidelines for the Medical and Education Districts, which utilize established architectural character to influence new construction within those districts.

Objective 1.3 Study the Central Business District and consider expansion of the boundaries to include the Downtown Transition area described in the Future Land Use Map.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin

Mid Term (Years 4-5)

Objective 1.4 Perform review of the commercial design guidelines (Year 4) and make recommendations for modifications, based on overall performance.

Objective 1.5 Develop design guidelines for the Central Business District, which utilize established architectural character to influence new construction within those districts.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin

Long Term (Years 6-10)

Objective 1.6 Continue to update and amend the Future Land Use Map as conditions change in Land Use.

Objective 1.7 Continue to study City of Lufkin boundaries, monitor new growth within the ETJ and plan for annexation to control growth within the ETJ.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



Implementation Plan

Implementation Plan-Land Use

02

Goal 2. Incorporate increased beautification and quality of life projects for the citizens and visitors of Lufkin, while enhancing the existing infrastructure, gateways and districts within the community.

Short Term (Years 1-3)

Objective 2.1 Working with Parks and Recreation and Engineering Departments, develop typical park standards for neighborhood and regional park development, as well as typical trail standards. Incorporate these standards into the Subdivision Ordinance.

Objective 2.2 Study the City of Lufkin Subdivision Ordinance and work to incorporate park land dedication and development policy. Present revisions to the City Council for consideration.

Objective 2.3 Study City of Lufkin site development requirements and work to incorporate open space and trail dedication and development policy into commercial and industrial site development standards.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin

Mid Term (Years 4-5)

Objective 2.4 Study the City of Lufkin sign regulations. Consider District specific signage, which reflects the specific character of the District. Incorporate recommendations and present to City Council for consideration.

Objective 2.5 Study the City of Lufkin Zoning Map. Consider rezoning property along the Loop for Light and Heavy Industrial in coordination with the Future Land Use Map.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin

Long Term (Years 6-10)

Objective 2.6 Review the sign regulations (Year 7) and make recommendations for modifications, based on overall performance.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



Implementation Plan

Implementation Plan-Land Use

03

Goal 3. Encourage more dense development with a mix of uses to maximize buildable area and facilitate the multi-generational mix and inclusion of people.

Short Term (Years 1-3)

Objective 3.1 Study area regulations within the residential (small, medium and large), duplex and apartment dwelling districts within the existing Zoning Ordinance to consider modification of yard depth, minimum area and maximum densities to allow for increased densities in residential and multi-family districts.

Objective 3.2 Consider converting the apartment and duplex dwelling districts to a multi-family district designation.

Objective 3.3 Present revisions to City Council after recommendation from the Planning and Zoning Commission.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin

Mid Term (Years 4-5)

Objective 3.4 Study current Schedule of Permitted Uses within the existing Zoning Ordinance and incorporate recommendations within the Land Use Designations to promote growth in accordance with the Future Land Use Map.

Objective 3.5 Consider the adoption of a smaller minimum square foot requirement for residential structures. Consideration should also be made for the adoption of Appendix Q of the 2018 Residential Building Code, addressing tiny house construction.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin

Long Term (Years 6-10)

Objective 3.6 Encourage infill and redevelopment within existing areas of the City by limiting utility extensions to areas outside of the City of Lufkin.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin

LAND USE



Implementation Plan

Implementation Plan-Land Use

04

Goal 4. Support the creation of incentives for rehabilitation of properties around Districts (Employment, Residential and Commercial) and Mixed Use Centers.

Short Term (Years 1-3)

Objective 4.1 Establish annual joint workshop with City Council, Lufkin EDC and Planning and Zoning Commission to discuss opportunities to work together to guide redevelopment of areas in the community. During the meetings, work to address issues related to conflicts between land use policy and community/economic development goals.

Objective 4.2 Establish annual work plan for each board as a result of joint workshops and designate staff to report back to each board on quarterly progress. More consistent communication between boards and Council will ensure policy is supported once it reaches Council level.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin

Mid Term (Years 4-5)

Objective 4.3 Conduction review and performance of rehabilitation incentives within the community and make recommendations to adjust, as appropriate.

Objective 4.4 In coordination with goals of the Housing and Local Economy sections, work to identify properties ideal for residential redevelopment. Work with local housing developers to promote these properties as opportunities for development.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin

Long Term (Years 6-10)

Objective 4.6 Consider the addition of a mixed-use definition or land use designation which would allow for the co-location of multiple uses within one property. Consider district specific mix of uses, appropriate for the long-term growth of these areas.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



TRANSPORTATION SYSTEMS AND CIRCULATION



TRANSPORTATION CIRCULATION



Existing Conditions

Streets, bike lanes, and sidewalks are a vital part of livable, attractive communities. Everyone, regardless of age, ability, income, race, or ethnicity should have safe, comfortable, and convenient access to community destinations and public places—whether walking, driving, bicycling, or taking public transportation. A Complete Streets approach integrates people and place in the planning, design, construction, operation, and maintenance of our transportation networks. This helps to ensure streets are safe for people of all ages and abilities, balance the needs of different modes, and support local land uses, economies, cultures, and natural environments¹.

Like most post-industrial cities, the City of Lufkin was designed primarily with an automobile orientation. Its layout and road infrastructure functions to move people and goods through the community efficiently. This presents opportunities for providing equitable forms of transportation facilities, particularly pedestrians, cyclists and those utilizing public transportation.

Roadway Network

The freeway network in Lufkin forms a radial pattern with Interstate 69, US Highway 59, State Highway 94 and State Highway 103 bisecting the city. The Texas 287 Loop creates a core for circulation in the City of Lufkin, while collectors and local streets connect the centers to the major Highways and Arterials.

Roadway Conditions

The intersections and interchanges are the connecting points of local streets, arterials, and freeways. These interchanges act as traffic control facilities and by adding intersections in certain neighborhoods, this could aid in controlling speed limits. Consideration of enhancing intersections, which connect local streets or connect collectors with arterials, could also aid in controlling traffic fluctuation to the arterials. The design of intersections should consider roadway safety for cyclists, pedestrians and vehicles.

According to traffic count data from TxDOT, high volumes of traffic occurred at three types of intersections:

Highways-Arterials

These are the connecting points where highways meet the arterials. These are typically off-ramps or interchanges, where traffic volume increases. An example of such a location is the intersection of John Reddit (Loop 287) and the intersection at Feagin/Southwood/College Drive(s).

¹Retrieved from <https://smartgrowthamerica.org/program/national-complete-streets-coalition/>

TRANSPORTATION CIRCULATION



Streetview of John Reddit/College Drive



Arterial-Arterial

These intersections connect major traffic collectors in Lufkin. An example of this type of intersection is located at South Timberland Drive/South Chestnut Street and East Lufkin Avenue.

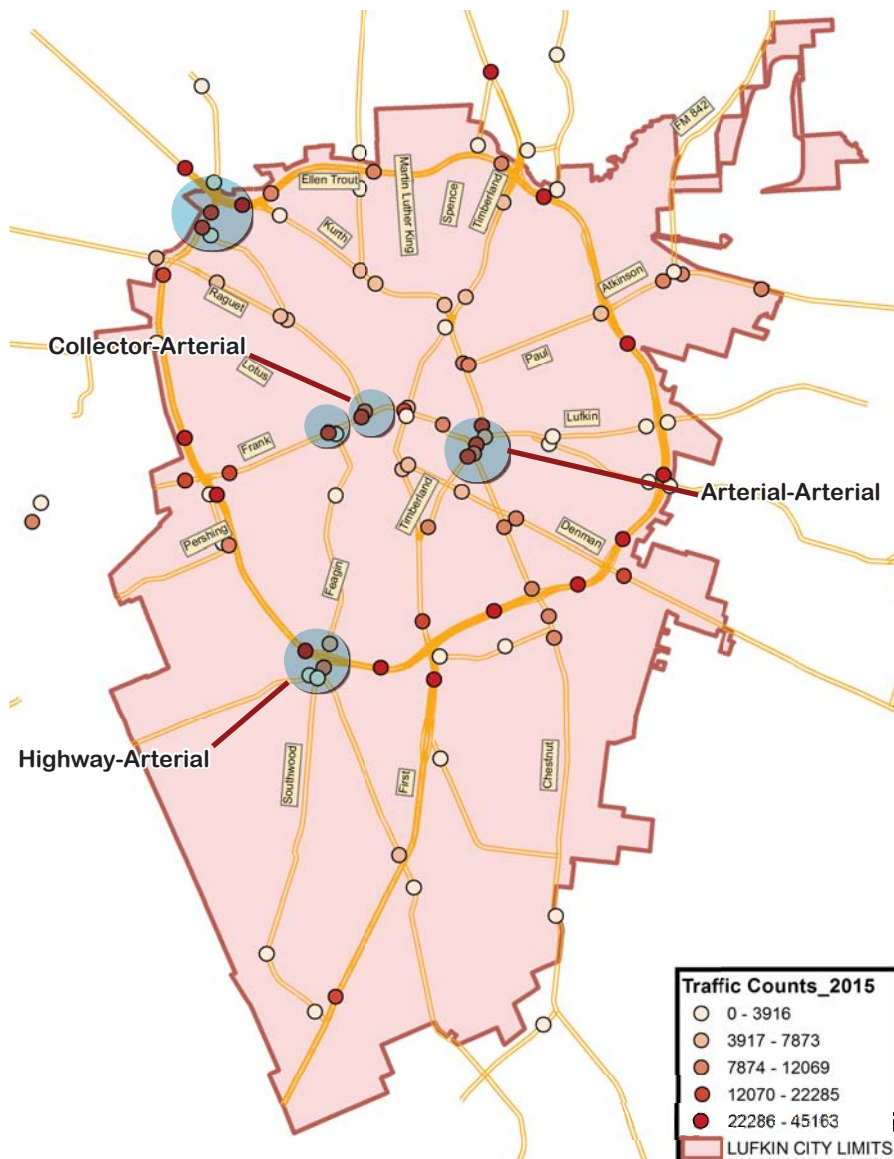
Collector-Arterials/Highway

These intersections collect traffic from neighborhoods and merge to major collectors. The example of this type of intersection is located at North Bynum Street and North Raguet Street as it connects with Frank Avenue.



Streetview of Timberland/Chestnut/Lufkin

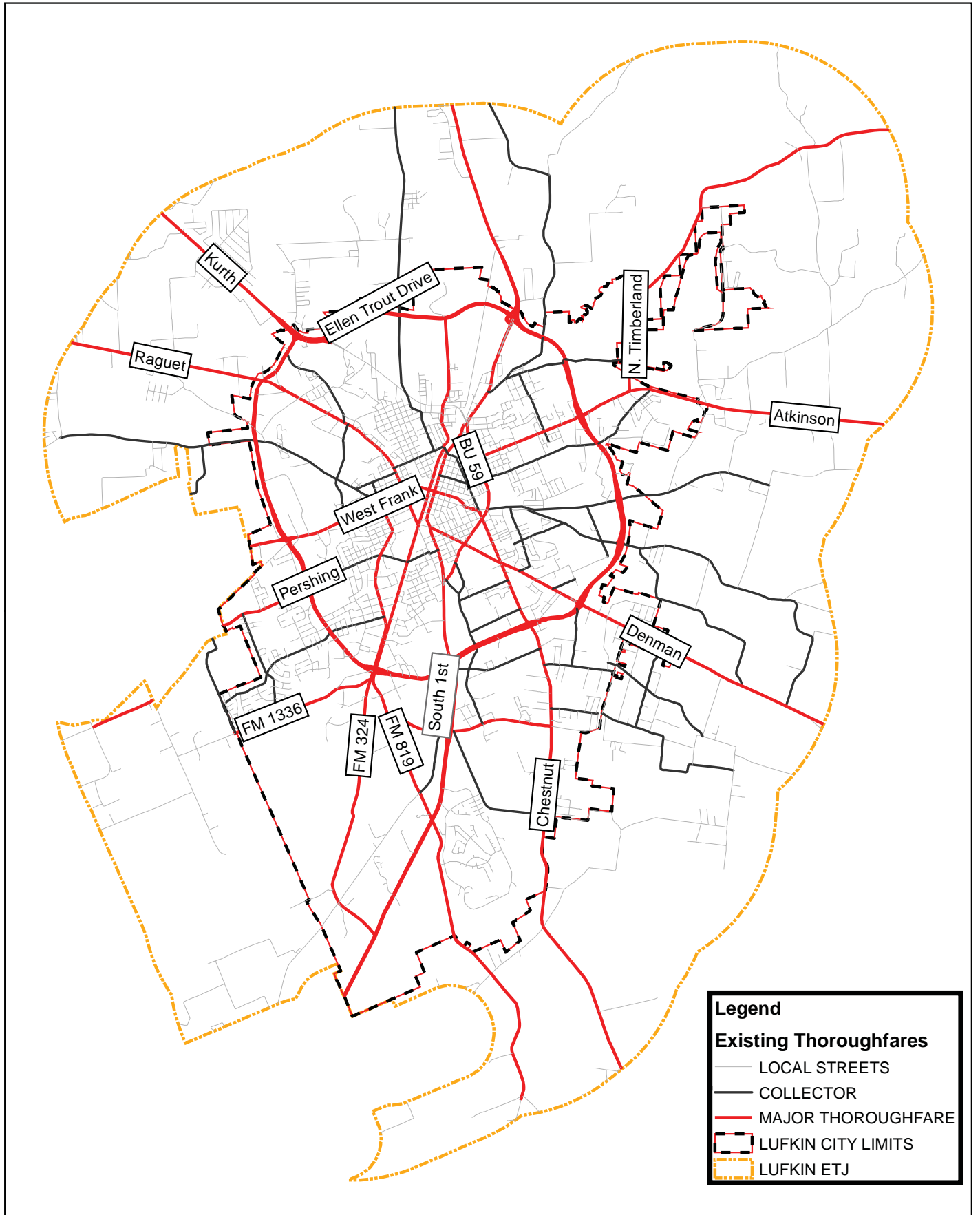
Streetview of Bynum/Raguet/Frank



TRANSPORTATION CIRCULATION



Existing Thoroughfares





Connectivity

External. Highway 69 extends from Oklahoma to Beaumont, connecting Tyler, Lufkin, Lumberton, Woodville. Highway 59 extends to Arkansas and Oklahoma from the North and runs through Downtown Houston, to the south of Lufkin.

State Highway 94 connects Trinity and Angelina Counties and runs through Lufkin from east to west, while Highway 103 connects Angelina, Nacogdoches, San Augustine and Sabine Counties. Currently no Interstate Highway provides linkage between states, through Lufkin.

Internal. The existing roadway effectively connects major employers, schools, hospitals, and places of business in Lufkin.

Cycling Infrastructure

Currently there are no bike lanes in the community. Cyclists are utilizing city and state right of ways with large shoulders to navigate the area on bike. The community is in support of appropriate cycling infrastructure as a mode of transportation and cycling enthusiasts have worked in recent years to identify priority areas for bike lane development. These recommendations are included in the proposed Bike Lane Route recommendations.

Public Transportation

Local. Public Transportation is currently provided by The Brazos Transit District (BTD), a regional transportation provider which serves 16 counties in Central and East Texas, covering 13,333 square miles and a service population of 932,441. The Brazos Transit District is a Political Subdivision of the State of Texas and receives funding through the Federal Transportation Administration (FTA) and the Texas Department of Transportation (TXDOT).

Within the City of Lufkin, there are currently three bus routes available for the community, the Blue, Purple and Orange routes, which operated 5:00 am until 7:00 pm, Monday through Friday, excluding holidays².

Regional. The only public transit that connects Lufkin with the surrounding regions is Greyhound, a private intercity bus common carrier serving over 3,800 destinations across North America³. Greyhound is also a transit provider with longstanding service in the area. The bus route goes through the city of Lufkin and is connecting the city of Texarkana in the north and Houston in the south.

Walkability

Defining Walkability

Walkability is defined in many ways, but is almost always based on three principles: Physical Access, Places, Proximity

- “**Physical Access**” refers to the infrastructure available to facilitate safe pedestrian travel to a destination. This can take the form of sidewalks, trails, open space and corridors.
- “**Places**” refers to the presence of public destinations such as schools, work, shopping, food service, parks and other recreational activities.
- “**Proximity**” refers to the walkable distance to destinations. An acceptable distance to a variety of destinations would be approximately one mile or 10 to 15 minute walk from a given location.

Within the context of Physical Access, Places, Proximity a number of barriers exist preventing walkability within the community and as a result, comprehensive modifications which connect and extend the existing sidewalk system are necessary to improve walkability of the community. Examples of these include busy intersections with no controlled pedestrian crossings, no sidewalks along major thoroughfares and no sidewalks along bridges.

²Retrieved from www.btd.org

³Retrieve from https://en.wikipedia.org/wiki/Greyhound_Lines



Traffic and Safety

During the process of public input for the Comprehensive Plan, specific traffic safety concerns were raised and are listed below. These concerns warrant further investigation within the context of future thoroughfare planning and coordinated traffic improvements with Angelina County and TXDOT.

- Study the exit ramp from South First to Whitehouse Drive to consider relocation to avoid conflicts with traffic.
- Study the Southwood Drive overpass and lanes under the overpass.
- Consider widening Denman Avenue (between Angelina and Second Street) and dedicate a center turn lane
- Consider elevating the West Loop to eliminate lights and traffic congestion.
- Reduce curve at Medford Drive (Southbound) and Denman
- Consider dedicated acceleration and deceleration lanes at Paul/North Medford and Moffett/North Medford along with an overpass at 59/FM 819
- Cut off Conn at South Chestnut/Conn and consider dedicated right turn lane for southbound traffic on Timberland
- Consider an overpass with dedicated U-turn lanes in both directions at Chestnut/Loop 287
- Lower elevation at Ellen Trout/Martin Luther King Jr on the westbound side, to increase visibility for vehicles exiting MLK and making right turns onto the Loop.
- Dedicated deceleration and acceleration lanes should be considered at the Zoo Entrance and Expo Center, beginning at Homes Smokehouse
- Reconnect Old Moffett Road to Kit McConnico Park, from the Loop
- Study the intersection of Whitehouse/South First/Brentwood to improve congestion
- Study Lufkin Avenue and North Chestnut Street intersection to improve circulation and eliminate confusion
- Study the intersection at Raguet/Timberland/First Street to improve circulation
- Consider extending Whitehouse to Fuller Springs Drive to provide connection from Whitehouse to Highway 69 South



Goals

GOAL #1

Provide a balanced transportation system, which will effectively serve the existing and projected needs of the City in a safe, effective, expeditious and economical manner.

GOAL #2

Optimize mobility and decrease dependency on vehicular transportation by creating a more walkable and bikeable environment.

GOAL #3

Create pedestrian and bicycle linkages between residential neighborhoods, linear greenbelts, schools, public administrative facilities, commercial districts, medical districts and other activity centers, where possible.

GOAL #4

Develop a multi-modal transportation system in the city, which could accommodate different transportation modes, provide alternative transportations modes other than cars to places in the city and ETJ.



Recommendations

The most commonly expressed desire through community conversations, as it related to transportation, was the expansion of sidewalks and bike lanes. This trend in demand supports the understanding that trails for recreation and connectivity continue to be a top priority and warrant investigation of areas for expansion of the existing trail system where feasible. These facilities should be incorporated into future roadway planning and planning maps for thoroughfares, sidewalks, bike lanes, and bus shelters should be provided to transportation planning stakeholders like TXDOT, The Brazos Transit District and other regional transportation providers.



Example of complete street design (pedestrian, bike, vehicular facilities)

TRANSPORTATION CIRCULATION

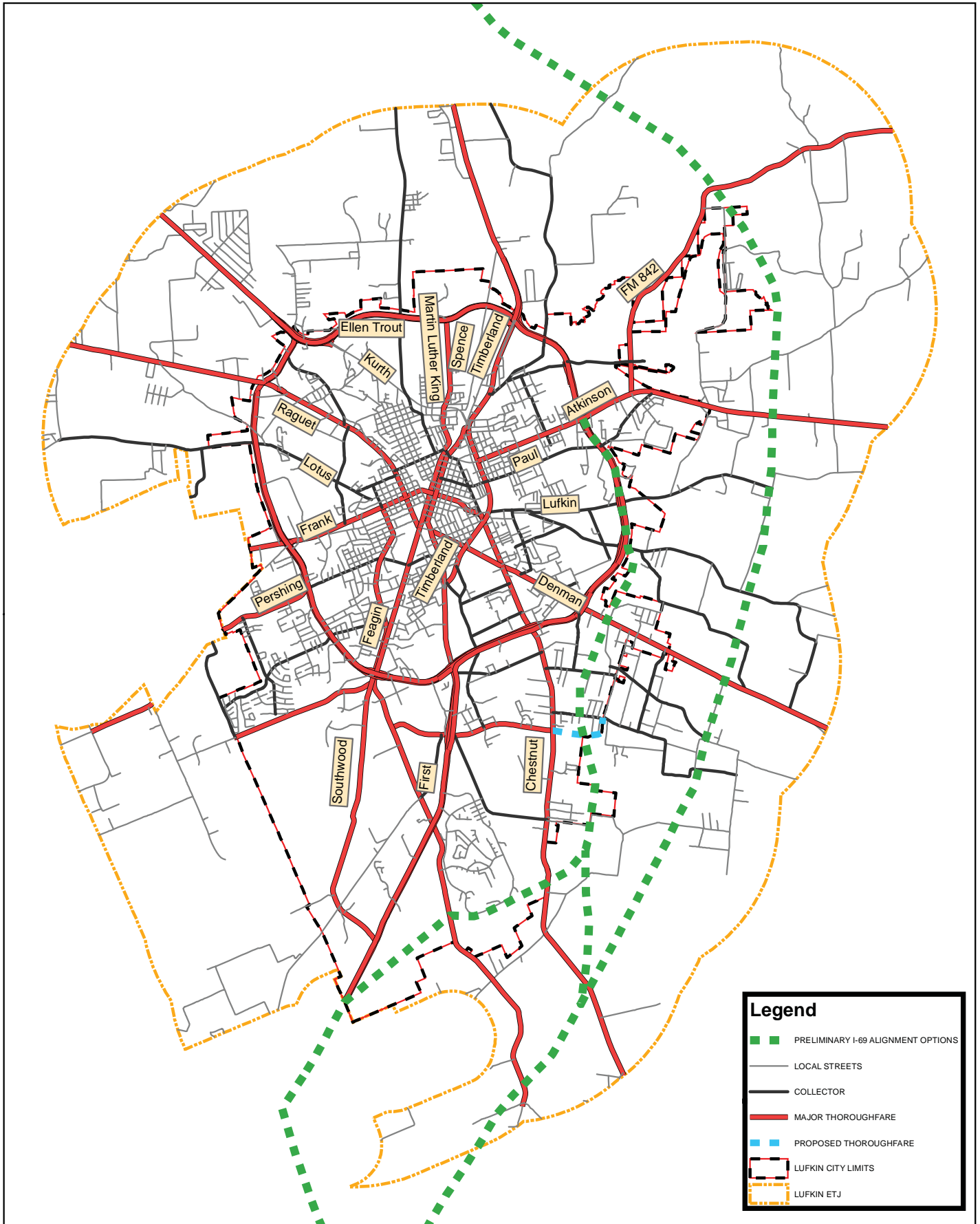
Thoroughfare Plan

The Thoroughfare Plan is a guide for the integration of developments and roadways into a unified, coordinated transportation system. It depicts not only the existing network of roads, but also anticipates the roads and thoroughfare necessary to ensure efficient movement of traffic throughout the community.

Prominent opportunities for economic development and greater connectivity present themselves with the proposed I-69 corridor. *As the corridor plan comes to fruition, the community can expect more development interest and should continue to monitor and adjust the proposed thoroughfare map accordingly.* Establishing regular planning meetings with local TXDOT officials will also ensure effective, regular coordination between the City of Lufkin and TXDOT in order to appropriately maximize each organization's resources.



Thoroughfare Plan





Public Transportation

The Brazos Transit District

Based on ridership demand around medical services and high demand public facilities in the community, the City of Lufkin could consider coordinating with BTD to modify the Purple Route to incorporate the United States Post Office (located at 608 East Lufkin Avenue), and to modify the Blue Route to incorporate the Department of Public Safety Office (located at 2809 S. John Redditt Drive) and to travel along the length of Gas Light Boulevard.

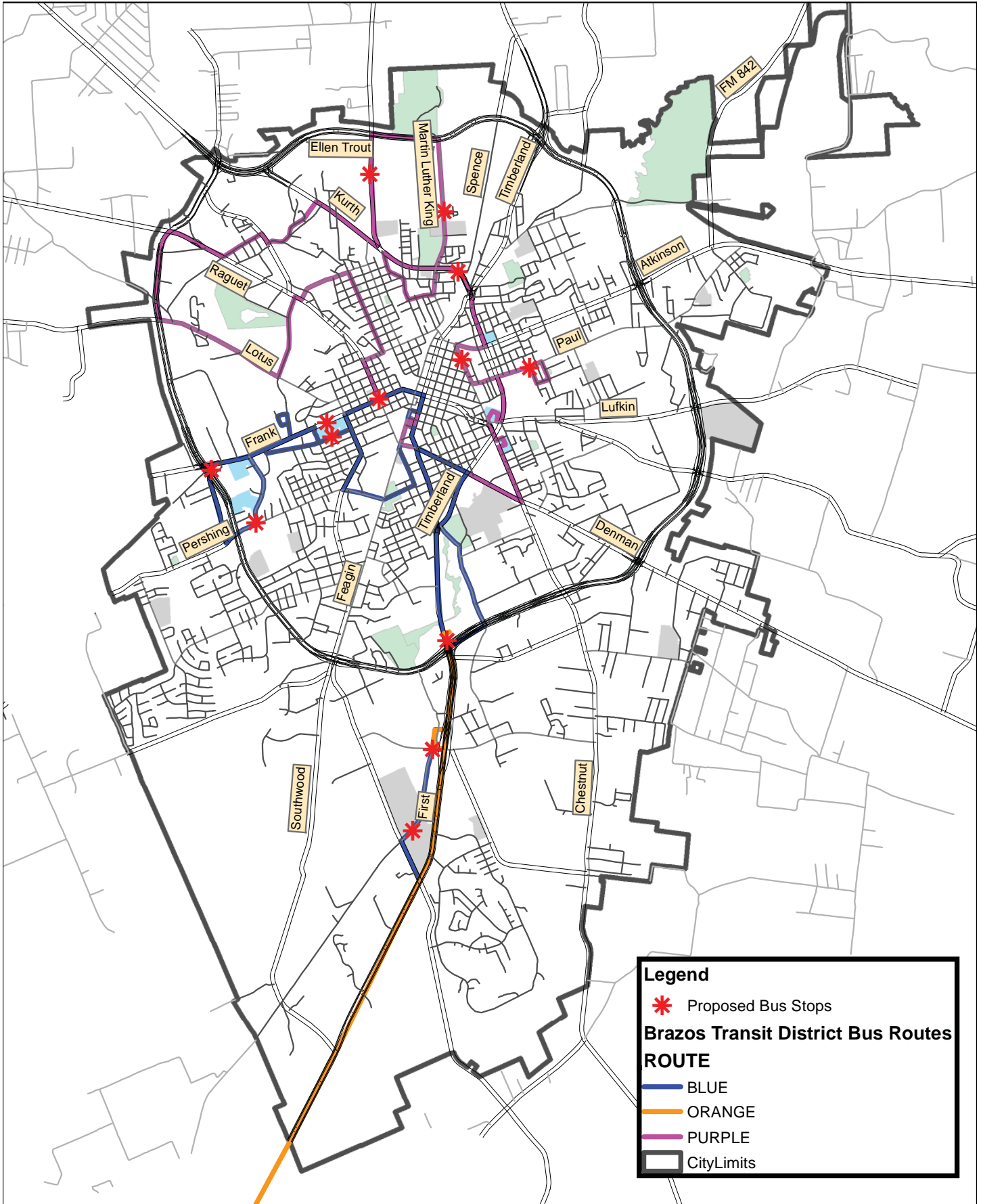
Through the course of community conversations, it was noted there were no bus shelters currently located along existing bus routes. Based on ridership demand and suggestions for bus shelter locations, the following recommendations for bus shelters were made. The city could consider incorporating design themes for shelters into an overall public art program. Some communities have used these spaces to capture the distinct character of a building, property or district in the shelter design and then these facilities become an attractive component of the community landscape and provide an aesthetic enhancement to the urban image. Additionally, as the Brazos Transit District moves to a fixed stop route system, the shelter locations can be added to route information and route signage can be incorporated along the route to clearly communicate route locations.



Examples of artistic bus shelters



Proposed Bus Stops



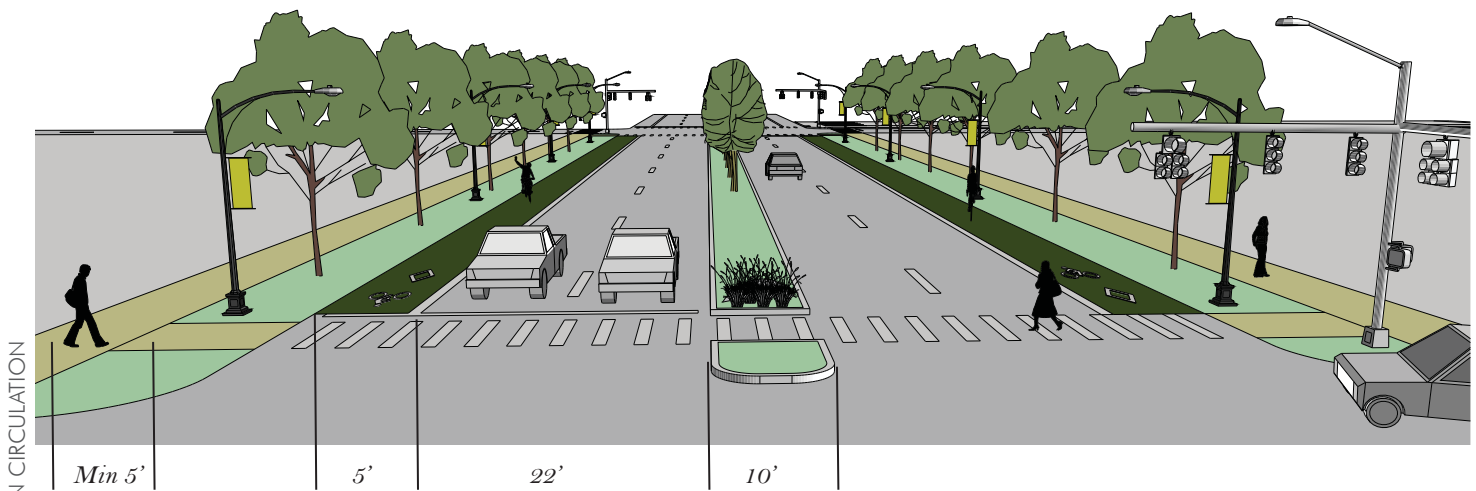
TRANSPORTATION CIRCULATION



Cycling Infrastructure

Connectivity and Safety - Bikeable roads and sidewalks are concentrated in the downtown and residential area where the speed limits are lower than the arterials. But, those routes are not connected to a network and not designed for consideration of roadway safety to both automobile and non-automobile traffic. **Designated on-road bike lanes with a minimum width of 5 feet should be added to roadways with speed limits lower than 45 mph.** In doing so, the community can inexpensively and incrementally create a bike lane network which connects the city periphery to the downtown area.

Designated **off-road shared paths** (see concept below) are recommended as well. This could be done in coordination with the sidewalks, where the pedestrians and the cyclist could share the paths. The shared off-road bike lanes are highly recommended to connect schools to the larger transportation network. Recommendations include development of a phased implementation of bike pathways (see page 48, Proposed Bike Lane Routes).



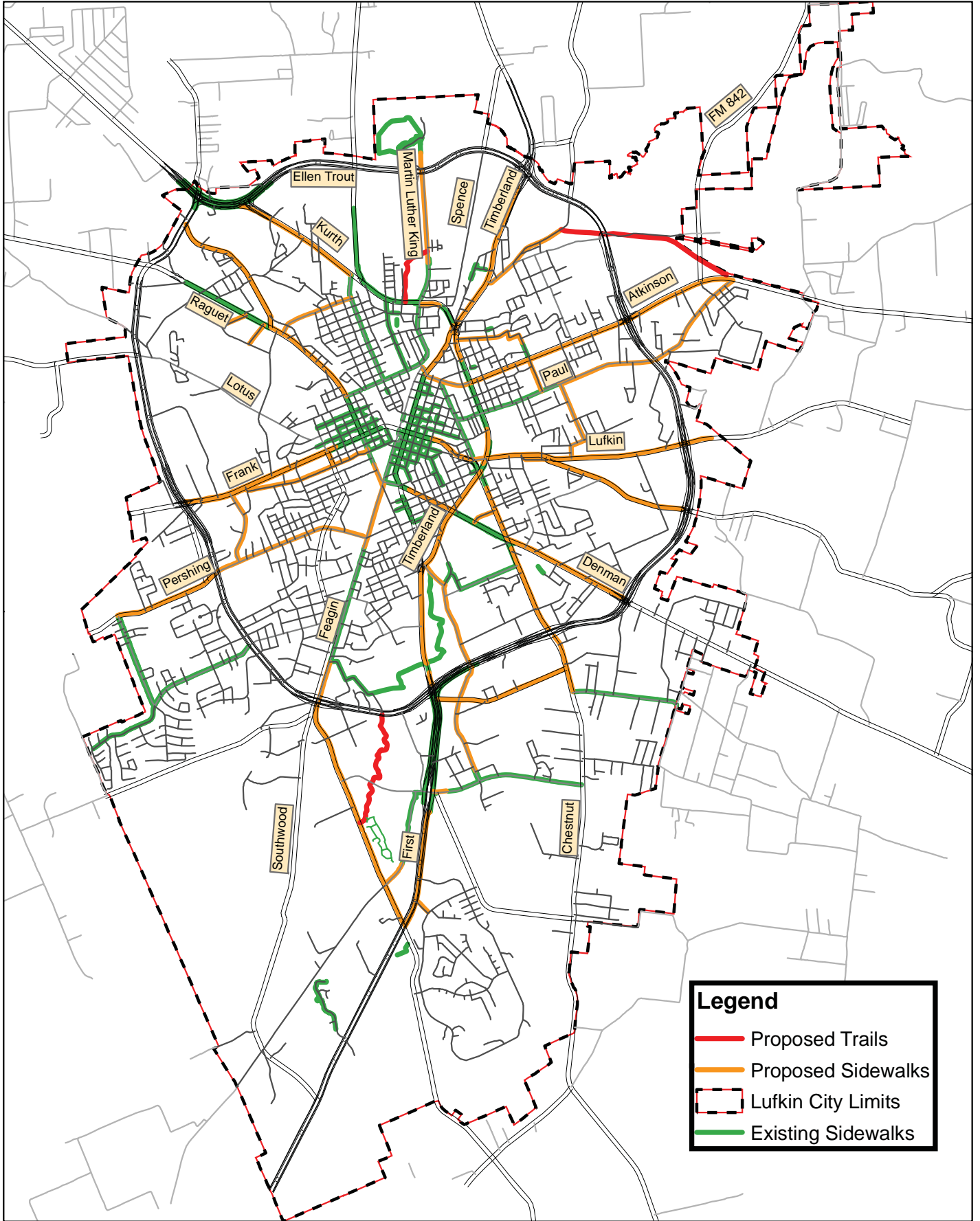
Example of complete street design Frank Street, Downtown (sidewalk, bike, vehicular lanes and 8' crosswalk)



Off-Road Shared Path Concept Education District



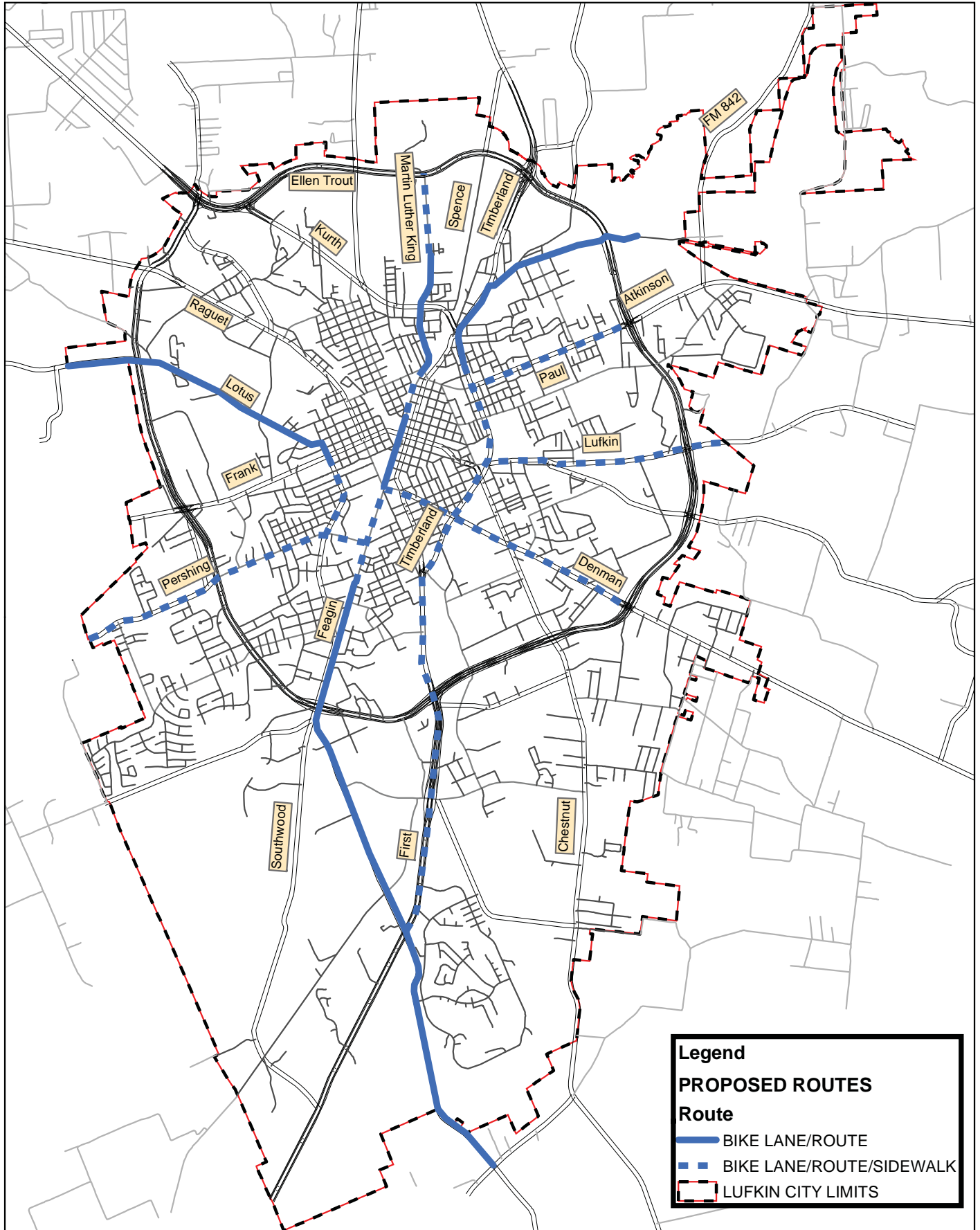
Proposed Trails and Sidewalks





Proposed Bike Lane Routes

TRANSPORTATION CIRCULATION



Legend

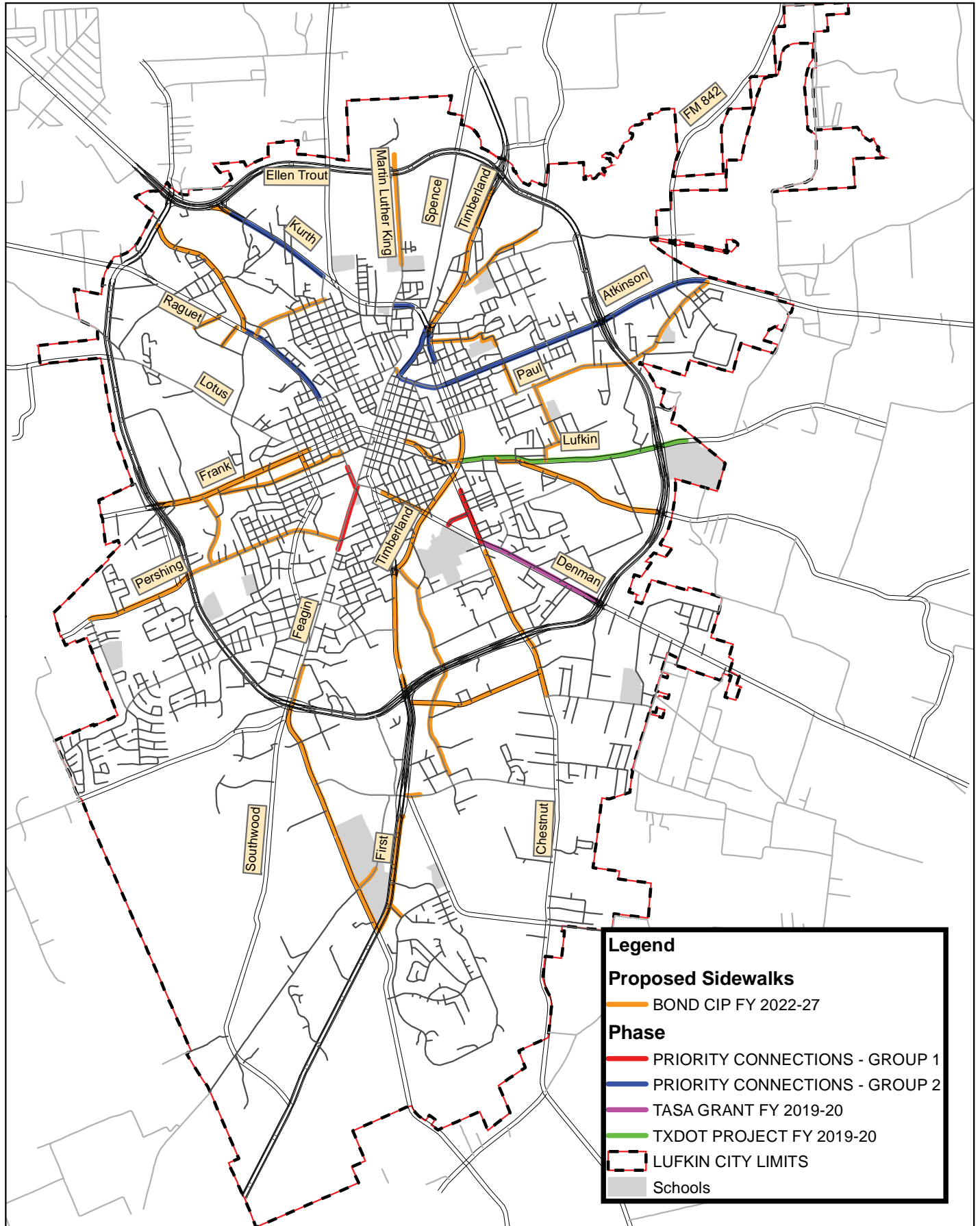
PROPOSED ROUTES

Route

- BIKE LANE/ROUTE
- - BIKE LANE/ROUTE/SIDEWALK
- - LUFKIN CITY LIMITS



Phased Sidewalk Implementation



TRANSPORTATION CIRCULATION



Sidewalks

Lufkin has a total sidewalk inventory of approximately 41.65 miles. As the city has an extensive roadway system, complementing these facilities with pedestrian facilities is an appropriate approach to create a walkable city. Adding sidewalks that connect the city periphery with the city core, and connecting the existing sidewalk infrastructure should be a priority for the community. Additionally, the City may need to consider allocating funding to rehabilitate the existing sidewalk infrastructure where it is appropriate, to ensure a cohesive urban image.

Below is an opinion of probable costs associated with the Phased Sidewalk Implementation Map. The recommended connections within Group 1, connect existing sidewalks closer to the town center, out to the Loop, along East Lufkin and Denman Streets. Group 2, achieves the same purpose for the North Lufkin area by connecting existing sidewalk along Kurth, Raguet, Atkinson and Timberland Drives to existing sidewalk closer to the town center.

City of Lufkin
Proposed Sidewalk Improvements
Opinion of Probable Costs

8/1/2017

Project Total
\$7,723,767

Item / Description	Material	Length	Area	Unit	Unit Costs	Total Costs
1 Path						
Priority Connections - Group 1	5' Concrete	7,130	35648.5	SF	\$5.50	196,067
Priority Connections - Group 2	5' Concrete	27,602	138012	SF	\$5.50	759,066
TASA Grant FY 2019-20	5' Concrete	5,558	27791	SF	\$5.50	152,851
TXDOT Project FY 2019-20	5' Concrete	12,363	61812.5	SF	\$5.50	339,969
Bond CIP FY 2022-27	5' Concrete	153,903	769515	SF	\$5.50	4,232,333
Base Construction Cost						5,680,285
Site Grading; excavation, rough grading, fine grading			1	allow		
6 General Conditions, Contingency and G.C. Markup						5,680,285
6.1 10% Contingency						568,028
6.2 12.5% G.C. Markup, Overhead and Profit						710,036
Total Construction						6,958,349
7 Pre-Development						
7.1 Surveying (1%)						69,583
7.2 GeoTech (1%)						69,583
7.3 Professional Service Fees (9%)						626,251
Total Opinion of probable Costs						7,723,767

Disclaimer: Burditt Consultants has no control over the cost of labor, materials, equipment, or services furnished by others, or over the Contractor's methods of determining prices, or over competitive bidding or market conditions. Burditt Consultants cannot and does not guarantee that proposals, bids or actual construction will not vary from opinion of probable costs.

Rail Service

Rail service in the city of Lufkin is provided by Angelina & Neches River Railroad Company (ANR) for freight. ANR operates freight service from Lufkin, to Keltys and Dunagan (11.6 miles). Traffic includes lumber, foundry products, paper, plywood, chemicals, limestone, scrap iron, steel, and clay. The city of Lufkin, the Lufkin Economic Development Corporation, The Lufkin/Angelina County Chamber of Commerce cooperate with the ANR provide the rail freight service to the local development and business.



Implementation Plan

Implementation Plan-**Transportation**

01 Goal 1. Provide a balanced transportation system, which will effectively serve the existing and projected needs of the City in a safe, effective, expeditious and economical manner.

Short Term (Years 1-3)

Objective 1.1 Enhance City of Lufkin mapping information to provide accurate and accessible information to the public related to transportation, including bus routes, shelters, and planned improvements. Ensure this information is prominent on City of Lufkin website.

Objective 1.2 Establish annual public meeting with TXDOT and Brazos Transit District to hear concerns from residents, announce route changes and other system improvements. Concerns addressed should be presented back to the City Council for accountability of rider/public driven system improvements.

Objective 1.3 Study and evaluate the implementation of policy which would eliminate curb cuts along major arterials in Lufkin. This can improve overall safety and circulation within the system.

Objective 1.4 Perform an assessment of all roadways within the City of Lufkin and prioritize the study and reconfiguration of dangerous or confusing intersections. Allocate funding for roadway safety enhancements and partner with TXDOT for funding. Priority should be placed on the conflicts listed on page 40 of this section.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, TXDOT, Brazos Transit District

Mid Term (Years 4-5)

Objective 1.5 Allocate funding annually for roadway safety enhancements and partner with TXDOT for funding.

Objective 1.6 Work with Brazos Transit to allocate funding annually for bus shelter enhancements along the bus routes.

Objective 1.7 Monitor plans for I-69 development and make adjustments to the Thoroughfare Plan as appropriate.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, TXDOT, Brazos Transit District

Long Term (Years 6-10)

Objective 1.8 Establish annual review of Thoroughfare Plan and update as appropriate.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



Implementation Plan

Implementation Plan-Transportation

02/03

Goal 2. Optimize mobility and decrease dependency on vehicular transportation by creating a more walkable and bikeable environment. **Goal 3.** Create pedestrian and bicycle linkages between residential neighborhoods, linear greenbelts, schools, public administrative facilities, commercial districts, medical districts and other activity centers, where possible.

Short Term (Years 1-3)

Objective 2/3.1 Evaluate City of Lufkin subdivision and development standards and incorporate policy to require the construction of sidewalk and bike lane improvements with new subdivision and commercial development. Present policy changes to City Council for consideration.

Objective 2/3.2 Evaluate Developer Incentives to consider further incentivize residential projects which incorporate sidewalk and bike lane improvements.

Objective 2/3.3 Work with LISD and the Chamber of Commerce create a Bike to School/Work Day to raise awareness of cycling in the community.

Objective 2/3.4 Work with LISD to create priorities for sidewalk development to improve sidewalk infrastructure around schools.

Objective 2/3.5 Establish Council policy to allocate a certain percentage of transportation funding toward sidewalk and bike lane development in Lufkin. Include construction of these facilities along any new road projects and implement the Sidewalk and Trail Improvements in accordance with the Phased Sidewalk Implementation Map on page 49.

Time-Frame: FY 2019-2021

Funding Source: TXDOT, City of Lufkin

Partners: City of Lufkin, Lufkin ISD, Chamber of Commerce

Mid Term (Years 4-5)

Objective 2/3.6 Allocate funding for sidewalk and bike lane improvements in Districts (Medical, Education, Downtown) and North Lufkin.

Objective 2/3.7 Establish annual review of Sidewalk and Trail Improvements Plan and update as appropriate.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin

Long Term (Years 6-10)

Objective 2/3.8 Working with the Lufkin CVB and Parks and Recreation, host monthly fun runs and cycling events which promote walkability and bikeability in Lufkin.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin, Lufkin CVB



Implementation Plan

Implementation Plan-**Transportation**

04 Goal 4. Develop a multi-modal transportation system in the city, which could accommodate different transportation modes, provide alternative transportations modes other than cars to places in the city and ETJ.

Short Term (Years 1-3)

Objective 4.1 Improve convenience of the Brazos Transit by moving to a fixed stop system.

Objective 4.2 Coordinate with Brazos Transit to identify funding for Bus Shelters to coordinate with fixed stops along Brazos Transit routes.

Objective 4.3 Work with Brazos Transit to consider adding bike racks to the front of buses used in Lufkin.

Objective 4.4 Identify opportunities for improving existing sidewalk infrastructure for individuals with disabilities. Allocate funding for these improvements to coordinate with public improvements in Districts (Medical, Education, Downtown).

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin,

Mid Term (Years 4-5)

Objective 4.5 Consider a bike share program in Lufkin with docking stations at Education, Downtown and Medical Districts, along with other key destinations within the City.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin

Long Term (Years 6-10)

Objective 4.6 Establish annual assessment process for evaluating transportation system accessibility. Allocate funding to increase accessibility, based on results of the assessment.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



PLACEMAKING / COMMUNITY FORM



PLACEMAKING / COMMUNITY FORM



Existing Conditions

Quality of Life

When asking Lufkin residents what quality of life meant, answers varied from ideals like generational inclusion, sense of safety, and belonging to a desire to see recreational amenities such as theaters, recreation centers, or boating opportunities. Some individuals mentioned community gatherings or special events where neighbors could gather, where people were familiar and welcoming. Others desired cleanup or beautification events which demonstrated joint senses of purpose and community pride. Each of these contribute in their own way to the sense of place and sense of quality of life in a community. For the purpose of understanding and evaluating Placemaking and community form opportunities for the City of Lufkin, we will discuss the community's current perception of quality of life, their connection to and understanding of sense of place as well as the leisure and social interactions which strengthen the social connections within Lufkin. This evaluation will provide a framework for understanding opportunities to enhance place and form to further strengthen community identity and connection.

Sense of Place

The sense of place speaks to what makes the Lufkin community uniquely Lufkin. Iconic views, buildings, people and public spaces each contribute to the sense of place and common identity residents associated with their home. Most notable for Lufkin is the Ellen Trout Zoo with adjacent walking trail, mini-train, and park. Another key element of Lufkin is the Panthers of Lufkin High School, the focus of every family with students in Lufkin Independent School District. The school garners interest and support from businesses, social organizations, and all age groups for its expansive educational opportunities and excellent team sports.

Downtown Lufkin

Tremendous effort has been made to develop downtown Lufkin as a destination. Public art dispersed throughout the downtown provides relief from long expansive walls or facades in the downtown areas, but also enhances the visual experience of visitors and residents. Public plazas and open spaces, tree lined streets, architectural street lighting, pedestrian amenities like benches, and patio spaces allow for gathering and street oriented interaction between pedestrians and place. Each of these convey a feel for Lufkin, which should be replicated and extended to expand the downtown footprint and to enhance the urban landscape, along major corridors.

Downtown Merchants

Local shops and local owners represent another unique aspect to the community and downtown, which convey familiarity and shared sense of economic benefit to supporting local business. These shops and spaces provide the “third places”, gathering places where people socialize when not at home or work. A robust network of merchants, often through the Chamber of Commerce or Lufkin Convention and Visitor's Bureau (LCVB) organization; is a valuable social resource for the community. These stakeholders are invested in developing Downtown Lufkin as a destination and should be utilized in the implementation of placemaking and community form initiatives as they relate to Downtown.



Leisure and Social Interactions

Community values such as inclusion, enhancing and preserving the natural environment, common faith, generosity and philanthropy, sustainability, and strengthening social connections all convey a strong sense of community. Lufkin’s social fabric is strong and the community has a long history of people taking care of each other. It is important to note there are approximately 213 organizations registered with some form of tax exempt status within the City of Lufkin. These nonprofit organizations demonstrate a commitment to community and the holistic well-being of all residents.

Lufkin Landscape Task Force and Angelina Beautiful Clean are two nonprofit groups dedicated to preserving and enhancing “place” within Angelina County and the City of Lufkin. Both organizations’ missions are centered around beautification and enhancing the visual and aesthetic environment within Lufkin and will be instrumental in the implementation of Placemaking and Community Form initiatives as they relate to gateway, corridor and public space enhancements.

Special Events

Lufkin offers a robust year-round community events programming schedule. The following lists are not exhaustive but provide a glimpse into the tourism, and recreation opportunities available for residents and visitors of Lufkin.

- Corks and Forks
- Bull Bash
- Main Street Market Days
- Angelina Benefit Rodeo
- Zoo Brew
- Jam and Toast
- Neches River Rendezvous
- Summer Farm Feast
- Texas State Forest Festival
- Lufkin’s Bistro
- Pineywoods Purgatory
- Fall Farm Feast
- Feast of the Forest
- 4th of July at Ellen Trout Zoo
- City Easter Egg Hunt
- Daddy Daughter Dance
- Festival of Trees¹



Downtown Lufkin Event



Corks and Forks Event (Downtown Lufkin)

PLACEMAKING / COMMUNITY FORM

¹ Retrieved from <http://www.visitlufkin.com/events/annual-events/>



Stakeholder Engagement

Public Survey

During the course of the public survey, residents were asked the top three (3) reasons to stay in Lufkin. Sixty-seven percent (67%) of people regarded small town atmosphere as the most important reason to stay in Lufkin.

Community Conversations

When residents were asked about their favorite things about Lufkin, answers consistently mentioned trees and the beauty of the natural landscape, low traffic and ease of traveling around the community via a vehicle, small town or hometown atmosphere, community spirit, generosity of people, amazing parks and open space, and family.

Lufkin Landscape Task Force (LLTF)

Through the course of community conversations, the LLTF was engaged for input and vision around the future of placemaking and beautification of Lufkin. The group supports gateway beautification and enhancement. Wayfinding signage was also supported as a way to showcase community brand and identity visually for residents and visitors.

The group also was supportive of a more formal public art program as a way to further develop the arts in Lufkin and create tourism opportunities through art and culture walks.

As it relates to downtown, LLTF was supporting of the idea of developing a food truck park and increasing parking opportunities to support downtown merchants and festivals. Additionally, they were in favor of evaluating opportunities to expand the footprint of downtown and connect the Convention Center and surrounding developing areas between Frank Avenue and Paul Street (see Lufkin Downtown District Opportunity Analysis).

Online Engagement

Public art and a food truck park were popular ideas through the online engagement effort. Residents posted many potential locations for a food truck park on the idea wall of the Plan Lufkin website, but most notable locations were Downtown, Ray's Drive In, North Lufkin and the Ellen Trout Zoo area.

"I want a better area where walking is more relaxing while being around it."

*-Lufkin Comprehensive Plan
Plan In A Box Participant*

"The potential to increase small business is always a positive. This particular idea (Food Truck Park) also encourages the community to come together in a new and fresh way. As an up and coming trend, it will succeed." -Tiffani (Submitted on PlanLufkin.com)



Goals

Three clear and consistent goals were articulated through the process of steering committee conversations related to placemaking and community form.

GOAL #1

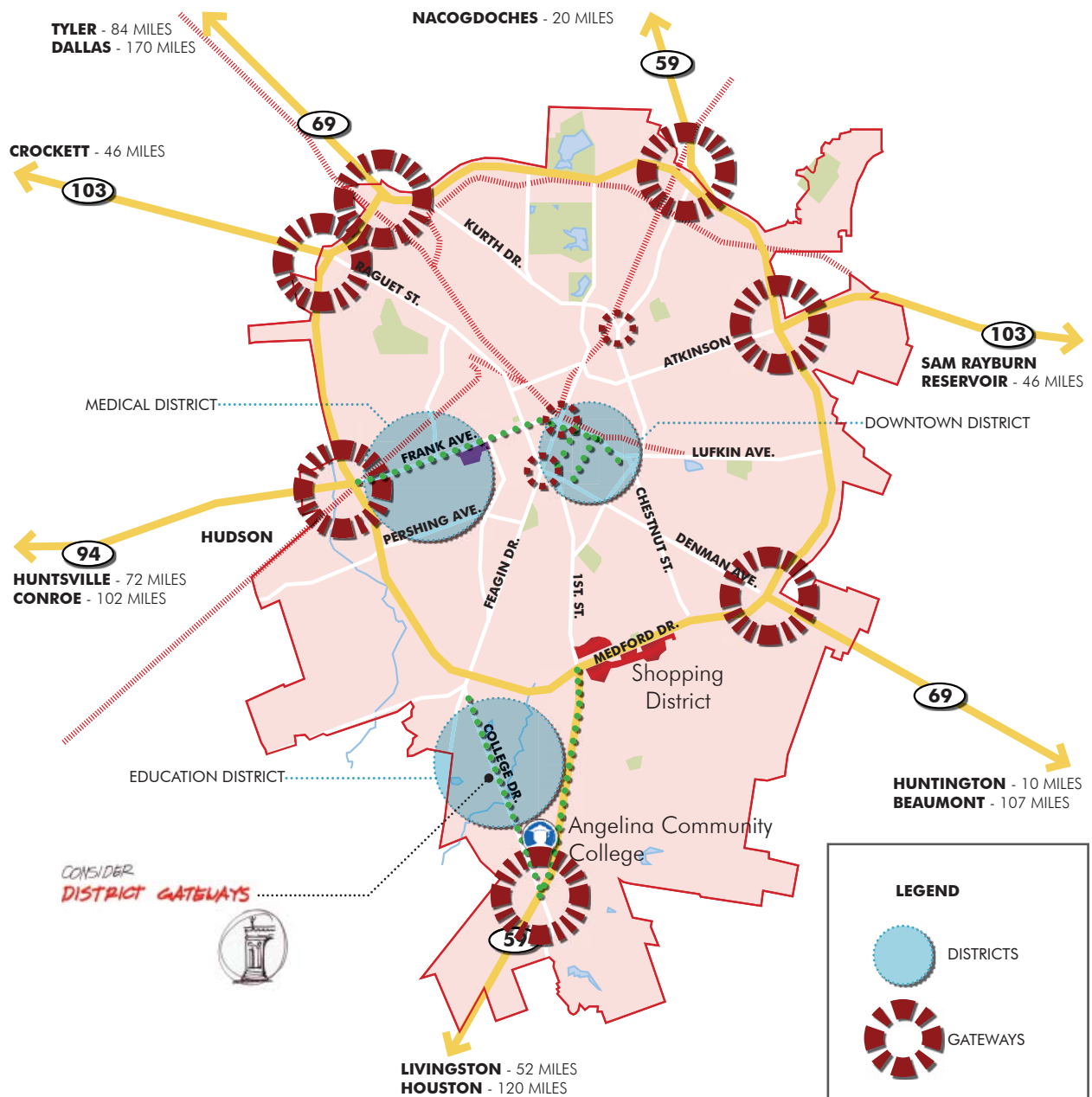
Perform beautification and quality of life projects for the citizens and visitors of Lufkin, while enhancing the existing infrastructure, gateways, and districts within the community.

GOAL #2

Build on the strength of public spaces during development of commercial and industrial areas, which strengthen the community's social connections, sense of community and enhance place.

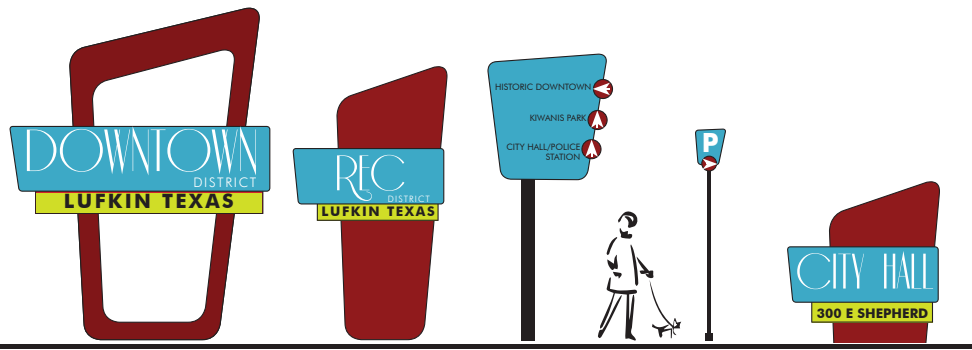
GOAL #3

In order to maintain place and character, attention must be paid to beautification and enhancement of gateways, corridors, and neighborhoods. The enhancement of these spaces should include landscaping, hardscaping, wayfinding and lighting.



PLACEMAKING / COMMUNITY FORM

Lufkin Gateways, Districts and Corridor Enhancement Opportunity Analysis



Lufkin Conceptual Wayfinding Signage Family

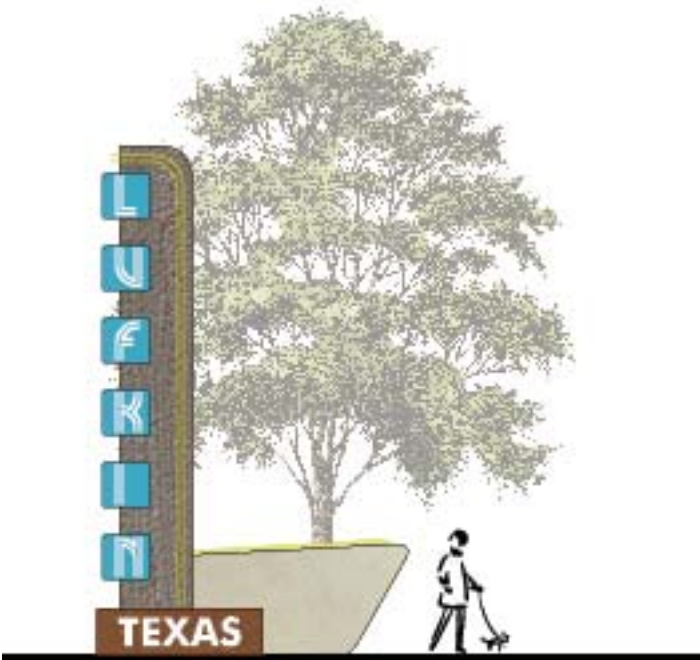


Corridor Enhancement

Placemaking techniques exercised for gateways should be carried further along major corridors within the community. The opportunity analysis further provides recommendations for priority areas for corridor enhancement in the community. Opportunities should be evaluated over time for creating commercial design guidelines along major corridors, regarding landscaping and signage, to ensure private development in these areas supports and enhances the investment made to develop community image.

Gateway Enhancements

An opportunity analysis was performed which identified specific locations for gateway enhancements for Lufkin. These locations are areas which define the front porch of the community and are spaces to visually draw people into the community along corridors. Practically speaking, these are major intersections along the Loop where a major corridor for traffic in and out of the community travels. Wayfinding and gateway design standards should be developed for each of these gateways. The standard will incorporate landscape and signage design in order to communicate Lufkin's brand and image to visitors as they enter the community.



Gateway Monument Concept

Beautification

A very common topic of discussion during Stakeholder Engagement, was the desire of the community to see enhanced beautification. Comments ranged from a desire for more cleanup events and greater efforts for beautification and property maintenance for properties, to a desire to see beautification of public spaces such as medians and intersections.



Public Space and Parklette Opportunities

Without the public spaces for gathering, communities lack physical spaces for connection to occur. These spaces provide opportunities to sit, walk, talk, and break bread with neighbors or celebrate occasions or milestones within the community. Areas such as parking, bus stops or public parks and plazas should be evaluated for opportunities to enhance. With modest improvements to seating, landscaping, and/or shade structures, empty spaces around the edges of functional spaces can be transformed into attractive features and vignettes for the community. Examples of public space enhancements include Herman Park (Houston), Main Plaza (San Antonio), Buffalo Bayou (Houston) and Town Square (Georgetown).

Food Truck Plaza

Food truck plazas provide practical uses for underutilized open space or parking lots. Additionally, food truck plazas provide opportunities for small businesses to build a customer base, in one of the most difficult industries to enter, the food service industry. Another important benefit to food truck plazas are the increase in draw and traffic to underutilized commercial areas or spaces around the edges of a district. By activating these spaces with food trucks, the community provides opportunity for more circulation in an area. Several spaces downtown could provide an ideal location for a food truck plaza. By placing the plaza downtown, this will create an opportunity to draw residents and visitors to the space on a regular basis. By coordinating placement with the Main Street Merchants, a food truck development could further support downtown redevelopment and provide another amenity to attract visitors and provide food during public events.



Downtown Food Truck Park Concept



Example of Food Truck Park



Downtown Food Truck Park Concept

PLACEMAKING / COMMUNITY FORM



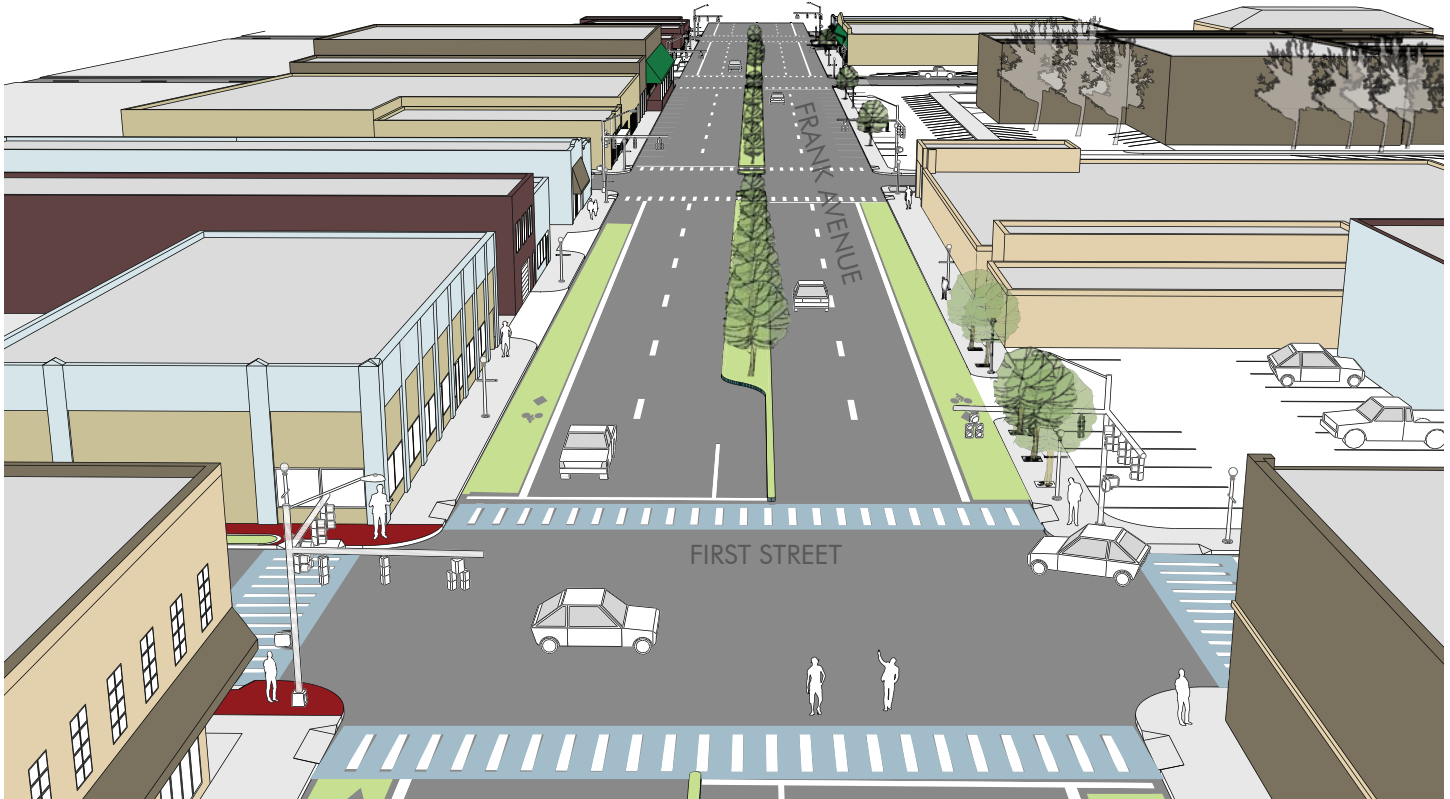
Downtown Enhancement

Opportunities to expand the Downtown footprint and connect the Convention Center to downtown were evaluated and are presented graphically here. By improving streetscapes and lighting along North 1st-4th Streets to Paul Avenue, this will improve the pedestrian experience to and from the Downtown Area and Convention Center. These improvements can set the stage for boutique hotel development in the area to support the attraction of conventions and events to the Convention Center. This will also provide opportunities for convention attendees to walk around the downtown area visiting shops and restaurants in the district.



Existing Frank Avenue Downtown Streetscape from 1st Street to 4th Street.

Enhancements across Frank Avenue on 1st Street are vital to foster and promote pedestrian activity from Downtown to the Convention Center. The following opportunity analysis, series of streetscape illustrations, and cost estimates provide a concept for affordable but meaningful improvements to help facilitate revitalization and enhance connectivity.

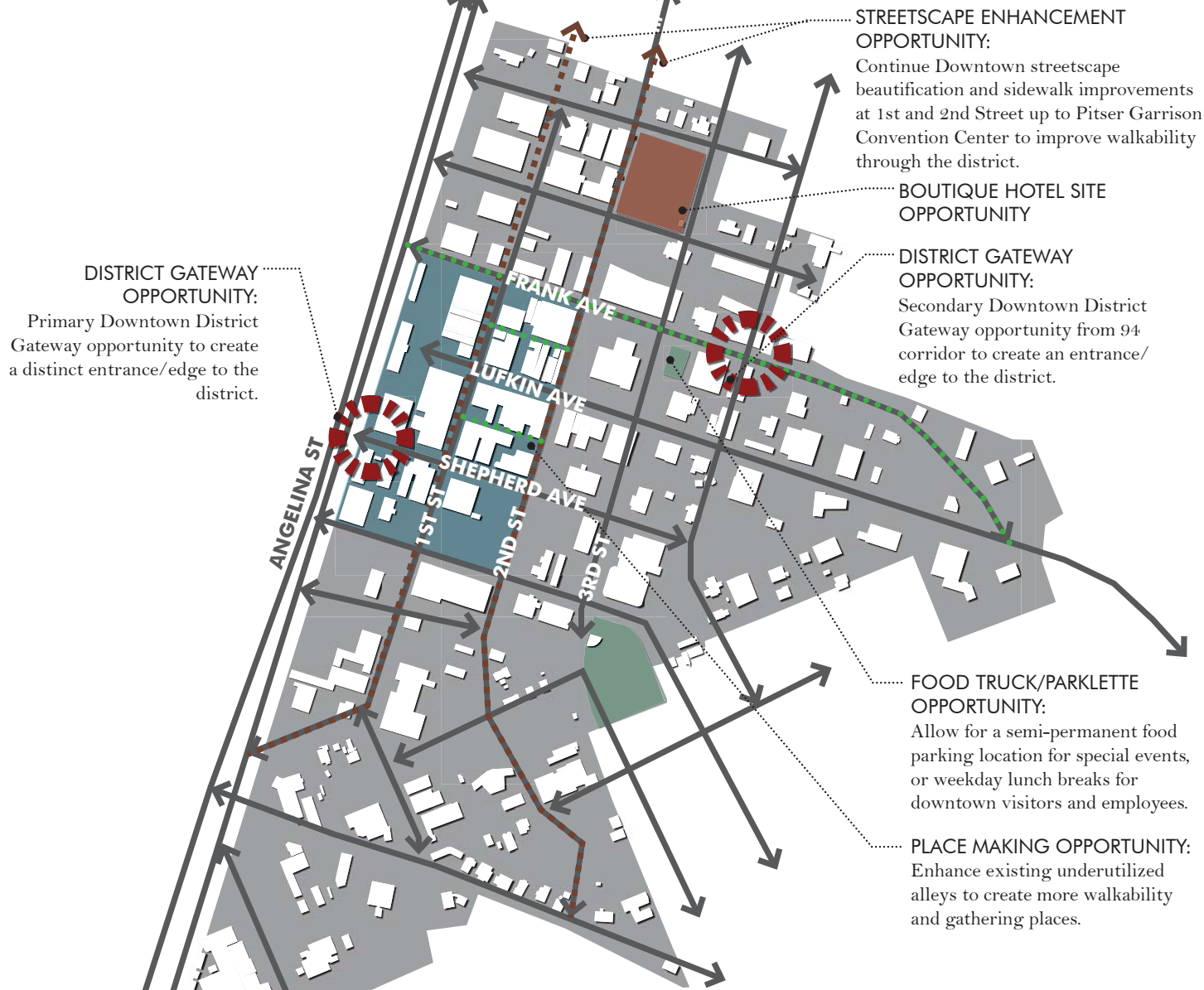


Frank Avenue Downtown Streetscape Concept from 1st Street to 4th Street.

PLACEMAKING / COMMUNITY FORM



PLACEMAKING / COMMUNITY FORM



DISTRICT GATEWAY OPPORTUNITY:
 Primary Downtown District Gateway opportunity to create a distinct entrance/edge to the district.

STREETSCAPE ENHANCEMENT OPPORTUNITY:
 Continue Downtown streetscape beautification and sidewalk improvements at 1st and 2nd Street up to Pitser Garrison Convention Center to improve walkability through the district.






BOUTIQUE HOTEL SITE OPPORTUNITY

DISTRICT GATEWAY OPPORTUNITY:
 Secondary Downtown District Gateway opportunity from 94 corridor to create an entrance/edge to the district.

FOOD TRUCK/PARKLETTE OPPORTUNITY:
 Allow for a semi-permanent food parking location for special events, or weekday lunch breaks for downtown visitors and employees.

PLACE MAKING OPPORTUNITY:
 Enhance existing underutilized alleys to create more walkability and gathering places.

LEGEND

-  EXISTING BUILDINGS
-  DISTRICT GATEWAYS
-  CENTRAL DOWNTOWN
-  CORRIDOR BEAUTIFICATION
-  STREETSCAPE ENHANCEMENT

Lufkin Downtown District Opportunity Analysis



Existing First Street at Frank Avenue Streetscape.



PLACEMAKING / COMMUNITY FORM

First Street at Frank Avenue Streetscape Concept

"I would like to see better signage downtown to direct visitors to parking and other points of interest."

-Lufkin Town Hall Meeting Participant



Existing Second Street at Frank Avenue Streetscape.



2nd Street at Frank Avenue Streetscape Concept

"I would support more City initiated beautification, landscaping and tree planting along thoroughfares."

-Resident Input, Ward Meetings



Existing First Street at Frank Avenue Streetscape.



3rd Street at Frank Avenue Streetscape Concept

PLACEMAKING / COMMUNITY FORM

"I would love to see a defined spot for food trucks. I love the trucks we already have in Lufkin and would love to be able to try more food trucks" -Tucker Johnson (Submitted on PlanLufkin.com)



City of Lufkin

Streetscape Opinion of Probable Costs

N 2nd Street between Frank Ave and railroad tracks

Both sides of 2nd Street with median

Project Total

\$156,957

	Item / Description	Qty	Unit	Unit Costs	Total Costs
1	Site				\$23,070
1.1	Demolition and Disposal				
1.2	Saw cut, removal of concrete walk for pavers and new tree locations	309	sy	20.00	6,180
1.3	Saw cut, removal of roadway and excavation of base for median - median 8 feet wide x 2 1/2 feet deep	222	sy	45.00	9,990
1.4	Excavation for new trees in sidewalk tree locations - 2 1/2 feet deep	20	cy	15.00	300
1.5	New Concrete Curb and Gutter for Median	440	lf	15.00	6,600
2	Hardscape				\$75,672
2.1	Pavers installed on bedding sand - 8 feet wide continuous except for drives and alley	2,776	sf	12.85	35,672
2.2	Tree Grates in sidewalks - concrete frame and steel grate - 75 feet spacing	8	ea	2,250.00	18,000
2.3	Street Lights - Architectural Pedestrian and electric - 75 feet spacing	8	ea	1,500.00	12,000
2.4	Site Furnishings - bench and litter receptacle, surface mount - 150 feet spacing	4	ea	2,500.00	10,000
3	Landscape				\$26,824
3.1	Trees at sidewalk locations, 65 gallon, planting mix, mulch, irrigation	8	ea	725.00	5,800
3.2	Landscape of Medians, planting mix, mulch, plants, irrigation	222	sy	85.00	18,870
3.3	Trees in Median, 65 gallon, irrigation	6	ea	359.00	2,154
4	Excludes				
4.1	Extension and Relocation of Utilities				
4.2	Replacement, Repairs of Pavements				
4.3	Replacement, Repairs of Curbs				
5	General Conditions, Contingency and G.C. Markup				\$31,391
5.1	10% Contingency				\$12,556
5.2	15% G.C. Markup, Overhead and Profit				\$18,834

Burditt Consultants has no control over the cost of labor, materials, equipment, or services furnished by others, or over the Contractor's methods of determining prices, or over competitive bidding or market conditions. Burditt Consultants cannot and does not guarantee that proposals, bids or actual construction will not vary from opinion of probable costs.



Arts and Culture

Another prominent theme was related to an interest in additional arts and cultural activities in the community. Residents expressed a desire to see more public art, art museum as well as additional community events such as concerts. Expansion of the art museum to serve more diverse ages of children was suggested as a way to build advocates for arts and culture. Addition of placemaking features, objects that create a special “feel” or distinctiveness in a place, is a critical, economical way to create special places in Lufkin for residents and tourists.

Cities often use an attribute considered negative as an asset in placemaking. For example, trains which travel through a downtown can become an asset when seating is available for tourists to view the trains, traditions like guessing the number of cars or tipping hats to the conductor can become fun, unique elements which enhance place. Efforts should be made to continue to explore placemaking elements which can be enhanced.

Medical/Education District Enhancement

Opportunities to develop District from an urban design perspective can further establish boundaries for character areas and enhance place. These opportunities are identified in the Medical District Opportunity Analysis on pages 66-67 and the Education District Opportunity Analysis on page 70. These opportunities are further illustrated graphically through the associated renderings of potential development within these districts.



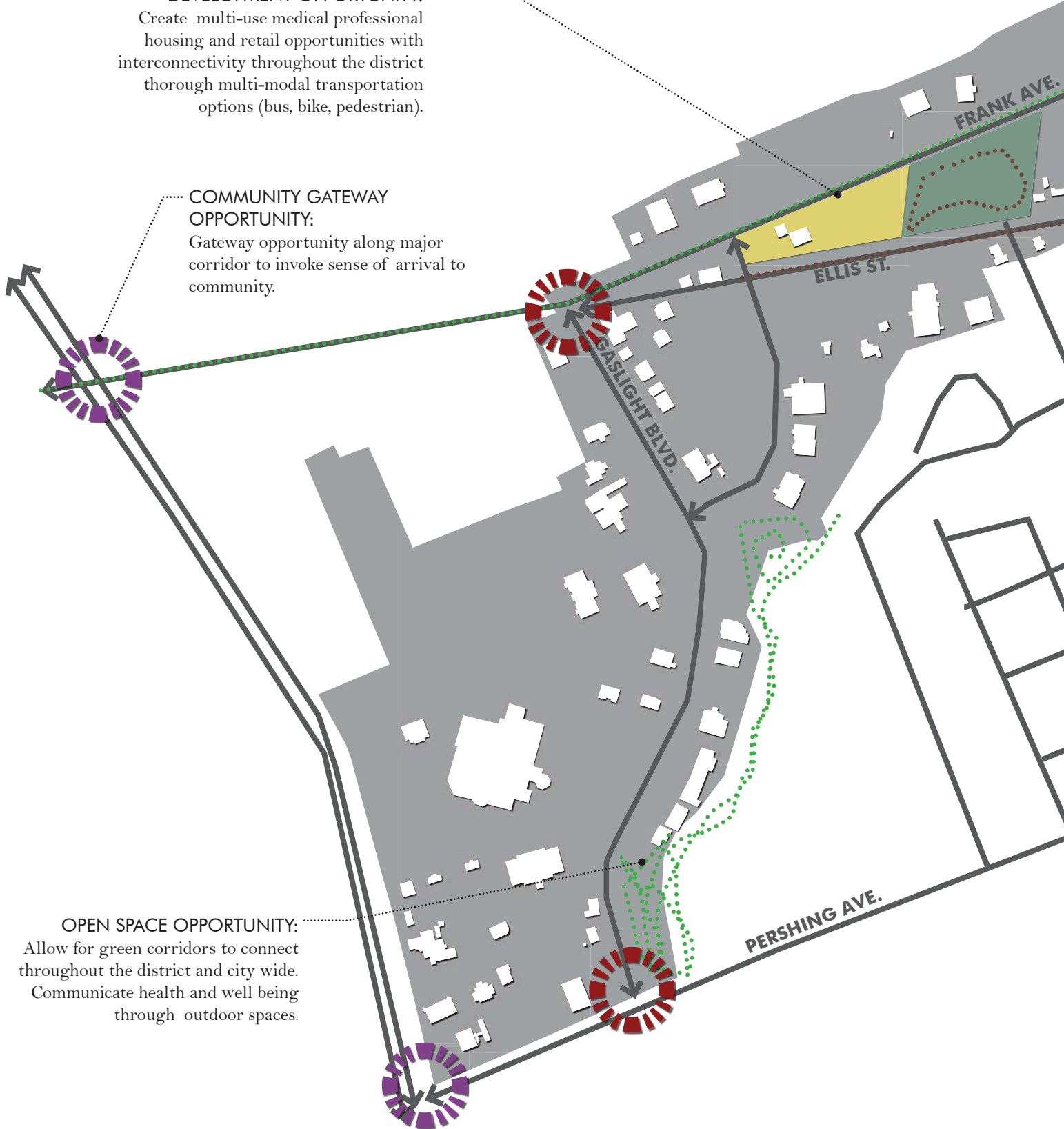
By improving streetscapes and lighting within these districts, increasing landscaping, developing sidewalk and bicycle infrastructure and planning for public transportation circulation, the City can set the stage for mixed use housing, extended stay hotels, and associated retail in these areas to support the attraction of new investment to the Districts. This can also provide an attractive area for further medical service provider investments and/or services for students.



HOUSING AND ECONOMIC DEVELOPMENT OPPORTUNITY:
 Create multi-use medical professional housing and retail opportunities with interconnectivity throughout the district through multi-modal transportation options (bus, bike, pedestrian).

COMMUNITY GATEWAY OPPORTUNITY:
 Gateway opportunity along major corridor to invoke sense of arrival to community.

OPEN SPACE OPPORTUNITY:
 Allow for green corridors to connect throughout the district and city wide. Communicate health and well being through outdoor spaces.










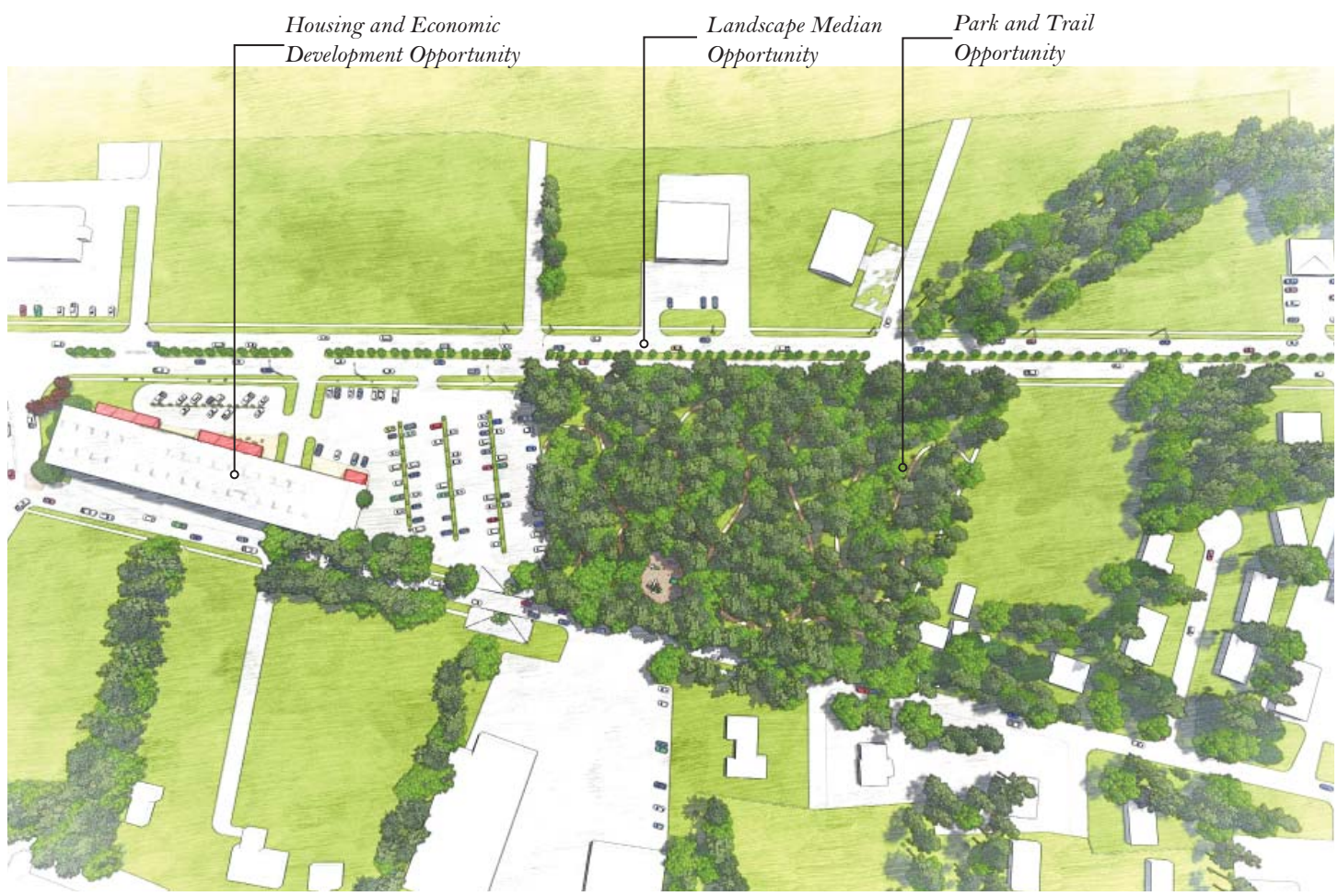
DISTRICT GATEWAY OPPORTUNITY:
 District gateway opportunity with wayfinding, monument signage and landscape.

STREETSCAPE ENHANCEMENT OPPORTUNITY:
 Streetscape and landscape enhancements throughout main corridors to allow for multi-modal transportation (bus, bike, pedestrian).

LEGEND

-  EXISTING BUILDINGS
-  DISTRICT GATEWAYS
-  COMMUNITY MAIN GATEWAYS
-  CORRIDOR BEAUTIFICATION
-  TRAILS

Lufkin Medical District Opportunity Analysis



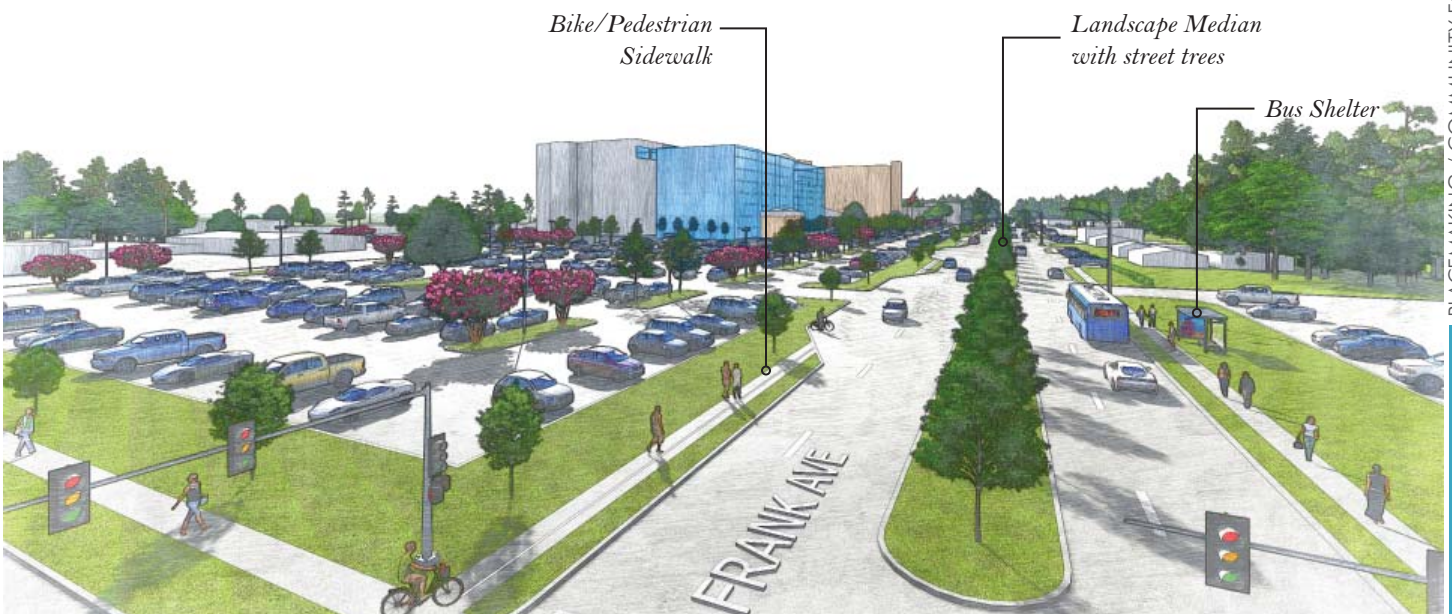
Medical District Master Planned Site Opportunity (corner of Frank/Ellis)



Lufkin Medical District Conceptual Streetscape

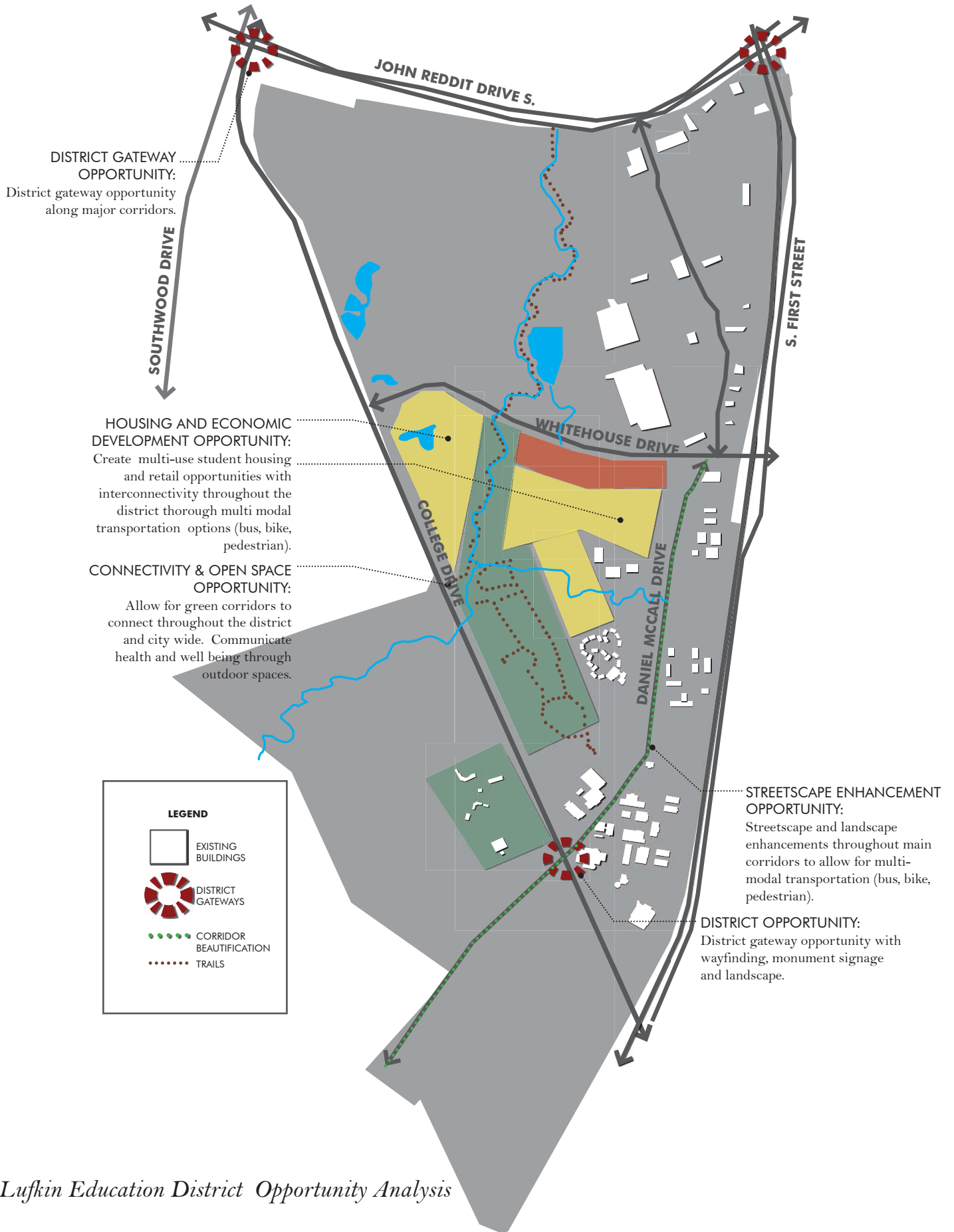


Medical District Park and Trails Opportunity (Ellis Avenue)



Lufkin Medical District Conceptual Streetscape

PLACEMAKING / COMMUNITY FORM



Lufkin Education District Opportunity Analysis



Education District Master Planned Site Opportunity (Along College Avenue)



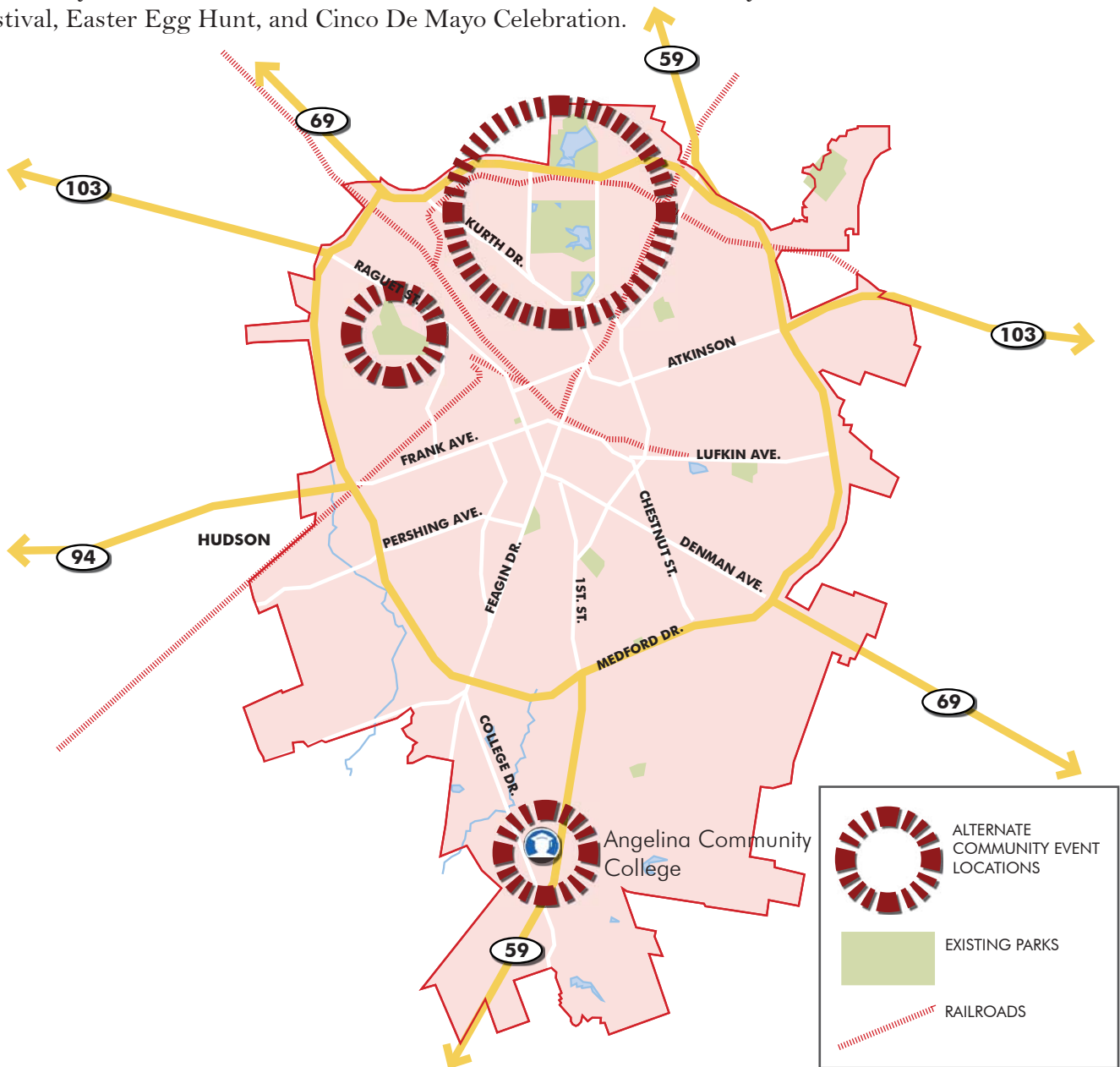
Education District Park and Trails Opportunity (Along College Avenue)



Community Events

Hosting community events throughout the year and alternating event locations in the City of Lufkin can serve to provide opportunities for residents and tourists to gather and socialize. Events should balance both community-oriented and tourism-centric events. Locations should alternate from parks and plazas throughout town to Downtown festivals and recreation tourism events. These events should utilize public spaces where enhancements have been made, like in Downtown, around the Convention Center, and in park spaces such as Jones Park. By providing year round activities to build community connections, celebrate culture and history and draw tourists to the community, Lufkin can truly distinguish itself as a multicultural destination.

Suggestions for future community events which can specifically be held or alternated into the North Lufkin community at Jones Park are a Juneteenth Celebration, MLK Jr. Day Parade and Festival, Veterans Day Festival, Easter Egg Hunt, and Cinco De Mayo Celebration.





Implementation Plan

Implementation Plan-Placemaking/Community Form

01 Goal 1. Perform beautification and quality of life projects for the citizens and visitors of Lufkin, while enhancing the existing infrastructure, gateways, and districts within the community.

Short Term (Years 1-3)

Objective 1.1 Develop standard gateway enhancements with landscaping, for the gateway opportunities in opportunity analysis (page 56).

Objective 1.2 Allocate funding for the implementation of a minimum of one gateway enhancement annually.

Objective 1.3 Work with Lufkin Landscape Taskforce to develop standards landscaping and signage enhancements for public park properties and prioritize based on age of existing signage and visibility. Allocate funding to enhance park gateways/signage, based on established priorities.

Objective 1.4 Identify potential sites for parklette/food truck opportunities Downtown. Work with the Lufkin Economic Development Corporation (LEDC) to allocate funding for the development.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Lufkin Landscape Taskforce, Lufkin Economic Development Corporation (LEDC)

Mid Term (Years 4-5)

Objective 1.5 Allocate funding annually for the relocation of overhead utility lines, underground. Priority should be placed on Downtown, Medical and Education Districts.

Objective 1.6 Study parking demand in Downtown Lufkin and identify a site for a future parking garage. Work with Angelina County to jointly fund the construction of the structure to support County office/courthouse parking.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Angelina County

Long Term (Years 6-10)

Objective 1.7 Establish annual assessment process for evaluating visual quality of state roadways and communicate results of the assessment to TXDOT. Work with TXDOT to improve conditions and provide landscaping for priority projects, as appropriate.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin, TXDOT

Implementation Plan

Implementation Plan-**Placemaking/Community Form**

02

Goal 2. Build on the strength of public spaces during development of commercial and industrial areas, which strengthen the community’s social connections, sense of community and enhance place. (Examples of such areas include a Medical District, Education District, and Downtown)

Short Term (Years 1-3)

Objective 2.1 Host a Community Event public meeting to propose ideas for other community events and discuss relocating certain events to the North Lufkin area. Upon public feedback, present to City Council for consideration.

Objective 2.2 Allocate funding for trail development in coordination with Medical, Education, and Downtown Districts. Priority should be placed on working with Angelina College to extend the trail on their campus to the Azalea Trail. Secondary trail development should occur within the Medical District.

Objective 2.3 Work with the Art in Public Places organization to identify opportunities for artwork instillation within the Medical, Education and Downtown District. Once opportunities are identified, allocate funding for one piece annually.

Objective 2.4 Develop an art and culture walk to connect all murals and public art. Develop marketing materials (print map, electronic map) along with interpretive elements. Advertise through Lufkin CVB and City of Lufkin websites.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin

Mid Term (Years 4-5)

Objective 2.5 Allocate funding for Education District Gateway Signage (Per Opportunity Analysis, Page 70), designed comparably to the standard gateways.

Objective 2.6 Allocate funding for Medical District Gateway Signage (Per Opportunity Analysis, Page 66-67), designed comparably to the standard gateways.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin

Long Term (Years 6-10)

Objective 2.6 Establish one additional annual festival, celebrating the heritage of Lufkin and arts and culture.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



Implementation Plan

Implementation Plan-Placemaking/Community Form

03

Goal 3. In order to maintain place and character, attention must be paid to beautification and enhancement of gateways, corridors, and neighborhoods. The enhancement of these spaces should include landscaping, hardscaping, wayfinding and lighting.

Short Term (Years 1-3)

Objective 3.1 Work with Planning and Zoning Commission to study and develop commercial design guidelines for Downtown and commercial corridors, including landscaping, signage, screening, materials and buffering requirements. After development, recommend to City Council for consideration.

Objective 3.2 Working with Planning and Zoning Commission, study and develop landscaping requirements for residential front yards, with minimum of 15% requirement. After development, recommend to City Council for consideration.

Objective 3.3 Incorporate corridor beautification recommendations into Capital Improvement Plans. Allocate funding for these improvements along with the public improvements in Districts (Medical, Education, Downtown).

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin

Mid Term (Years 4-5)

Objective 3.4 Working with the Planning and Zoning Commission, study policy guiding residential lot orientation away from major thoroughfares. After development, recommend to City Council for consideration.

Objective 3.5 Working with TXDOT, study the realignment of Frank Avenue, From First to Fourth Streets to include a landscaped median and dedicated turn lanes. Allocate funding to participate in the enhancement of this corridor (pages 59-63).

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, TXDOT

Long Term (Years 6-10)

Objective 3.6 Allocate funding for Downtown Gateway signage, designed comparably to the standard gateways.

Objective 3.7 Establish two annual beautification events in the community. These can range from a Keep Texas Beautiful Trash-Off event or Big Event, enlisting volunteers to provide gateway, district, and neighborhood cleanup (litter pick-up, lawn care and exterior improvements to residential and commercial property).

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



NATURAL RESOURCES



NATURAL RESOURCES



Existing Conditions

Green Infrastructure

An often overlooked component of a city’s infrastructure that provides a service to the people and environment is comprised of the natural resources such as creeks and rivers, floodplain, forests and natural areas. These land cover types provide a variety of services critical to maintaining a healthy community and ecosystem. Some of these ecosystem benefits include the following:

- Storm Water Runoff Reduction
- Water Quality (sediment reduction)
- Air Quality (pollutant capture)
- Carbon Storage and Sequestration
- Energy Use Reduction (cooling costs)
- Erosion Control
- Aesthetics, Recreation & Quality of Life

The forests in Lufkin are a fundamental component of the City’s natural, cultural, and economic history and continue to be valued by residents and visitors alike. Over time the forest canopy may be reduced as land is cleared for development in some areas, while other areas may continue providing ecosystem benefits, merchantable timber, recreation, and many other benefits to the community.

Quantifying the extent of the forest canopy, whether in urban or rural areas, is important for understanding the value of the resource. In some communities, forest canopy is being preserved in lieu of stormwater management facilities in order to address stormwater runoff by utilizing overland detention and soil percolation rather than traditional storage systems. Some of the key stormwater related benefits of the tree canopy include:

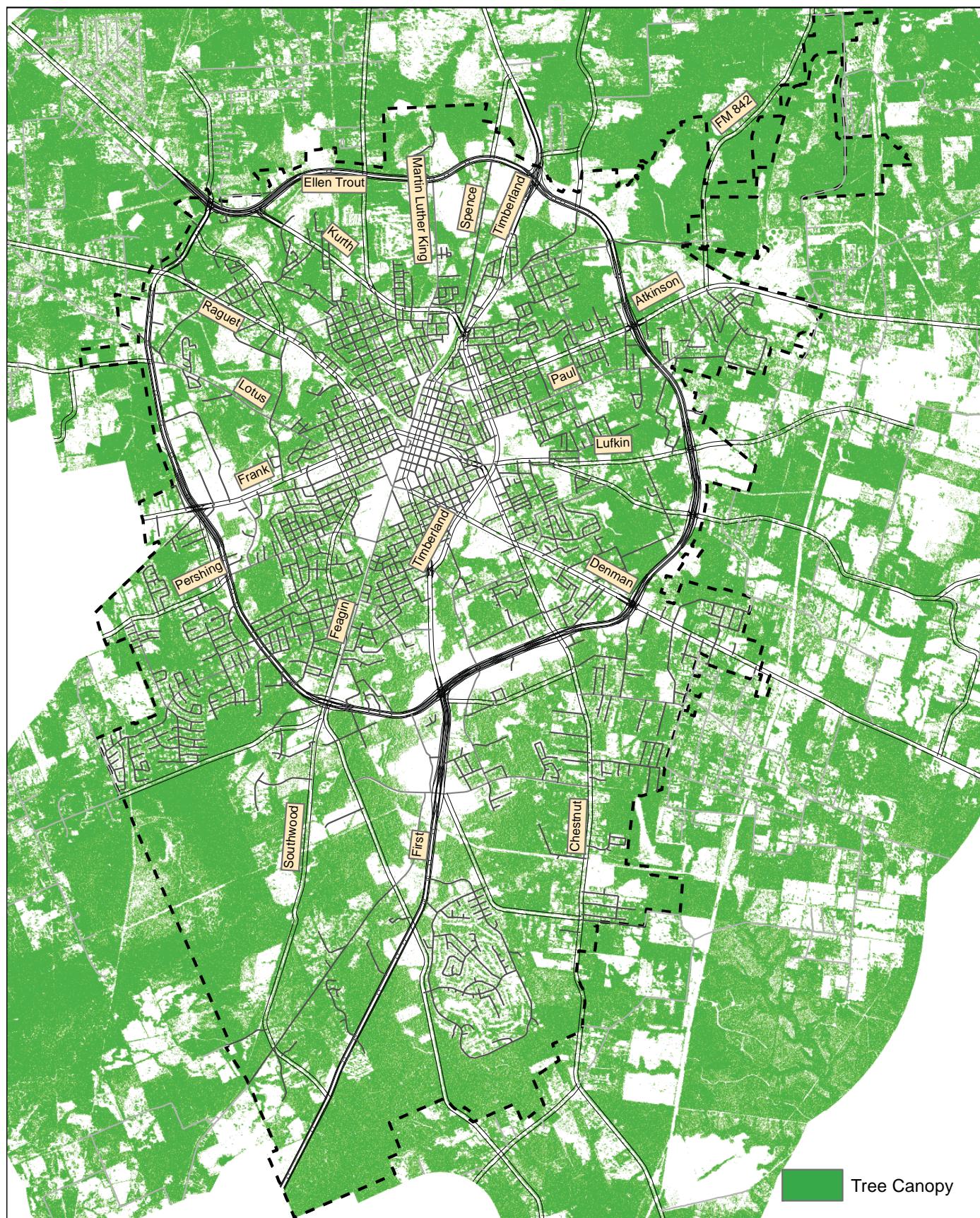
- Trees reduce stormwater runoff by capturing and storing rainfall in their canopy and releasing water into the atmosphere.
- Tree roots and leaf litter create soil conditions that promote the infiltration of rainwater into the soil.
- Trees help slow down and temporarily store runoff and reduce pollutants by taking up nutrients and other pollutants from soils and water through their roots.
- Trees transform pollutants into less harmful substances.¹

An inventory of the existing tree canopy was conducted for land within the Lufkin City Limits and Extra-Territorial Jurisdiction (ETJ) utilizing 2016 Color-Infrared Aerial Photography. The inventory methodology involved a classification of the aerial photography where each image pixel is attributed a “land cover” value based on a comparison to sample areas that have been identified as tree canopy. The results of this analysis conclude that a total of 34.44% of the land within the City Limits and ETJ is composed of tree canopy or heavy brush, with remaining areas made up of grass, roads/impervious surfaces, rooftops, bare ground, or water.

¹ U.S. Environmental Protection Agency, *Stormwater to Street Trees: Engineering Urban Forests for Stormwater Management*, 2013



Tree Canopy Inventory



NATURAL RESOURCES



i-Tree Canopy

Using the i-Tree Canopy tool developed by the U.S. Department of Agriculture, a similar image classification technique is used to analyze the benefits provided by the forest canopy. This tool was implemented for land within the City Limits and ETJ of Lufkin with a reported percentage of Tree, Non-Shrub cover of 47.4%.

About i-Tree Canopy

The concept and prototype of this program were developed by David J. Nowak, Jeffery T. Walton and Eric J. Greenfield (USDA Forest Service). The current version of this program was developed and adapted to i-Tree by David Ellingsworth, Mike Binkley, and Scott Maco (The Davey Tree Expert Company).



Downtown Lufkin

Limitations of i-Tree Canopy

The accuracy of the analysis depends upon the ability of the user to correctly classify each point into its correct class. As the number of points increases, the precision of the estimate will increase as the standard error of the estimate will decrease. If too few points are classified, the standard error will be too high to have any real certainty of the estimate.

Communities across the Country are beginning to realize the benefits of forests to reduce the actual cost of stormwater management compared to installation traditional stormwater management systems such as detention ponds and wetlands. Utilizing the i-Tree Landscape tool, a web-based analysis was conducted to evaluate the stormwater benefits provided by forests within Lufkin’s City Limits. Forests within Lufkin City Limits provide an estimated total of 736,164 cubic meters of avoided stormwater runoff per year. This volume equates to approximately 25,997,386 cubic feet of stormwater runoff that is prevented. To understand the monetary value of this benefit, it is helpful to compare this volume to the average cost of common stormwater management facilities as determined by the EPA:

Management Practice	Cost (\$/cubic foot)	Forest Benefit (Low Estimate)	Forest Benefit (High Estimate)
Retention and Detention Basins	\$0.5 to \$1.00	\$12,998,693	\$25,997,386
Construction Wetland	\$.065 to \$12.25	\$16,898,301	\$32,496,733
Infiltration Trench	\$4.00	\$103,989,544	
Infiltration Basin	\$1.40	\$36,396,340	
Bio-retention	\$5.30	\$137,786,146	
Grass Swale	\$0.50	\$12,998,693	
Air Quality		\$139,929,931	



Parks and Outdoor Recreation

The National Recreation and Park Association (NRPA) publishes Recreation, Park and Open Space Standards and Guidelines which include criteria for the provision of parks and recreation facilities and open space. The criteria are based on a national survey of municipalities of all sizes and geographic regions. These standards offer guidance to municipalities for parks and recreation planning. As with all communities, Lufkin has unique characteristics that require consideration of local demand for parks and recreation facilities that reflects the values and interests of residents in addition to the recognized standards.

NRPA recommends creating a park classification system that categorizes parks based on use, size, and service area. Examples include Neighborhood parks with 1/4 mile service areas (5-10 minute walk) versus City parks with 1 mile or more in service area. ***For a complete inventory and classification of Lufkin Parks, please refer to the existing Lufkin Parks and Recreation Facilities and Programs Master Plan.***

Parks Standards

NRPA suggests a minimum of 6.25 to 10.5 acres of park land per 1,000 population. This standard would suggest that the City of Lufkin should provide 224.4 to 377 acres of park land for its residents. Currently the City provides approximately 676 acres of total park land, for a total 18.83 acres per 1,000 population.

The City's total "developed" park area is 318.64 acres. This includes all park areas that are actively maintained, therefore excludes park acreage in Lufkin that is lake surface area or part of the Ellen Trout Zoo property. When looking at standards for "developed" park land, Lufkin provides 8.87 acres per 1,000 residents. This indicates that Lufkin is above the recommended minimum for park land at this time, however it will be important to consider growth in population and demand in the future.

The Benefits of Parks and Open Space

For a number of years, parks and recreation professionals have attributed parks and open space to quality of life for a community, or the standard of health, comfort and happiness experienced by individuals or groups. It is understood that parks improve aesthetics and ecological services such as mitigating stormwater runoff, cleaning the air we breathe, and providing wildlife habitat in the urban environment. Additionally, the community opportunity to realize health, comfort and happiness takes the form of increased physical activity and improved overall physical health of community members. Studies have even shown that parks can increase the property values of homes in a community. "The real estate market consistently demonstrates that many people are willing to pay a larger amount for a property located close to parks and open space areas than for a home that does not offer this amenity," writes John L. Crompton, a professor at Texas A&M University who has published extensive research on parks and recreation.²



Kirwanis Park, Lufkin

² Crompton, John. (Spring 2010) *Journal of Park and Recreation Administration*. "An Analysis of Parkland Dedication Ordinances in Texas." Volume 28, Number 1 (pp. 70-102).



Regional Outdoor Recreation

Several outdoor recreational opportunities are available around the Lufkin area which contribute to the community’s amenities and provide a rich environment for outdoor enthusiasts. The Angelina and Davy Crockett National Forests and Sam Rayburn Lake, surround the City of Lufkin, providing a number of outdoor recreation opportunities.

Angelina National Forest is 153,180 acres of forest land, adjacent to the Sam Rayburn Reservoir, a 114,500 acre lake on the Angelina River. The Davy Crockett National Forest is a 160,000 acre forest. Collectively, there are camping, hiking, equestrian trails, wildlife viewing, boating, fishing and other nature education opportunities throughout these facilities.

Existing Trails

Current trails within Lufkin’s parks and trail system include the Lost Arrow Hiking and Biking Trail, Angelina Fitness Trail, Zoo and Azalea Trail. Trails provide excellent opportunities for exercise and enjoyment of residents and visitors, with connections from neighborhoods to parks, schools and other points of interest in the community. Lufkin’s trails take advantage of under-utilized drainage corridors to create linkages between public spaces and neighborhoods for a pedestrian corridor. Future expansion of trails in other areas of the community should seek to continue utilizing these corridors to maximize recreation value, while minimizing the costs of land acquisition.

NATURAL RESOURCES

Consider more recreation tourism programming at Sam Rayburn reservoir (fishing tournaments, boat races/shows)

- Ward Meeting Resident Input



Water Recreation Example (Davy Crockett National Forest)



Angelina National Forest



Hiking Trail Example (Davy Crockett National Forest)



Goals

GOAL #1

Preserve and enhance Lufkin’s natural resources through policy, which maintains the existing tree canopy and natural areas within the community.

GOAL #2

Guide future growth and development through subdivision and zoning ordinances, which provides for park, open space and trail opportunities, while protecting and preserving the natural environment.

GOAL #3

Encourage the preservation of the existing character of Lufkin through Low Impact Design standards which retain the natural systems of the community, including the water and parks systems.

GOAL #4

Develop a network of pedestrian and bicycle ways throughout the Lufkin area to include an interconnected system of paths, trails, lanes, and routes that are multipurpose, accessible, convenient and connect parks, schools, workplaces, shopping, open spaces and other destinations.

Natural Space Preservation

As the community grows and additional property within the City limits and ETJ develops, communities possess several tools which when enacted can be opportunities to preserve and protect the natural resource systems. Policy guidelines such as Low Impact Development Standards, Parkland and Open Space Standards, Landscaping Standards and Impact Fees can all work together to implement Sustainability Goals of protecting and enhancing the community’s natural resources. As much of Lufkin’s character and heritage rest within the natural environment of its iconic pines, the community could consider to what extent it values open space and tree preservation and how those values should be translated into policy. Developing a sustainability framework (such as the example provided on page 65) can further communicate goals related to sustainable development. These show how the community can implement through development guidelines.

Once sustainability goals have been communicated clearly, the community can then develop Low Impact Development Standards, Parkland and Open Space Preservation Standards, Landscaping Standards and Impact Fees to enable the community to protect and preserve the natural environment as development occurs.

If policy recommendations are made, a communication plan should be developed to assist the community with marketing and communicating the purpose and impact of these standards to developers and residents. In order to encourage the use of these standards, Council and Staff could work with the Economic Development Corporation to develop an incentive or grant program for developers and businesses wishing to incorporate the Low Impact Development Standards into site design.



Sustainability Initiatives

Issues	Area of focus	Representative Strategies
 <p>STEWARDSHIP</p>	<p>Education</p> <p>Regional Economics</p>	<p>On-site naturalist and educational programs + Volunteer restoration program + Education and outreach for residents and guests on sustainable use of resources + Partnerships with institutions of higher learning for research</p> <p>Generate living wage jobs + Create foundation for long-term economic development + Create partnership with institutions of higher education and workforce training organizations</p>
 <p>ENERGY</p>	<p>Reduce Demand</p> <p>Renewable Production</p>	<p>Utilize passive heating and cooling + Low-energy appliances + Natural Daylight + Efficient Lighting + High-efficiency climate control + Tree canopy requirements</p> <p>Biomass energy production + Solar power (PV) Micro Hydro Power + Wind Turbine + Geothermal HVAC systems</p>
 <p>WATER</p>	<p>Reduce Demand</p> <p>Protect Quality</p>	<p>Selection of native drought-tolerant plants + High-efficiency irrigation with recycled water + High efficiency equipment + Rainwater Collection</p> <p>Bio-filtration systems + Pervious paving systems</p>
 <p>HABITAT</p>	<p>Diversity</p> <p>Reduce Footprint</p>	<p>Encourage biological diversity through habitat restoration and regeneration + Facilitate stewardship of this diversity through education</p> <p>Protect streams and wetlands + Cluster development to minimize development footprint + Smaller building footprints + Low-impact road and infrastructure design</p>
 <p>COMMUNITY</p>	<p>Character + Place</p> <p>Vitality</p>	<p>Unique vernacular architecture + Campus Community + Indigenous materials</p> <p>Cluster density and activity at core + Trails and common areas to serve as focal points for interaction + Outreach and program support for interactive activities + Provide for inter parcel pedestrian and vehicular connections</p>

NATURAL RESOURCES



Park Land and Open Space Preservation

In Randall Ardent's, *Rural By Design*, the author discusses preserving open space in order to protect small town character. Open spaces around the edges of communities or undeveloped properties dispersed throughout a community core are, "favored aspects of traditional small towns." He goes on to state that, "few things change the character of small towns and rural communities more than the conversion of these natural areas to development³." Through the course of public input, Lufkin residents voiced an appreciation for open and natural space preservation in addition to multi-use trails. These community amenities contribute to the quality of life residents value and desire to see as the community grows and develops.

A tool to ensure open space preservation and development is a priority through the growth of the community, is a Park and Open Space Dedication Ordinance. These policies are opportunities for the community to realize open space preservation and park development at a pace concurrent with subdivision development and household growth in the community. It is recommended the current Subdivision Ordinance be reviewed to provide specific requirements for the dedication of parkland and development of park facilities, which are in line with the recommended standards of the community as residential subdivision development occurs. The methodology and requirement regulations should reflect current parkland levels of service as determined in the Parks Master Plan.

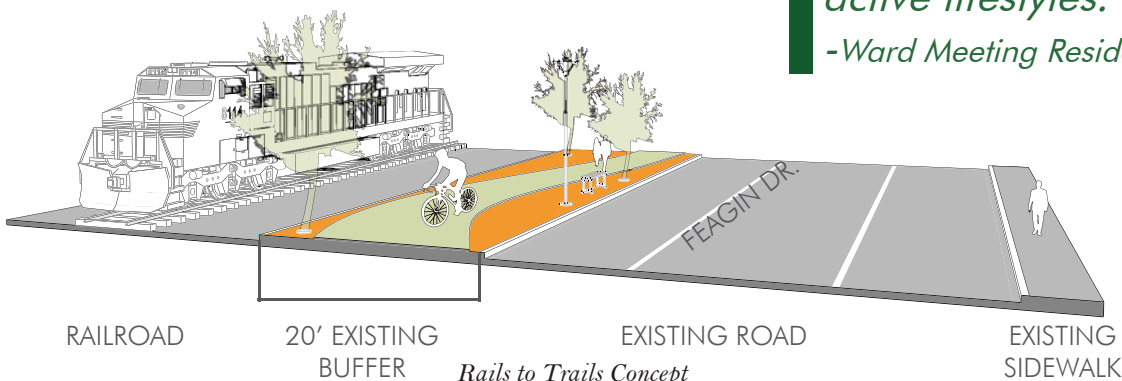
Finally, open space dedication and parkland development should be a discussion in pre-development meetings with potential developers. If open space is discussed as a value which should be enhanced, protected, or preserved for future development, developers will have the opportunity to appropriately respond to this community value through site design. It is recommended park professionals or landscape architects be utilized throughout the process of development review to encourage creative design which enhances the community and mindfully mitigates impacts to the community. Sustainable development requires clear communication of values while providing a certain amount of common sense and flexibility in the application.

Future Trails

Recommendations for future trail development were made through the process of planning for pedestrian connectivity in the community. ***In evaluating trail connectivity, opportunities along existing rail or roads leading to parks were considered as a means for connecting parks and opening spaces within the community as well as provided additional trail opportunities (See concept below).***

"I desire to see more recreational-friendly culture and recreational programming to support active lifestyles."

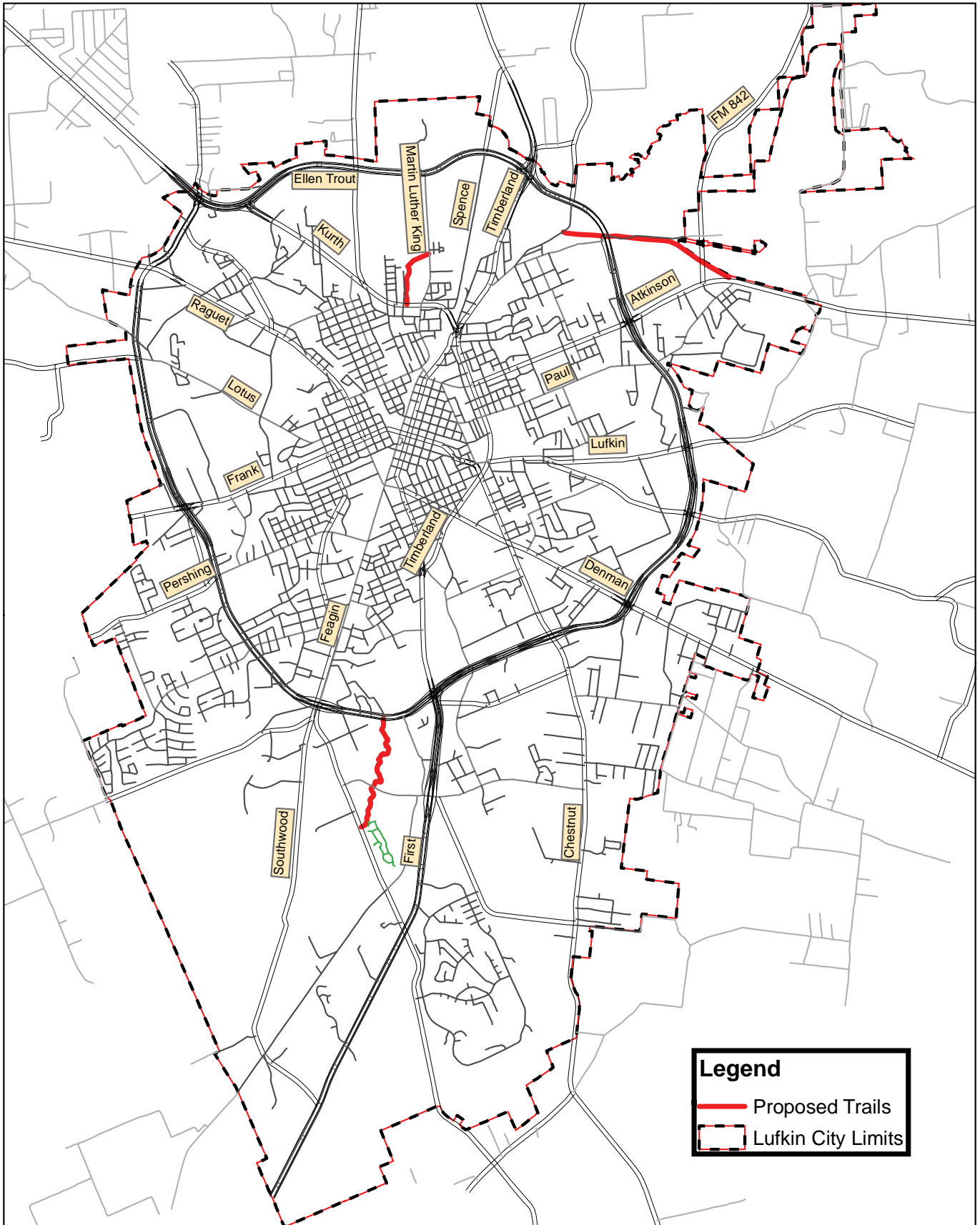
-Ward Meeting Resident Input



³ Ardent, Randall. *Rural By Design*. American Planning Association, 1994. (p. 5)



Proposed Trails





Future Outdoor Recreation

Finally, the community should consider partnering with regional recreation providers and the Lufkin Convention and Visitor's Bureau to market regional recreation opportunities as well as plan for and host year-round outdoor recreation. Events such as fun runs (Glo Run, Color Run⁴), sprint triathlons or adventure racing (Muddy Buddy, Spartan Race, Tough Mudder⁵) could provide year-round recreational activities for residents and visitors to Lufkin while utilizing and promoting parks and other outdoor recreation within the area. Also, by alternating these events to various park facilities throughout the community, Lufkin can engage various residential areas and activate residents to experience these parks outside of organized events.

Low Impact Design (LID)

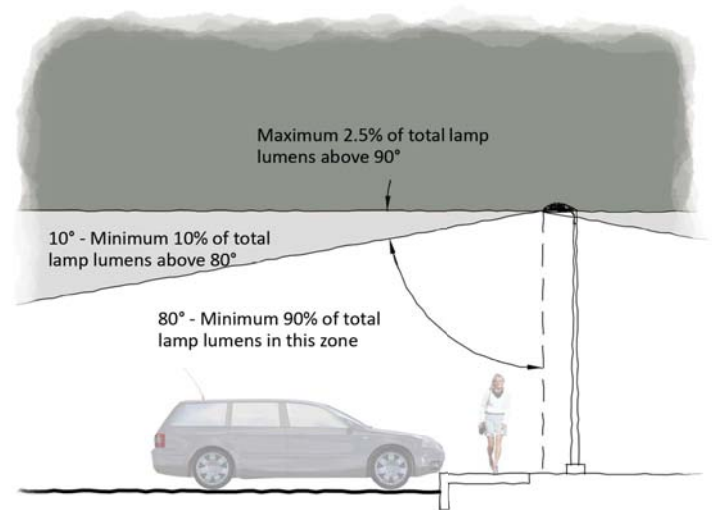
In a world of ever-decreasing natural resources and increasing development, it becomes important for the City to consider and adopt Low Impact Development (LID) techniques during design and construction of parks and facilities. Issues such as stormwater management, water quality, heat islands, and water conservation can be addressed through sound design principles.

Tools such as bio-retention of stormwater, bio-swales, use of drought-tolerant native plant materials and rainwater harvesting can effectively be implemented in park and facility designs. Use of such tools are rapidly becoming a standard practice and, in some cases a requirement, in communities nationwide.

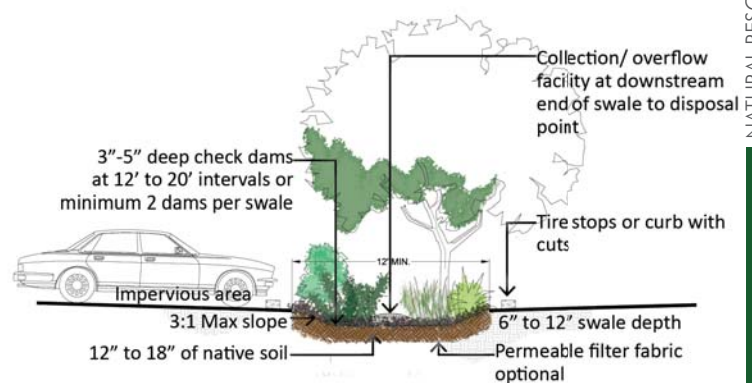
In addition to being a matter of good environmental stewardship, design and implementation of LID techniques in the City's projects can also improve the City's overall rating with the Federal Emergency Management Agency's (FEMA) Community Rating System. Improving the City's score with this system can result in discounted insurance rates city-wide.

LED Lighting

An important consideration with the replacement or installation of lighting and both parks and facilities is the use of LED lighting. LED light fixtures use remarkably less energy compared to incandescent bulbs and provide costs savings as well as promote sound environmental stewardship. City of Lufkin leadership has already taken proactive steps to work with Oncor to install LED lighting for on street lamps along public rights of way.



Full Cut-off lighting diagram



Vegetated Swale

⁴ See <http://www.theglorun.com> or <http://thecolorrun.com>

⁵ See https://toughmudder.com/3-million-mudders?utm_source=bing&utm_medium=cpc&utm_content=Brand-A&utm_campaign=tmf-july17-discount2-US&utm_term=tough%20mudder



Implementation Plan

Implementation Plan-Natural Resources

01 Goal 1. Preserve and enhance Lufkin’s natural resources through policy, which maintains the existing tree canopy and natural areas within the community.

Short Term (Years 1-3)

Objective 1.1 Work with the Lufkin Parks Board to launch a public education process on sustainable community development goals. The board can work to educate the community on sustainability and solicit input on the support for sustainable policy.

Objective 1.2 Identify opportunities within the Parks and Recreation Department facilities to incorporate tree and natural space preservation. Install interpretive signage to educate the community on the value of tree and natural space in the Lufkin community.

Objective 1.3 Work with the Planning and Zoning Commission to evaluate Lufkin development standards and identify opportunities to enhance policy which would maintain the existing tree canopy and natural areas within Lufkin.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Parks Board, Planning and Zoning Commission

Mid Term (Years 4-5)

Objective 1.4 Working with the Parks Board and Planning and Zoning Commission, facilitate a series of community meetings with targeted stakeholders to discussed proposed policy changes.

Objective 1.5 Present proposed policy for adoption upon recommendation from Parks Board and Planning and Zoning Commission.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Parks Board, Planning and Zoning Commission

Long Term (Years 6-10)

Objective 1.6 Work with Lufkin CVB and Parks Board to identify regional outdoor recreation events to draw people to the Lufkin Parks.

Objective 1.7 Work with the Lufkin Economic Development Corporation (EDC) to develop a business incentive program which incentivizes tree and open space preservation through new site development.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin, Lufkin CVB, Parks Board, Lufkin EDC



Implementation Plan

Implementation Plan-Natural Resources

02 Goal 2. Guide future growth and development through subdivision and zoning ordinances, which provide for park, open space and trail opportunities, while protecting and preserving the natural environment.

Short Term (Years 1-3)

Objective 2.1 Work with the Lufkin Parks Board to launch a public education process on sustainable community development goals. The board can work to educate the community on sustainability and solicit input on the support for sustainable policy.

Objective 2.2 Work with the Parks Board and Planning and Zoning Commission to evaluate Lufkin development standards and identify opportunities to enhance policy which would provide for park, open space, and trail opportunities within Lufkin.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Parks Board, Planning and Zoning Commission

Mid Term (Years 4-5)

Objective 2.3 Working with the Parks Board and Planning and Zoning Commission, facilitate a series of community meetings with targeted stakeholders to discussed proposed policy changes.

Objective 2.4 Present proposed policy for adoption upon recommendation from Parks Board and Planning and Zoning Commission.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Parks Board, Planning and Zoning Commission

Long Term (Years 6-10)

Objective 2.5 Work with the Lufkin Economic Development Corporation (EDC) to develop a business incentive program which incentivize park, open space and trail preservation through new site development.

Time-Frame: FY 2024-2028

Funding Source: Hotel Occupancy Tax Revenue

Partners: Lufkin CVB, City of Lufkin, Lufkin ISD, Angelina College



Implementation Plan

Implementation Plan-Natural Resources

03

Goal 3. Encourage the preservation of the existing character of Lufkin through Low Impact Design standards which retain the natural systems of the community, including the water and parks systems.

Short Term (Years 1-3)

Objective 3.1 Work with the Lufkin Parks Board to launch a public education process on sustainable community development goals.

Objective 3.2 Identify opportunities within the Parks and Recreation Department facilities to incorporate Low Impact Development into public facilities and parks. Install interpretive signage to educate the community on the value of Low Impact Development in the Lufkin community.

Objective 3.3 Work with the Planning and Zoning Commission to evaluate Lufkin development standards and identify opportunities to enhance policy which would require Low Impact Development within Lufkin.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Parks Board, Planning and Zoning Commission

Mid Term (Years 4-5)

Objective 3.4 Working with the Parks Board and Planning and Zoning Commission, facilitate a series of community meetings with targeted stakeholders to discussed proposed policy changes.

Objective 3.5 Present proposed policy for adoption upon recommendation from Parks Board and Planning and Zoning Commission.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Parks Board, Planning and Zoning Commission

Long Term (Years 6-10)

Objective 3.6 Work with the Lufkin Economic Development Corporation (EDC) to develop a business incentive program which incentivizes tree and open space preservation through new site development.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin, Lufkin CVB, Parks Board, Lufkin EDC



Implementation Plan

Implementation Plan-Natural Resources

04

Goal 4. Develop a network of pedestrian and bicycle ways throughout the Lufkin area to include an interconnected system of paths, trails, lanes, and routes that are multi-purpose, accessible, convenient and connect parks, schools, workplaces, shopping, open spaces and other destinations.

Short Term (Years 1-3)

Objective 4.1 Work with the Lufkin Parks Board to further prioritize trail development from the Proposed Trails Map (page 82).

Objective 4.2 Work with the Parks Board and Planning to identify funding opportunities for trail development in Lufkin. Identify priorities and match to Texas Parks and Wildlife and/or Texas Department Of Transportation grant opportunities.

Objective 4.3 Working with the Parks Board, facilitate a series of community meetings with targeted stakeholders to discussed proposed trails to raise awareness of planning efforts and identify opportunities for private partnerships for development.

Time-Frame: FY 2019-2021
Funding Source: Trail Grants
Partners: City of Lufkin, Parks Board

Mid Term (Years 4-5)

Objective 4.3 Continue to work to implement the Lufkin Parks and Recreation and Programs Master Plan. The implementation of new programs should include opportunities to promote trails and trail development in Lufkin.

Objective 4.4 Continue to work with Parks Department Facility Staff to ensure high quality maintenance programs are enacted to ensure community facilities are clean and attractive for visitors. This should include regular trail maintenance.

Time-Frame: FY 2022-2023
Funding Source: Trail Grants
Partners: City of Lufkin, Parks Board

Long Term (Years 6-10)

Objective 4.5 Work with Angelina College and Lufkin ISD to develop future trails which connect neighborhoods to schools and Angelina College to the Downtown.

Objective 4.6 Evaluate opportunities to require trail rights of way dedication and development fee dedication, through subdivision development. This will enable the community to develop the trail system in accordance with growth of the community.

Time-Frame: FY 2024-2028
Funding Source: N/A
Partners: City of Lufkin, Lufkin ISD, Angelina College, Parks Board



HISTORIC AND CULTURAL RESOURCES





Existing Conditions

Historic and cultural resources in a community link community identity and a community's residents to their ancestors and heritage. Each provide physical evidence of growth, change, resiliency and pride. These resources often become the backbone of land use and development guidelines and establish precedents for the built environment and pave the way for other culture and art enhancements, which become another cornerstone of community brand and image.

History of Lufkin

This summary of the history of the City of Lufkin is informed by the Texas State Historic Association's overview of Lufkin, the City of Lufkin website and the 2001 Comprehensive Plan.

"The City's birth occurred in 1882 when the Houston, East and West Texas Railway built a rail line through the settlement. One of the stops along the way from Houston to Shreveport, Louisiana, became Lufkin, named for Captain Abraham P. Lufkin, a Galveston cotton merchant. Soon after the railroad arrived in 1882, the public sale of lots in town was advertised. At the same time, many of the businesses and professionals from nearby Homer began to move to Lufkin to be closer to the railroad. Among the first stores in town were S. Abram's general store, Joseph Kerr's grocery and saddle shop, and W. H. Bonner's general store. These were all centered around the Cotton Square (in the square, just behind the depot, cotton was stored before shipment on the railroad), which soon became the core of activity for Lufkin.

A post office was established in the City in 1882, and in 1883, a telegraph line was strung from Nacogdoches to Lufkin. October 15, 1890 was the day the town was incorporated, and on November 15, J. M. Smith, owner of the Smith Hotel, was elected the first mayor of Lufkin.

In 1890, a timber boom resulted in hundreds of sawmills in the area. In November 1891, a fire destroyed the county courthouse located in Homer, and the next day county commissioners received a petition from Lufkin citizens asking for an election to determine if the courthouse should be moved to Lufkin. When the election was held on January 2, 1892, Lufkin won, and became the county seat, which it remains today.

Much of the early economic prosperity of Lufkin was tied to three lumbering families: the Kurths, Hendersons, and Wieners. In 1890, the three families established the Angelina County Lumber Company,

HISTORIC & CULTURAL RESOURCES





which became known as a leader of many innovations in lumber manufacturing and forest management in East Texas. The influence of the three families and their company on the growth of the City during the 1900's was enormous.

Industrial expansion in Lufkin brought thousands of new jobs and economic growth to the City. Lufkin Foundry and Machine Company (now known as Lufkin Industries), was founded in 1902, and has achieved worldwide fame for its oilfield pumping units. In addition, Southland Paper Mills (now Abitibi Consolidated) and Texas Foundries, two of the City's principal industries, were begun in the late 1930s in Lufkin, and also contributed much to the City's industrial growth.

Similar to many Texas cities, Lufkin's early social and cultural life revolved around its churches, schools, and sports activities. Between 1965 and 1983, the City acquired a new library, two new museums, a civic center, a new federal building, a junior college, widespread improvements in the Lufkin Independent School District, a new country club, extensive municipal and park improvements, and two major shopping malls. In the 1970's, the City began to assert itself as a regional trade center, and developed a significant tourism and convention economy. In 1982, Lufkin celebrated its centennial, a celebration that resulted in widespread community improvements, including an extensive beautification effort and the construction of the largest exposition center between Dallas and Houston.

By 1990, the City had been able to develop a diversified economic base, although its economy was still significantly linked to the timber and lumber, paper, plywood, and other forest products."

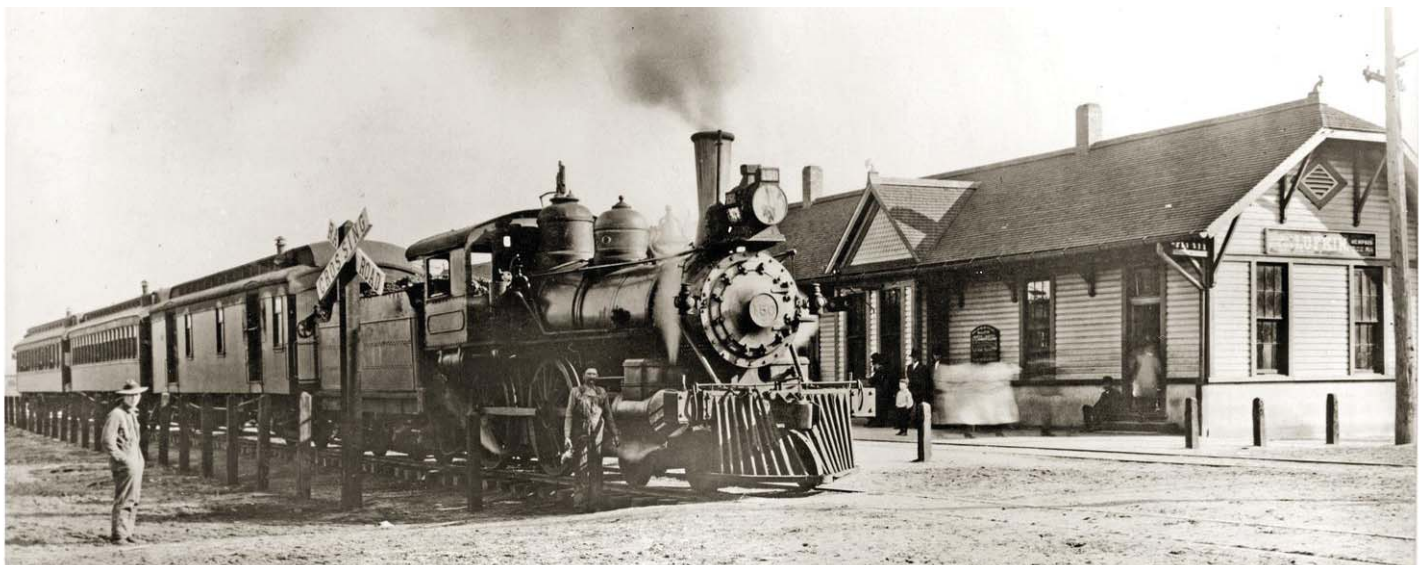
Significant Downtown Buildings

Museum of East Texas Built 1920 503 North Second	Regions Bank Building Built 1940 203 South First Angelina Hotel Built 1949 101 West Shepherd	J.S. Moore Building Built 1972 211 South Shepherd
Ward R. Burke Courthouse Built 1935 104 North Third	Old Perry's Bldg Built 1952 100 South First	Jennings Station Built 2006 318 South First Lufkin City Hall Built 1986 300 East Shepherd
Angelina Court House Annex Built 1965 606 East Lufkin	Downtown Denman Building Built 1939 102 West Frank	Lufkin Independent School District Administrative Building Built 1933 101 Cotton Square
Fire Station Lufkin Avenue Built 1929 314 East Lufkin Avenue	Angelina County Court House Built 1955 215 Lufkin Avenue	Old First Christian Church Built 1903 1300 South First Street
Masonic Lodge Building Built 1939 122 South First		



Angelina County Historical Commission

Angelina County has appointed the Angelina County Historical Commission to coordinate and supervise the work of historical preservation in Angelina County. This includes the locating of, and recommendations for marking historical sites, structures, records, documents, pictures, and other related materials, the informing of the community of historical activities, the involvement of the community in historical preservation, and the interaction with other related agencies, groups and civic organizations involved in Angelina County's historical heritage¹. Chairman, William C. Royle was interviewed, where he discussed the commission's current work in Lufkin. The commission is currently cataloging historic properties over one hundred years old and working with the Texas Historic Commission to designate these properties as historic sites, under their historic designation program.



HISTORIC & CULTURAL RESOURCES

¹Retrieved from www.angelinacounty.net



Main Street

In 1983, Lufkin community leaders re-focused downtown revitalization efforts by joining the Main Street organization. Since that time, Lufkin has become the longest standing Main Street city in Texas. Main Street Lufkin works to improve economic management and strengthen public participation by making downtown a fun place to live, work, shop, and play. Main Street Lufkin produces several annual events throughout the year which attract thousands, among these are the Annual Downtown Hoedown Festival, Downtown Halloween Trick-or-Treat, and the festive Main Street Lufkin Lighted Christmas Parade.

The mission of Main Street Lufkin is to work in conjunction with downtown property owners, tenants, employees, city staff, and visitors to facilitate a safe, clean, attractive, and economically viable downtown. While fostering historic preservation, a good overall image, and a wholesome environment, these goals will be accomplished by utilizing the Texas Main Street Four-Point approach system: Organization, Promotion, Economic Restructuring, and Design². In terms of business development programs, there are a number of opportunities for Main Street to facilitate custom marketing expertise and training for the downtown businesses. In terms of infrastructure, there is currently no centralized parking facilities to help support the parking needs within the district.



²Retrieved from <http://www.visitlufkin.com/play/main-street/>



The Pines Theatre

The life of the Pines Theatre, a Vaudeville playhouse, began on September 9, 1925, with the grand opening of the theater and first movie, Coast of Folly starring Gloria Swanson. The average cost of an afternoon at the Pines was about 25 cents. Throughout its life, the theatre was the city’s entertainment center, a downtown landmark, where thousands of people from the area spent an afternoon together. In 1981, the Pines’ last manager, Ray Pike, had the facility refurbished. These were to be the last updates to the theatre until it was sold by owner Josephine Hughes in 1984 to use as a house of worship for the Covenant of Love Outreach. The theatre was listed on the National Registry of Historic Places in 1988 and continued as a church until 2005. The building was vacant until 2007 when the City of Lufkin purchased the theatre and remodeled it³.

Today, The Pines Theatre is truly the heart of Lufkin downtown and a center of activity for the community. The venue offers year round musical performances, movies, and special events. The facility operates under the direction of the City of Lufkin’s CVB staff.



³Retrieved from <http://thepines.visitlufkin.com>

⁴Retrieved from <http://cityoflufkin.com/zoo/aboutthezoo.htm>

Pitser Garrison Convention Center

The Pitser Garrison Convention Center provides 54,000 square feet of meeting and exhibit space and is conveniently located within walking distance from the downtown area. The facility hosted 280 events in 2016 and provides tremendous expansion opportunity for both events and hotel development to support additional events.

Ellen Trout Zoo

Lufkin is home to the Ellen Trout Zoo, nationally accredited through the Association of Zoos and Aquariums. “The Zoo houses close to 700 reptiles, birds and mammals from around the world. Currently, the zoo is undergoing the largest expansion project since it opened in 1967. Maasai Giraffe and White Rhinoceros exhibits opened in the summer of 1999. A Nile Hippopotamus exhibit featuring under and above water viewing opened in 2002.” The zoo is conveniently located on the Northern Loop of Highway 287 in Lufkin and sits on 110 acres, with 30 additional acres in a lake on the property.



Ellen Trout Zoo



Goals

GOAL #1

Promote and enhance the historic and cultural resources within the City of Lufkin by formalizing an art in public places program to enhance public spaces and cultural districts.

GOAL #2

Create value for historic and cultural resources by providing educational opportunities and local historic designation programs in order to tell the story of the community's rich heritage and place.

GOAL #3

Continue to implement proactive planning efforts for the redevelopment of special districts and corridors in order to maintain the area's character and heritage while creating an environment for revitalization and community pride.



Recommendations

Public Art

It might be said that we are all somewhat oblivious to our surroundings at times, even within a natural setting or public place. People have begun to disconnect from the people they meet and the beauty around them in favor, at times, of the smart phone or tablet. Use of public art amenities can help mitigate these tendencies and foster more interpersonal connections.



Locked With Love Tree (Downtown Lufkin)

Public art can provide a new way to experience any city. It has a way of changing the way people experience not only the outdoors, but also our interior spaces as well. Surely, at times it's hard to put your finger on what art is. With regard to public art, it should be located in a publicly accessible venue either out on a street, in a garden or landscape, within a park, or in a municipal or governmental building. It might be referred to as the three M's: murals, monuments, and memorials.

The earliest public art programs started as a part of the New Deal, with the formation of the Treasury Department's Section of Painting and Sculpture in 1934. This program commissioned artists through competitions to create high-quality work for federal buildings, mainly post offices. One percent of each federal building was to be reserved for artistic decoration. The emphasis was to build morale, create jobs, and to reduce crime.

“Public art is a public good,” according to Darren Walker, vice president of the Rockefeller Foundation. “It is the embodiment of the American ideal; in spirit and deed it is a reflection of our democratic values.”

A growing trend in communities across the country is the inclusion of the arts in parks and recreation programs. Cities are increasingly providing space and opportunities for the creation of public art in the form of sculptures, murals, decorative benches and exhibiting paintings on city property to enhance parks and facilities. Sculptures can become play structures with proper design and consideration for safety and location. Sculptures can also serve as a backdrop to other park features or as climbable elements that encourage social play and imagination. Other public art may be decorative in nature and can serve to provide insight into local culture and history. Many cities will commission artists for specific projects or even host a competition upon which a winner will have their work permanently on display at public parks or facilities. Examples include the cities of Austin and Bastrop which both have Art in Public Places (AIPP) organizations that are a part of city initiatives.



Existing Mural (Downtown Lufkin)



Notwithstanding these goals for public art, we don't just need sculpture and beautiful gardens for the tax revenue – we need public art because it improves our quality of life, because it asks us to stop and open our eyes, because it inspires us and initiates conversation. Cities that are complete, that teach and offer hope, that are civil and educated, fall short of the mark without the benefits of public art. Art challenges each of us to think differently about our city and lifts up our sense of humanity and scale within the community. By formalizing an Art In Public Places program, Lufkin can demonstrate its commitment to public art and create another opportunity to attract visitors to the community, while showcasing the creative expression of its residents.

Cultural Districts and Heritage

Communities which possess a rich heritage often desire a way to celebrate this heritage through place. Through the course of discussions with community organizations serving the North Lufkin community, the concept of a Cultural District was discussed. Cultural Districts can often encompass and define a geographic boundary within a community and may provide specific signage and design standards for the area located within the geographic boundaries.



Heritage Museum Example

The creation of a district often signifies the cultural and historic significance of the area within the context of the community's heritage and history. A recommendation for the enhancement of historic and cultural resources within North Lufkin, would be to work with area residents to evaluate the boundaries of a Cultural District which would incorporate a portion of the historically black community of North Lufkin. To coincide with a cultural district, the community could coordinate with the Museum of East Texas to incorporate local heritage exhibits, celebrating the heritage of Lufkin. In doing so, the community could provide a space to preserve the unique heritage of the Lufkin community.

Other opportunities for the evaluation of Cultural Districts and Overlays, as mentioned in the Land Use section are:

- Downtown Historic & Cultural District
- N. Lufkin/Keltys Residential Historic & Cultural District
- Route 59 Historic & Design Corridor
- Mantooth Park Historic District
- South First Historic Residential District



Cultural District Signage Concept



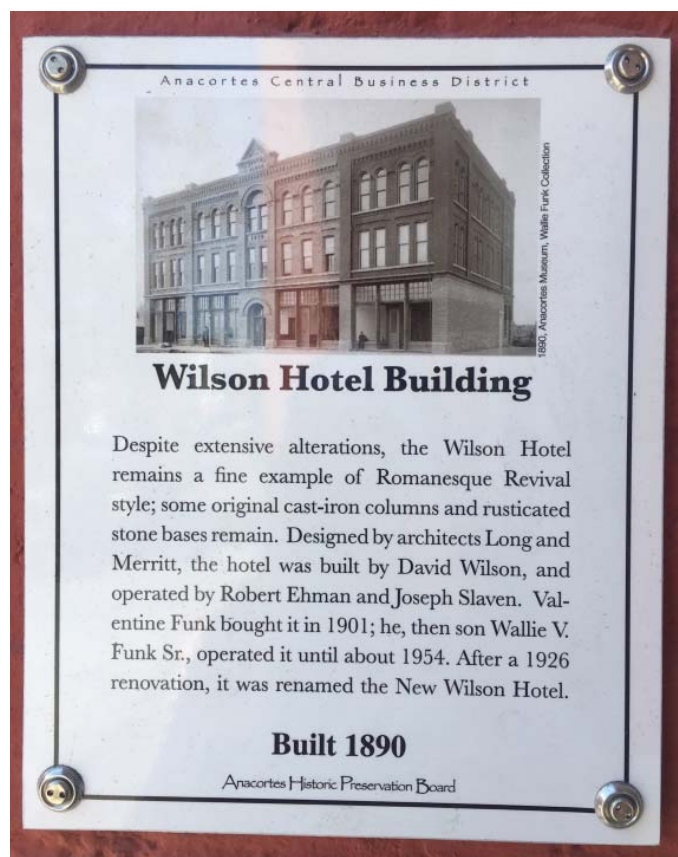
Local History Designation

In lieu of applying for, and meeting, the often strenuous requirements for obtaining a historic marker through the State of Texas Historical Society, it is recommended the community develop and adopt its own local history designation guidelines and signage. The local program could be a way to ensure structures and places of local historical significance are paid homage through signage and are incorporated into a local historic tour. It will be important to coordinate with the Lufkin Convention and Visitors Bureau to incorporate this program into the overall tourism programs for the community.

Boutique Hotel (Downtown)

If Lufkin Convention and Visitor’s Bureau (CVB) and the Lufkin Economic Development Corporation were to work together, the two organizations could attract a high quality, boutique hotel which could serve as another destination to support downtown tourism. Additionally, the hotel could provide needed rooms downtown to support larger scale events at the Convention Center.

If the community were to consider a public private partnership for a venture such as a Boutique Hotel in the Downtown area, the community could seek to identify sites suitable for redevelopment or evaluate opportunities for infill around the periphery of the Downtown footprint. Locations should be evaluated based on visibility, ease of vehicular and pedestrian access, connectivity potential, and maximum return on investment.



Local History Signage Example (Anacortes, Washington)



Local History Designation Signage Concept



Implementation Plan

Implementation Plan-**Historic and Cultural Resources**

01 Goal 1. Promote and enhance the historic and cultural resources within the City of Lufkin by formalizing an art in public places program to enhance public spaces and cultural districts.

Short Term (Years 1-3)

Objective 1.1 Develop an Art in Public Places (AIPP) board to formalize the implementation of public art in the City of Lufkin.

Objective 1.2 Work with the AIPP board to develop a public arts implementation plan for the City of Lufkin. This plan would evaluate locations for the long term instillation of public art and further developing the cultural assets of the community, such as the Pines Theatre.

Objective 1.3 Allocate annual funding of the public arts implementation plan to invest in public art installations.

Time-Frame: FY 2019-2021
Funding Source: N/A
Partners: Lufkin CVB, City of Lufkin

Mid Term (Years 4-5)

Objective 1.4 Develop annual calls for artists, customizing the requests based on annual implementation plan for public art (example, call for artists for public art installation at Medical District West Gateway).

Time-Frame: FY 2022-2023
Funding Source: N/A
Partners: Lufkin CVB, City of Lufkin

Long Term (Years 6-10)

Objective 1.5 Engage in joint planning efforts between Lufkin CVB and AIPP Board to develop special events to draw tourism to the community, around public art.

Objective 1.6 Develop a youth art program by working collaboratively with Lufkin ISD and Lufkin Parks and Recreation to develop a pipeline of local artists invested in furthering the mission of the AIPP Board. The art from the youth art program shall be utilized to enhance public spaces and parks, while raising awareness of the arts in Lufkin.

Time-Frame: FY 2024-2028
Funding Source: N/A
Partners: Lufkin CVB, City of Lufkin, Lufkin ISD



Implementation Plan

Implementation Plan-**Historic and Cultural Resources**

02 Goal 2. Create value for historic and cultural resources by providing educational opportunities and local historic designation programs in order to tell the story of the community’s rich heritage and place.

Short Term (Years 1-3)

Objective 2.1 Work with community organizations to evaluate the potential boundaries of a Cultural District which incorporates the North Lufkin neighborhood. Once the boundaries are established, establish a formal name and adopt the District formally by ordinance.

Objective 2.2 Establish district signage concept and incorporate into existing street signage (see Cultural District Signage Concept, page 93).

Objective 2.3 Work with Angelina County Historical Commission to establish a Local History Designation Program including signage, program parameters and Implementation Plan (see Local History Designation Signage Concept, page 94) which identifies historically significant structures and sites for long term preservation.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: Lufkin CVB, City of Lufkin, Angelina County Historical Commission

Mid Term (Years 4-5)

Objective 2.4 Initiate a feasibility study for the development of a heritage museum for the City of Lufkin including potential site, cost and mission.

Objective 2.5 Allocate annual funding of the Local History Designation Program Implementation Plan and work with the Angelina County Historical Commission for annual implementation of plan tasks.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: Lufkin CVB, City of Lufkin, Angelina County Historical Commission

Long Term (Years 6-10)

Objective 2.6 Work with Lufkin ISD and Angelina County Historical Commission to develop youth programs for historic and cultural enhancement. The program can assist in developing a pipeline of talent dedicated to the preservation of historic and cultural resources within the City of Lufkin.

Objective 2.7 Allocate funding of the Lufkin Heritage Museum and develop the Museum in accordance with the feasibility study.

Objective 2.8 Engage in joint planning efforts between Lufkin CVB and Angelina County Historical Commission to develop special events to draw tourism to the community, around local history and culture.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: Lufkin CVB, City of Lufkin, Lufkin ISD, Angelina County Historical Commission



Implementation Plan

Implementation Plan-**Historic and Cultural Resources**

03

Goal 3. Continue to implement proactive planning efforts for the redevelopment of special districts and corridors in order to maintain the area’s character and heritage while creating an environment for revitalization and community pride.

Short Term (Years 1-3)

Objective 3.1 Work with Lufkin Economic Development Corporation to develop RFQ for boutique hotel development and operation from private hotelier chains, to be located in Downtown Lufkin adjacent to the Convention Center.

Objective 3.2 Work with Lufkin Economic Development Corporation to establish a public private partnership structure for the development of the boutique hotel in Downtown Lufkin adjacent to the Convention Center.

Objective 3.3 Solicit responses to the RFQ and begin to negotiate an agreement with developer for hotel.

Time-Frame: FY 2019-2021

Funding Source: Sales Tax Revenue

Partners: Lufkin CVB, City of Lufkin, Lufkin Economic Development Corporation

Mid Term (Years 4-5)

Objective 3.4 Develop marketing plan for Convention Center to attract mid-sized conferences to increase tourism, hotel stays and Convention Center use.

Objective 3.5 Develop two more annual festivals with heritage and art themes to enhance tourism, hotel stays and Convention Center use.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: Lufkin CVB, City of Lufkin

Long Term (Years 6-10)

Objective 3.6 Work with Lufkin ISD and Angelina College to develop hospitality career development programming which utilizes the Hotel and Convention Center as a training facility. In doing so, the community will develop a pipeline of talent centered around the hospitality industry.

Objective 3.7 Develop a Regional Cultural Resource Management Board to continue to collaborate on long term historic and cultural development for Lufkin and Angelina County.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: Lufkin CVB, City of Lufkin, Lufkin ISD, Angelina College



LOCAL ECONOMY





Existing Conditions

Employment Trends

In most locations, *local employment is a key indicator used in determining the demand for housing in a community, as well as the principal driver of population and household growth.* The information in this section provides general and detailed employment statistics for the study areas and the Lufkin area.



Love Lufkin Shop Local Campaign



CMA

The CMA includes zip codes 75901, 75904, 75926, 75941, 75949, and 75969. This includes Lufkin, and the surrounding areas of Pollok, Apple Springs, Diboll, and Huntington.

Pollok and Central (75969) – Central is located in the northern part of Angelina County, approximately eight miles northwest of Lufkin. It does not have an incorporated city. It is a small rural community focused on the school district and the only major employer, the Lufkin State School, which employs over 1,100 people. The majority of the residents are employed outside of Central. Pollok is an unincorporated community in Angelina County. It is eleven miles northwest of Lufkin near the Angelina River.

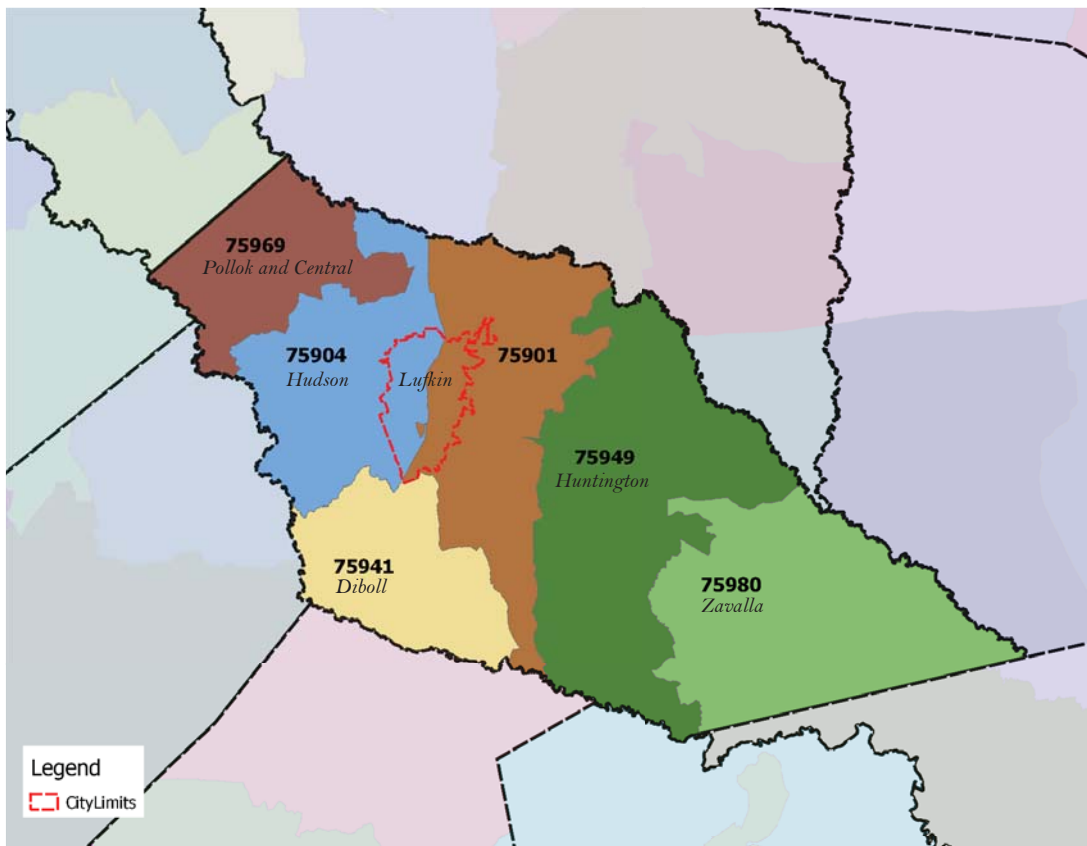
Diboll (75941) - located on Highway 59, fifteen miles south of Lufkin. Diboll has one large employer, Georgia Pacific, who employs 500, many of which are Hispanic.

Apple Springs (75926) - Apple Springs is a small unincorporated community in Trinity County, southwest of Lufkin.

Huntington (75949) – an incorporated city located on Highway 69 South, 10 miles southeast of Lufkin. There is no major industry in Huntington. Most of the residents are employed elsewhere in the county, primarily in Lufkin.

Hudson (75904) – Hudson lies immediately west of Lufkin along State Highway 94. It has some small-scale retail, but is primarily has exurban subdivisions and its own school district, Hudson ISD.

Zavalla (75980) – Located southeast of Lufkin at the eastern edge of Angelina County.



Lufkin, Competitive Market Area (CMA).



Unemployment Rates

The table below displays unemployment rates for the Lufkin, Texas, and the United States from 2010 to September 2017. According to the Bureau of Labor Statistics (BLS), the “unemployed” are defined as all persons who had no employment during the reference period, were available for work, except for temporary illness, and had made specific efforts to find employment.

The overall unemployment rate for the Lufkin Metropolitan Statistical Area (MSA) has remained lower than the national number for some time, and roughly similar to the rate observed for the State. The numbers up to June 2016 show the Lufkin MSA rising slightly above the Nation. While this data is preliminary and subject to change, it is likely an accurate indicator of the general trend and related to the impacts of lower price crude oil affecting the Lufkin and Texas economies.

Unemployment Rates, 2010 to September 2017

Time Period	Lufkin	Texas	United States
2010	7.90%	8.00%	9.60%
2011	7.10%	7.20%	8.90%
2012	6.10%	6.40%	8.10%
2013	5.40%	5.70%	7.40%
2014	4.00%	4.50%	6.20%
2015	5.50%	4.60%	5.30%
2016	5.83%	4.70%	4.85%
Jan-17	5.60%	4.80%	4.80%
Jun-17	5.00%	4.60%	4.40%
Sep-17	4.60%	4.00%	4.20%

Source: US Bureau of Labor Statistics, LAUS

Employment and Labor Force

The following table presents a trend of employment figures for the study areas from 2010 and 2017. It is important to understand that the employment figures in this section are referring to residents (regardless of where they work). *The labor force includes all employed residents and all residents actively seeking employment.* The unemployment rate is calculated from the labor force figure. Note that the “In Labor Force” and “Not in Labor Force” numbers do not add up to the total population of each geography; there are populations excluded from this calculation such as children and military personnel.

Employment and Labor Force Data in the Study Areas, 2006 to 2016

Employment Category	City of Lufkin	CMA
	2016	2016
In Labor Force	27,200	66,973
Employed	15,084	36,960
Unemployed	1,401	2,963
Not in Labor Force	10,666	26,997
Unemployment Rate	5.10%	4.40%

Source: US Census, American Community Survey, PCensus



Employment by Industry

Since 2010, which in Texas generally represented the ending year of the economic recession that had started in late 2008, Angelina County had added 1,497 jobs by the first quarter of 2016. (Reliable employment data is not available below the county level for periods after 2015.)

There was a significant divergence of performance for different sectors of the local economy. Manufacturing had a net loss of over 700 jobs during this period, a drop of over 17%. ***This large net loss of jobs was more than offset by growth in certain other sectors, most notably Health Care and Social Assistance.*** Other sectors with strong growth included Retail Trade, Transportation and Warehousing, Administrative and Waste Services, and Accommodation and Food Services. However, these growing sectors often offer lower wage jobs than those lost in the Manufacturing sector.

Angelina County Employment by Industry, Q1 2010 – Q4 2016

Industry Category	Q1 2010	Q4 2016	Change
Total, All Industries	34,486	35,983	1,497
Agriculture, forestry, fishing and hunting	363	337	-26
Mining, quarrying, and oil and gas extraction	27	265	238
Utilities	191	189	-2
Construction	1,531	1,618	87
Manufacturing	4,143	2,965	-1,178
Wholesale trade	909	1,084	175
Retail Trade	4,283	4,706	423
Transportation and Warehousing	1,072	1,346	274
Information	478	396	-82
Finance and insurance	878	851	-27
Real estate and rental and leasing	347	357	10
Professional and technical services	759	768	9
Management of companies and enterprises	556	445	-111
Administrative and waste services	1,284	1,678	394
Educational services	3,813	3,820	7
Health care and social assistance	8,831	9,938	1,107
Arts, entertainment, and recreation	223	228	5
Accommodation and food services	2,703	3,007	304
Other services (except public administration)	697	728	31
Public administration	1,392	1,255	-137

Source: Bureau of Labor Statistics / Texas Workforce Commission Quarterly Census of Employment and Wages,

CDS Community Development Strategies



Because these figures are based on census related estimates, these numbers should be considered as approximates only. Still, they provide helpful insight into long term trends taking place in the area. The labor force and the number of employed residents has grown. ***The unemployment rate has dropped in Lufkin from 2010 to 2017, though it appears wages have also decreased comparatively.***

Employment Trends by Industries Tracked

The following table and figure take a closer look at the employed residents in the study areas, comparing the share of total jobs by occupation from 2010 with 2016. Note that this data represents residents living in the study areas, who could possibly be employed at jobs outside the study areas.

Employment Trends by Occupation in the Study Areas, 2010 to 2016

Persons Employed Pop 16+ by Occupation	City of Lufkin		CMA	
	2010	2016	2010	2016
Architect/Engineer	0.71%	1.13%	0.56%	1.18%
Arts/Entertainment/Sports	1.19%	0.36%	0.92%	0.48%
Building Grounds Maintenance	3.43%	3.59%	3.25%	3.22%
Business/Financial Operations	3.14%	1.88%	3.04%	1.69%
Community/Social Services	2.98%	1.30%	2.39%	1.25%
Computer/Mathematical	1.71%	1.19%	0.98%	0.67%
Construction/Extraction	5.51%	6.14%	6.63%	6.48%
Education/Training/Library	6.87%	6.84%	5.76%	7.56%
Farming/Fishing/Forestry	0.18%	1.04%	0.51%	0.84%
Food Prep/Serving	6.09%	8.17%	5.36%	6.87%
Healthcare Practitioner/Technician	6.39%	4.91%	6.65%	5.20%
Healthcare Support	2.36%	4.34%	2.30%	3.60%
Maintenance Repair	2.65%	5.52%	4.45%	6.38%
Legal	0.71%	1.05%	0.51%	1.00%
Life/Physical/Social Science	0.23%	0.03%	0.23%	0.16%
Management	6.14%	4.69%	5.53%	4.93%
Office/Admin. Support	9.59%	12.22%	10.92%	12.76%
Production	10.41%	8.75%	9.91%	8.44%
Protective Service	3.23%	2.67%	2.91%	2.46%
Sales/Related	12.31%	10.51%	12.49%	10.73%
Personal Care/Service	4.10%	6.56%	3.46%	6.15%
Transportation/Moving	8.97%	7.09%	11.27%	7.94%

**Note Management in 2010 includes Farmers and Farm Workers*

Source: CDS, United States Bureau of Labor Statistics



The previous figure depicts the employment trends by occupation for Lufkin. As can be seen, there have been increases and decreases in the share of total depending on the industry. The following categories have seen the largest increases in the share of total employment of Lufkin from 2010 to 2016:

- *Protective Service*
- *Personal Care/Service*
- *Office/Administration*
- *Maintenance Repair*
- *Food/Prep/Serving*
- *Farming/Fishing/Forestry*
- *Construction/Extraction*
- *Building Grounds Maintenance*

Lufkin Healthcare Sector Jobs

Year	Healthcare Sector Jobs (HCS)	Total Jobs Lufkin	HCS/Total Jobs
2001	5,447	36,305	15%
2002	5,643	36,082	16%
2003	6,132	36,279	17%
2004	6,668	36,609	18%
2005	6,649	36,587	18%
2006	6,879	37,565	18%
2007	6,793	37,910	18%
2008	7,042	37,273	19%
2009	6,934	35,682	19%
2010	7,199	35,532	20%
2011	7,424	36,633	20%

Source: CDS, United States Bureau of Labor Statistics

As demonstrated in the Lufkin Healthcare Sector Jobs table (above), healthcare sector jobs have seen a steady increase from 2001-2011, representing 20% of total jobs in Lufkin in 2011. As growth in this sector remains stable, the community’s economic development efforts should support the expansion and retention of healthcare providers, adding a comprehensive selection of healthcare services within the community.

These needs become even more apparent as healthcare sector growth occurs in areas like Conroe, The Woodlands, Houston, Tyler, and the Dallas/Fort Worth metro area create significant competition for quality healthcare workers. Wages in these areas are comparatively higher and housing capacity is rising to meet the demand. Lufkin must find ways to make its healthcare providers more competitive for workers by seeking attractive partnerships for housing and implementing more Quality of Life attributes which can help ensure the City’s sustained success in this sector.



Wage Trends

The average weekly wage across all industries in Angelina County has remained near \$700 (equivalent to \$33,600 on an annual salaried basis) since 2010. This follows a period of strong wage growth from 2010 to 2014, during recovery from the national recession. However, in several industry sectors after 2014, average wages have dropped. Overall, local wages were down \$23 per week for all industries in 2016.

Angelina County Average Weekly Wages by Industry

Industry	Avg. Weekly Wages Q1 of Year			Change 2010 - 2016	Change 2014 - 2016
	2010	2014	2016		
Agriculture, forestry, fishing and hunting	\$723	\$876	\$857	\$134	(\$19)
Mining, quarrying, and oil and gas extraction	\$844	\$1,667	\$1,862	\$1,018	\$195
Utilities	\$1,674	\$1,723	\$2,740	\$1,066	\$1,017
Construction	\$664	\$817	\$786	\$122	(\$31)
Wholesale trade	\$1,037	\$1,129	\$1,254	\$217	\$125
Information	\$940	\$1,094	\$818	(\$122)	(\$276)
Finance and insurance	\$796	\$954	\$999	\$203	\$45
Real estate and rental and leasing	\$463	\$561	\$606	\$143	\$45
Professional and technical services	\$744	\$857	\$851	\$107	(\$6)
Management of companies and enterprises	\$1,313	\$1,935	\$1,411	\$98	(\$524)
Administrative and waste services	\$385	\$427	\$448	\$63	\$21
Educational services	\$499	\$487	\$584	\$85	\$97
Health care and social assistance	\$579	\$754	\$737	\$158	(\$17)
Arts, entertainment, and recreation	\$271	\$308	\$317	\$46	\$9
Accommodation and food services	\$265	\$283	\$305	\$40	\$22
Other services (except public administration)	\$418	\$503	\$484	\$66	(\$19)
Manufacturing	\$1,105	\$978	\$911	(\$194)	(\$67)
Retail Trade	\$437	\$497	\$481	\$44	(\$16)
Transportation and Warehousing	\$669	\$855	\$875	\$206	\$20
ALL INDUSTRIES	\$651	\$734	\$711	\$60	(\$23)

Sources: Bureau of Labor Statistics and Texas Workforce Commission

An important point is that, in the industries which are most prominent and growing in Lufkin/Angelina County, wages are on average at higher levels. Education services workers, including teachers, earned slightly more on average at \$584 per week in 2016, up from \$499 in 2010. Other local high-employment industries such as Retail Trade and Health Care are down slightly. Accommodation and Food Services is up slightly to \$305 per week from \$265. The highest wage industry, Utilities, were \$1,674 per week as of Q1 2010 and are now at \$2,740 per week or \$131,520 annually. The second-highest average wage is Management at \$1,411 per week, nearly \$68,000 annually on a salaried basis, and this sector has remained stable in terms of employment levels since 2010. Compared to Texas generally, Angelina County wages are significantly less across all industries. In 2016, wages in Angelina County were \$355 per week less than the state average or \$17,040 per year.

Diverse Local Employment

Lufkin is home to Baker Hughes/General Electric (Lufkin Industries) which assembles oil field equipment and manufactures power transmission equipment. It is also home to the Atkinson Candy Company, and Brookshire Brothers.

Some of the area's major employers include:

- Angelina College
- Baker Hughes/General Electric (Lufkin Industries), founded and headquartered in Lufkin, oil pumping assembly and power transmission equipment manufacturer
- Atkinson Candy Company, founded and headquartered in Lufkin, makers of Chick-O-Stick
- Brookshire Brothers, a regional grocery company founded and headquartered in Lufkin
- CHI St. Luke's Health Memorial
- Lufkin Independent School District
- Pilgrim's Pride
- Georgia Pacific, Fortune 500 company that produces paper, wood, and other related products.
- Woodland Heights Medical Center
- Lockheed Martin
- American eChem
- City of Lufkin





Commuting Patterns

The following tables present data from the Longitudinal Employer-Household Dynamic (LEHD). This data provides insight into the commuting patterns of employees and residents in the study areas. According to data in the first table, level of commuting has increased in Lufkin from 2004 to 2014.

The commuting information, coupled with major employer trends, provides an opportunity for Lufkin to focus recruitment and development of employment centers, providing a live/work environment. This not only provides opportunities to diversify local employers, but also provides opportunities to diversify local housing options while minimizing adverse traffic impacts. By master planning these employment centers, the community has an opportunity to develop underutilized parcels or redevelop Brownfield sites in the community (see below Master Planned Medical District Concept).

Employment Commuting Trends, 2004 to 2014

Employment Inflow/Outflow	Lufkin	
	2004	2014
As a Percentage of Those Employed in the Area		
Employed in the Area but Living Outside	64.30%	75.80%
Employed and Living in the Area	35.70%	24.20%
As a Percentage of Those Living in the Area		
Living in the Area but Employed Outside	32.60%	47.00%
Living and Employed in the Area	67.40%	53.00%

Source: US Census Longitudinal Employer-Household Dynamics

*2014 is latest data available from the Census LEHD

The data suggest the following:

- The majority of people who work in Lufkin don't live in Lufkin and this trend is increasing.
- Only a small plurality of people who live in Lufkin work in Lufkin.

This indicates two significant needs:

- Ongoing diversification and growth of employment opportunities.
- Housing capacity and diversity, particularly for middle and entry level, healthcare workers, and industrial workers.



Master Planned Medical District Concept



Goals

- GOAL #1** | Provide opportunities to support a diverse range of business types and sizes through strategic investments in business recruitment, retention and development programs.
- GOAL #2** | Encourage the attraction and retention of destination oriented, population serving businesses within the Central Business District.
- GOAL #3** | Support and explore the feasibility of Public Improvement Districts or Tax Increment Reinvestment Zones for the purpose of targeting investment and generating revenue to support public improvements within distressed areas of the community.
- GOAL #4** | Enhance communication to the public, developers, and local businesses regarding Lufkin’s economic development strategies and policy.

Recommendations

Manufacturing Job Loss

It is important to note that the loss of manufacturing jobs has and will continue to be a problem for the United States as a whole. Factors such as overall cost of business (collective cost of labor, operation and taxes) have driven companies to reduce operations in the United States and/or consolidate operations. Between 2000 and 2010, the United States lost nearly 5 million manufacturing jobs and the reality most communities must face is that in some cases, these jobs may not be returning. In a 2011 report *Responding to Manufacturing Job Loss: What Can Economic Development Policy Do?*¹, several observations for effective economic policy were documented for metropolitan areas who had suffered significant manufacturing job losses. These strategy types are discussed below with specific recommendations for Lufkin.

Healthcare Industry

In Lufkin’s case, job loss in the manufacturing industry has been overcompensated by job gains in the **healthcare and retail sectors**. To ensure the environment for job growth in these sectors remains strong, the City should evaluate opportunities and attitudes within the context of available resources in the community. For example, building a strategy which targets further recruitment of healthcare providers to compliment the existing healthcare services industry, would be valuable for continuing to growth this job sector.

Specific ideas were offered by existing healthcare providers to expand prenatal care or short and long term acute care facilities, which would expand the healthcare industry in the community and continue to diversify and stimulate the local economy.

LOCAL ECONOMY

¹ Atkins, Patricia, Pamela Blumenthal, Adrienne Edisis, Alec Friedhoff, Leah Curran, Lisa Lowry, Travis St. Clair, Howard Wial, and Harold Wolman. *Responding to Manufacturing Job Loss: What can economic development policy do?* Brookings, June 2011.



District Development

Utilizing a professional site selection firm to evaluate current brownfield sites like the former Lufkin Industries property, distressed retail areas or undeveloped parcels adjacent to Downtown or the Medical District (as identified in Focus Areas of the Land Use section), could provide opportunities for redevelopment or development to occur to recruit non-manufacturing industries. In the case of the Lufkin Industries property, evaluating the opportunity for a campus style residential development could provide short term housing for medical professionals, student housing for Angelina College, while aiding in further Downtown development by generating the residential density needed to support retail, restaurants and wine bars or breweries. Utilizing a Land Use Planning team, opportunities for public/private partnerships should be evaluated to further community and economic development goals.

Business Technical Assistance

By offering existing manufacturing firms technical assistance to evaluate business expansion opportunities, cost reduction techniques, assistance with research and development of new products or growing their customer portfolio, Lufkin can support its existing businesses and invest in the sustainable health and development of these employers. This may prevent further job losses in these sectors and demonstrate a commitment to current businesses. Another opportunity for Lufkin, given the water resources readily available in the community, would be to diversify their business portfolio by recruiting other food processing facilities or high water volume users.

Public Improvement Districts

As the northern portion of the community continues to develop, the creation of, or adjustment of, existing investment zones should be considered. Currently, the Downtown Revitalization Zones and the Enterprise Zone encompass sections of the community and serve separate functions. Also Public Improvement District should be evaluated as a tool to incentivize district development (see Medical and Education

District Concepts). These districts could serve as an umbrella for housing and developer incentives for infill and redevelopment of the area. The districts should also provide some small business development grant program and an economic development policy to support mixed-use affordable housing developments in this section of the community.

Downtown Redevelopment

Downtown development and redevelopment are common strategies for communities in the area. The placemaking and community form chapter of the comprehensive plan provides a detailed opportunity analysis for Downtown Lufkin. Partnerships between the Lufkin Economic Development Corporation (LEDC), Convention and Visitors Bureau, Angelina County and City of Lufkin will ensure adequate coordination and collaboration on Downtown related projects will occur.

Business Incubation and Co-Working Spaces

Many communities are considering investing in business incubation and Co-Working Spaces as a way to stimulate small business development. Through the course of community conversations, residents expressed a desire to see more incentives and policy development to spur small business development in the community. Partnerships between the LEDC, Small Business Development Center and Chamber of Commerce should be established to determine alternative locations and joint funding for these facilities. Consideration for locating one in the northern portion of the community and/or Downtown would further stimulate economic activity in these areas.

Finally, in order to appropriately engage stakeholders related to each of the recommendations, the City of Lufkin should develop a communication plan to appropriately inform citizens, businesses and potential developers about incentives and economic development policy for Lufkin. Residents developing small businesses locally, provide a stable economic asset not likely to relocate.



Lufkin Industries brownfield site opportunities to redevelop a mixed use, public/private development



COMMUNITY BUSINESS

COMMERCIAL (BOUTIQUE)

MULTIFAMILY RESIDENTIAL

NEIGHBORHOOD PARK

LANDSCAPE BUFFER

RECREATION CENTER

PARKING/ROADS

MIXED USE-COMMERCIAL/RESIDENTIAL/OFFICE

TOWN GREEN

SINGLE FAMILY RESIDENTIAL

NEIGHBORHOOD PARK

MULTIFAMILY RESIDENTIAL

CHAMBERS PARK

COMMERCIAL (RETAIL/SERVICE)

COMMERCIAL (RETAIL/SERVICE)

COMMERCIAL/LARGE OFFICE

STREETSCAPE/LANDSCAPE BUFFER

Lufkin Industries Site Mixed Use Master Plan Opportunity



Implementation Plan

Implementation Plan-Local Economy

01

Goal 1. Provide opportunities to support a diverse range of business types and sizes through strategic investments in business recruitment, retention and development programs.

Short Term (Years 1-3)

Objective 1.1 Establish local business support coalition between City of Lufkin, Angelina College Small Business Development Association and Lufkin Economic Development Corporation (LEDC) focused on providing resources for business development for Lufkin area businesses.

Objective 1.2 Conduct a business survey with existing businesses in the Lufkin area. Survey and analyze their plans for short and long term business investment/expansion, new hires, and gaps in available workforce. Include workforce education survey of training centers and Angelina College to explore whether training/education capacity meets employer needs.

Objective 1.3 Develop plans to assist with existing business' short term investments (identified through the business survey) by creating a small business grant program administered through the LEDC.

Objective 1.4 Working with Angelina College, develop workforce development programming to support local businesses (identified through the business survey).

Objective 1.5 Conduct a market study to determine the feasibility of additional prenatal and acute care facilities. Use the market study to select and recruit medical service providers for these services.

Objective 1.6 Continue to foster regional and statewide relationships with major economic influences such as the Port of Houston.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Angelina College Small Business Development Association and Lufkin Economic Development Corporation (LEDC)

Mid Term (Years 4-5)

Objective 1.7 Develop plans for a medical services industry incubator, as part of the local business support coalition. This incubator will serve to foster innovation for the medical industry and serve to attract and retain additional service providers within this market sector. Consideration should be made for co-locating it within the Medical District.

Objective 1.8 Identify a location for and develop a business incubator in the North Lufkin area. Partnerships between local churches and other nonprofits should be considered as opportunities to co-locate these services may exist.

Objective 1.9 Examine influences of I-69 development as a catalyst for logistics, manufacturing, and transportation business recruitment.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Angelina College Small Business Development Association and Lufkin Economic Development Corporation (LEDC)



Implementation Plan

Implementation Plan-**Local Economy**

01

Goal 1 (Continued). Provide opportunities to support a diverse range of business types and sizes through strategic investments in business recruitment, retention and development programs.

Long Term (Years 6-10)

Objective 1.10 Continue to support business incubation, workforce development and business support through available programs.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin, Angelina College Small Business Development Association and Lufkin Economic Development Corporation (LEDC)



Implementation Plan

Implementation Plan-Local Economy

02 Goal 2. Develop training and city infrastructure to attract and retain destination oriented, population serving businesses within the Central Business District.

Short Term (Years 1-3)

Objective 2.1 Working with the local business support coalition, identify a site in downtown for a business incubator and/or a co-working space to enable small business startups to cost effectively start a business.

Objective 2.2 Evaluate existing development policy for City of Lufkin to ensure a wide variety of uses and densities are allowed within the Central Business District. Upon evaluation, address any issues through recommendations to the Planning and Zoning Commission.

Objective 2.3 Develop a Downtown Business Development grant program administered through LEDC to assist businesses and property owners downtown with life safety and other property improvements to incentivize downtown investment.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Angelina College Small Business Development Association and Lufkin Economic Development Corporation (LEDC)

Mid Term (Years 4-5)

Objective 2.4 Work with Lufkin CVB and Chamber of Commerce to host a destination-oriented business development training for businesses downtown. Funding for the program could be allocated from LEDC.

Objective 2.5 Establish a customer service certification training program through Lufkin CVB. This training would be oriented toward training employees in downtown businesses to enhance customer experiences. Funding for the program could be allocated from LEDC.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Angelina College Small Business Development Association and Lufkin Economic Development Corporation (LEDC), Lufkin CVB, Chamber of Commerce

Long Term (Years 6-10)

Objective 2.6 Work to support the development of a downtown business association which would provide communication to downtown businesses priorities/strategies for downtown development and provide training for business development.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin, Angelina College Small Business Development Association and Lufkin Economic Development Corporation (LEDC), Lufkin CVB, Chamber of Commerce



Implementation Plan

Implementation Plan-Local Economy

03

Goal 3. Support and explore the feasibility of Public Improvement Districts or Tax Increment Reinvestment Zones for the purpose of targeting investment and generating revenue to support public improvements within distressed areas of the community.

Short Term (Years 1-3)

Objective 3.1 Develop an Economic Development Policy for the City of Lufkin. The policy should outline the types of financing districts the community would support, along with criteria for consideration and an application form.

Objective 3.2 Utilize the opportunity analyses for the Medical, Education and Downtown Districts to study the boundaries and feasibility of establishing a Public Improvement District or Tax Increment Reinvestment Zone. The feasibility analysis should consider a financing plan for public improvements and recommendations on which districts to pursue for development. Partner with CHI St. Luke’s Health Memorial to explore public/private partnership opportunities and business specific needs related to housing and workforce.

Objective 3.3 Meet with major employers and property owners within Districts to present results of the district feasibility analysis. Discuss how long range investment plans for the major employers or property owners could coincide District establishment. Determine opportunities for specific economic development policy to be established within each district, to incentivize development.

Objective 3.4 Work with Lufkin ISD, Angelina County, and Angelina College to discuss long term present results of district feasibility analysis and discuss collaboration among taxing entities for long term development of these districts.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Lufkin Economic Development Corporation (LEDC), Angelina County, Angelina College, Lufkin ISD, CHI St. Luke’s Health Memorial

Mid Term (Years 4-5)

Objective 3.5 Develop strategies for business recruitment and public improvements within established districts and begin to execute these strategies as investment and development occurs.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Lufkin Economic Development Corporation (LEDC), Angelina County, Angelina College, Lufkin ISD, CHI St. Luke’s Health Memorial

Long Term (Years 6-10)

Objective 3.6 Establish annual review process for district performance. Review should consider effectiveness of programs as it relates to increased investment within each district. Based on review, make adjustments to programs and communication as appropriate.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin, Lufkin Economic Development Corporation (LEDC), Angelina County, Angelina College, Lufkin ISD, CHI St. Luke’s Health Memorial



Implementation Plan

Implementation Plan-Local Economy

04

Goal 4. Enhance communication to the public, developers, and local businesses regarding Lufkin’s economic development strategies and policy.

Short Term (Years 1-3)

Objective 4.1 Create content for the City of Lufkin website which outlines Downtown Business Development and Developer Incentives. Restructure website where this information is easier to access and more prominent.

Objective 4.2 Develop a one year public information campaign for social media, television and radio advertising Downtown Business Development and Developer Incentives. Evaluate effectiveness after year one and adjust or continue based on responsiveness of developers.

Objective 4.3 Work with LEDC to develop print marketing material to send to regional developers communicating Downtown Business Development and Developer Incentives.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Chamber of Commerce, Lufkin Economic Development Corporation (LEDC)

Mid Term (Years 4-5)

Objective 4.4 Establish annual review process for Downtown Business Develop and Developer Incentives programs. Review should consider effectiveness of programs as it relates to increased investment in Downtown and residential development. Based on review, make adjustments to programs and communication as appropriate.

Objective 4.5 Ensure economic development staff are members of regional real estate and development organizations and regularly attend and participate in events.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Chamber of Commerce, Lufkin Economic Development Corporation (LEDC)

Long Term (Years 6-10)

Objective 4.6 Ensure Chamber of Commerce and economic development staff are members of Houston-area real estate and development organizations and participate in events. Active membership and participation will raise awareness of development opportunities within the City of Lufkin.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin, Chamber of Commerce, Lufkin Economic Development Corporation (LEDC)



HOUSING



HOUSING



Existing Conditions

Housing Needs Analysis

This section provides:

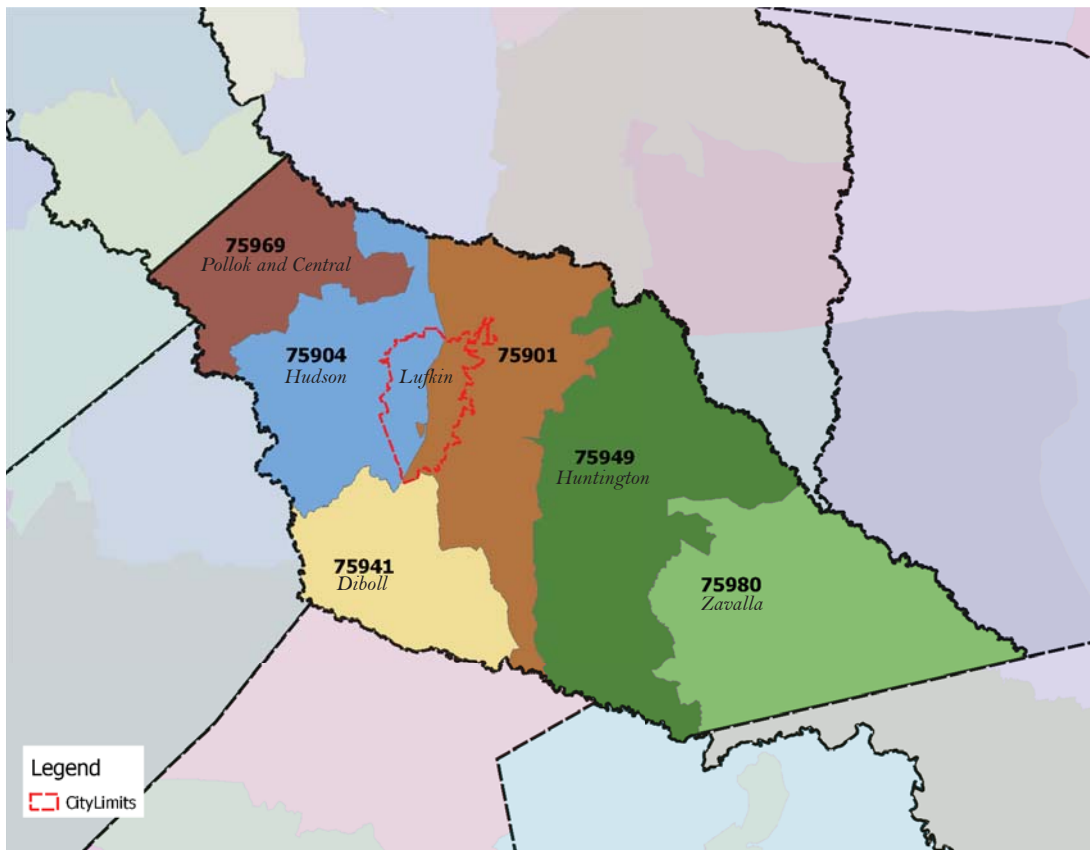
- Overview of the current state of the housing market and stock in Lufkin
- Insight into what types of homes will be needed in the city during the period of the Comprehensive Plan update
- Examines where within the city housing will be both needed and supportable in the market
- Consideration of obstacles or opportunities related to future housing growth and change

Study Area Description

This study examines two main geographies or study areas including

- The City of Lufkin
- The Competitive Market Area (CMA).

The CMA includes the non-Lufkin areas of zip codes 75901 and 75904 (Hudson) along with Diboll (75941), Huntington (75949), Central and Pollok (75969), and Zavalla (75980).



Lufkin Competitive Market Area (CMA)



Lufkin, Texas

Lufkin is the county seat of Angelina County in eastern Texas. Founded in 1882, the population was 35,067 at the 2010 census. Lufkin is situated in Deep East Texas.

Lufkin is at the crossroads of East Texas at the intersections of Highways US 59, future Interstate 69, which leads to Houston and the Rio Grande Valley to the south and Nacogdoches and Texarkana to the north, and US 69, which leads from the Golden Triangle of southeast Texas to points such as Jacksonville, Tyler, Dallas, and Oklahoma to the north. Lufkin is 120 miles northeast of Houston.

Almost all of Lufkin is served by the Lufkin Independent School District (a Class-6 district), with a few small sections in the west within the Hudson Independent School District. A very small portion of the town on Highway 69 North is within Central ISD. Lufkin ISD has eleven elementary schools, one middle school, one high school and one alternative school. Lufkin also has a small charter school, Pineywoods Community Academy, that serves grades K-12 and is an early college high school. Angelina College and Texas Bible College serve the area.

Lufkin is served by two hospitals, CHI St. Luke's Health Memorial (formerly Memorial Health System of East Texas at Lufkin) which includes the Arthur Temple Sr. Regional Cancer Center and the Woodlands Heights Medical Center.

CMA

The CMA includes zip codes 75901, 75904, 75941, 75949, 75969, and 74980. This includes Lufkin, and the surrounding areas of Central, Pollok, Diboll, Huntington, Hudson, and Zavalla.

Pollok and Central (75969) – Central is located in the northern part of Angelina County, approximately eight miles northwest of Lufkin. It does not have an incorporated city. It is a small rural community focused on the school district and the only major employer, the Lufkin State School, which employs over 1,100 people. The majority of the residents are employed outside of Central. Pollok is an unincorporated community in Angelina County. It is eleven miles northwest of Lufkin near the Angelina River. According to City-Data (www.City-Data.com), the population of this zip code is 3,815.

Diboll (75941) - located on Highway 59, fifteen miles south of Lufkin. Diboll has one large employer, Georgia Pacific, who employs 500, many of which are Hispanic. The population of Diboll is 5,369.

Huntington (75949) – an incorporated city located on Highway 69 South, 10 miles southeast of Lufkin. There is no major industry in Huntington. Most of the residents are employed elsewhere in the county, primarily in Lufkin. The population of Huntington is 2,106.

Hudson (75904) – Hudson lies immediately west of Lufkin along State Highway 94. It has some small-scale retail, but is primarily exurban subdivisions and its own school district, Hudson ISD. The population of Hudson is 4,818.

Zavalla (75980) – The area is a general law city located southeast of Lufkin. The population of Zavalla is 712.



Housing and Household Trends

The following tables and figures present information regarding the housing characteristics and trends in the area. Most of this information is derived from the US Census, PCensus (a private source which analyzes Census information) and the American Community Survey and, in some cases, is self-reported data. While this can generate minor anomalies, the information presented in this section still provides a valuable overview of the housing situation in the area.

Housing Type Trends

The following table contains an estimate of the number and type of housing units in the study areas. This data comes from the 2000 and 2010 Census as well as Census based estimates for 2016. Notable observations include the following:

- Single family detached housing currently makes up an estimated 73% of all units in Lufkin and 69% in the CMA.
- Lufkin has seen a slight growth in the overall number of housing units, with the largest increase in small and medium sized multifamily structures, and a decrease in the number of units in large complexes (50+ units). The CMA has seen a similar trend in multifamily units, however the growth in single family homes has been slightly greater.

Housing Type Trends, 2000 to 2016

Location	City of Lufkin				CMA		
Year	2000	2010	2016	Change	2000	2016	Change
Total Housing Units	13,539	13,036	14,602	7.90%	31,208	35,042	12.30%
1 Unit Attached	435	9871	463	6.40%	594	705	18.70%
1 Unit Detached	9,334	483	10,208	9.40%	20,968	23,507	12.10%
2 Units	423	398	297	-29.80%	702	688	-2.00%
3 to 19 Units	1,198	2,032	1,810	51.10%	1,480	2,054	38.80%
20 to 49 Units	199	349	410	106.00%	212	447	110.80%
50 or More Units	946	641	634	-33.00%	1,010	741	-26.60%
Mobile Home or Trailer	1,000	684	780	-22.00%	6,107	6,839	12.00%
Boat, RV, Van, etc.	4	34	0	-100.00%	135	61	-54.80%

Source: US Census, America Community Survey, PCensus

Other Considerations

Lufkin has lost out on capturing some of the new owner-occupied family home demand compared to the outlying area of Hudson. One cannot ignore perceptions of school district performance as a driver of market choices; this is true in most communities. As a result, ongoing efforts to promote the positive attributes of Lufkin ISD are key elements, in addition to other market drivers.

Age of Existing Housing

The following chart and table display estimates for the age of the existing housing stock in the study areas. This information is based on self-reported data gathered by the Census. Notable observations include the following:

- As reported, more new housing units have been built in the CMA compared to the City of Lufkin in every decade.
- Residents who are surveyed tend to underestimate the age of their dwelling, particularly if they are renters. Therefore, the numbers presented should be viewed as general indicators rather than statistical fact (especially when comparing the number of units added since 2000 with other estimates in this study).

Age of Existing Housing Stock, 2016

2016 Estimate	City of Lufkin		CMA	
Total Housing Units	14,602		35,042	
Built 2010 or later	381	2.61%	1,237	3.53%
Built 2000 to 2009	1,304	8.93%	4,381	12.50%
Built 1990 to 1999	2,227	15.25%	6,296	17.97%
Built 1980 to 1989	2,438	16.70%	5,781	16.50%
Built 1970 to 1979	2,851	19.52%	7,078	20.20%
Built 1960 to 1969	2,074	14.20%	4,131	11.79%
Built 1950 to 1959	1,642	11.25%	2,949	8.42%
Built 1940 to 1949	886	6.07%	1,557	4.44%
Built 1939 or Earlier	799	5.47%	1,632	4.66%

Source: US Census, American Community Survey, PCensus



PineCrest Subdivision, Lufkin



Housing Occupancy Trends

The following table provides estimates for housing occupancy in the study areas. Notable observations include the following:

- Owner occupancy has decreased slightly in both the City and the CMA as renter occupancy increased.
- While the vacancy rate has increased significantly in the CMA from 2000 to 2016, vacancy rates have increased at a slightly smaller percentage in the City of Lufkin.
- The fact that the owner-occupied share of housing units in Lufkin (56.1%) is considerably lower than the share of single family detached homes (69.9%) indicates the likelihood that a significant portion of single family homes are rented.
- The strong rental market is a positive that should be fostered. However, creation of opportunities to facilitate home ownership could reinforce and strengthen community bonds and assist valuation increases across neighborhoods.

Housing Occupancy Trends, 2000 to 2016

Location	City of Lufkin			CMA			
	Year	2000	2016	Change	2000	2016	Change
Total Housing Units		13,539	14,602	7.90%	31,208	35,042	12.29%
Occupied Housing Units		12,380	13,221	6.80%	28,132	31,129	10.65%
Owner Occupied		60.90%	56.10%	-4.80%	72.10%	68.20%	-3.90%
Renter Occupied		39.00%	43.80%	4.80%	27.80%	31.70%	3.90%
Vacant Housing Units		1,159	1,381	19.20%	3,076	3,913	27.21%

Source: US Census, American Community Survey, PCensus

Owner Occupied Housing Value Trends

The following figure and table display owner occupied housing units grouped into self-reported value ranges for City of Lufkin and the CMA. When compared together, approximately 70% of all homes are valued under \$150,000. Only 2.2% of homes are valued above \$500,000 in Lufkin compared to 1.9% for the CMA. Inflation adjusted median home values in all areas saw a fairly large increase from 2000 to 2016.

HOUSING



Townhomes in Crown Colony Subdivision (Lufkin)



Housing Value Trends, 2000 to 2016

Location	City of Lufkin			CMA		
	Year	2000	2016	Change	2000	2016
Owner-Occupied Housing	7,531	7,427	-1.40%	20,294	21,250	4.70%
Less than \$60K	44.90%	21.50%	-52.10%	52.70%	23.90%	-54.60%
\$60K to \$80K	17.87%	14.72%	-17.60%	17.03%	14.48%	-15.00%
\$80K to \$100K	14.71%	11.58%	-21.30%	12.56%	11.52%	-8.30%
\$100K to \$150K	13.44%	22.45%	67.00%	10.52%	18.90%	79.70%
\$150K to \$200K	3.63%	12.97%	257.30%	3.79%	13.06%	244.60%
\$200K to \$300K	3.40%	11.50%	238.20%	2.16%	12.23%	466.20%
\$300K to \$400K	1.01%	2.37%	134.70%	0.48%	2.99%	522.90%
\$400K to \$500K	0.24%	0.71%	195.80%	0.14%	0.88%	528.60%
\$500K to \$750K	0.45%	1.00%	122.20%	0.31%	0.89%	187.10%
\$750K to \$1,000K	0.33%	0.74%	124.20%	0.17%	0.66%	288.20%
\$1,000K or more	0.00%	0.48%	480.00%	0.10%	0.40%	300.00%
Median Value	\$65,684	\$104,934		\$57,299	\$100,075	
Inflation Adjusted*	\$92,061			\$80,309		

Source: US Census, American Community Survey, PCensus

* Note: Inflation adjustment is based on Bureau of Labor Statistics CPI Inflation Calculator (\$100 in 2000 = \$139.97 in 2016)



School District Enrollment and Educational Attainment

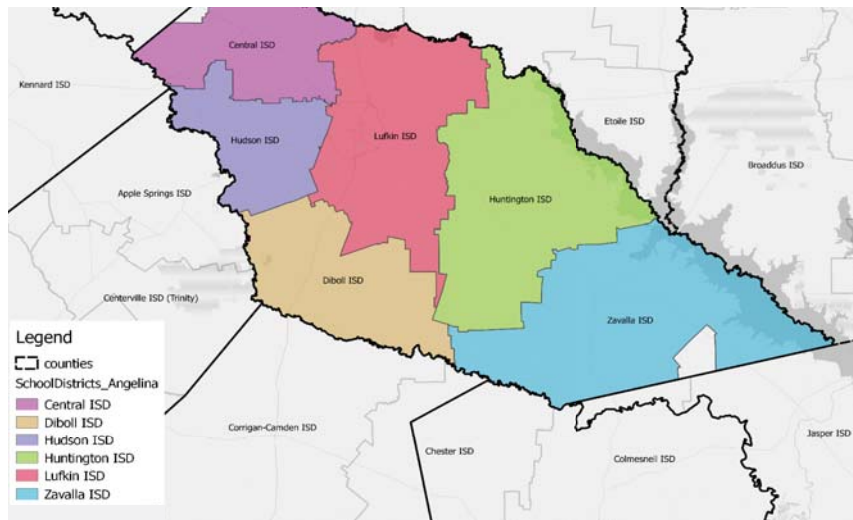
The following table and map provide a look at local public school district enrollment and performance in the Lufkin area.

- Enrollment is compared from the 2011-2012 school year to the 2015-2016 school year.
- Performance measures are based on the STARR pass rate for all grades and all subjects in each district. Hudson ISD (in the CMA), has seen the highest growth over the period measured. Lufkin ISD has seen the greatest negative change.
- Lufkin ISD must buttress its reputation more aggressively to battle lack of knowledge in regards to its performance.

School District Enrollment and Performance for Districts in the CMA

School Districts	Enrollment			STAAR % Pass	% Economically Disadvantage
	Snapshot 2011	Snapshot 2015	Change	Snapshot 2015	Snapshot 2015
Lufkin ISD	8,588	8,322	-266	76%	73.9
Apple Springs ISD	194	202	8	73%	57.9
Central ISD	1,509	1,575	66	77%	53.1
Diboll ISD	1,989	1,930	-59	75%	67.2
Hudson ISD	2,654	2,816	162	86%	53.2
Huntington ISD	1,738	1,755	17	78%	50.6
Pineywoods Community Academy	701 (2013)	966	N/A	N/A	55.5

Source: TEA; STAAR = The State of Texas Assessments of Academic Readiness; the % displayed is an average for all subjects and all grades



School District Boundaries Within Angelina County

Housing Market Trends – Single Family

Single family homes (both attached and detached) number 10,671 in Lufkin and account for 73% of all housing units. In the CMA, they number 24,212 and account for 69% of units. This section provides information on new home construction trends by analyzing the activity in active subdivisions.

Active Subdivisions in the Lufkin Area

The following map and table provides information on the active subdivisions in the Lufkin area. Active subdivisions are those which have existing inventory of homes or lots for sale. As seen, the majority are south and west of Lufkin and all are located outside Loop 287.

Active Subdivisions Identified in the Lufkin Area

Subdivision	Area	Price Range
Brook Hollow	Lufkin	\$200s
Crown Colony	Lufkin	\$200s-\$500s
Oak Meadow	Hudson	\$200s
Parkman Road	Lufkin	\$180s
Taylor Pines	Lufkin	\$200s
Timber Cove	Lufkin	\$200s
Village at Saddle Brook	Lufkin	\$150s - \$200s
Westwood Bend	Hudson	\$300s - \$500s
Westfield Loop	Lufkin	\$200s
Whisper Creek	Lufkin	Mid \$100s
SUBTOTAL	--	-

Source: Houston Area Real Estate Association



Existing Lufkin Home



Single Family Sales Trends – Lufkin

Homes in Lufkin have been steadily rising in average sales price since 2011. The average sales price in 2016 was \$193,201 or \$81.62 psf. The median price of homes in 2016 was \$177,000.

Lufkin Sales Trends

Year	# of Sales	Avg. SqFt	Beds	FB	HB	Average Sales Price	SP/SqFt	CDOM	Year Built
2010	6	2,889	3.8	3	0.33	\$269,317	\$93.22	72	1988
2011	10	1,721	3.1	2	0.1	\$78,764	\$45.36	81	1982
2012	11	1,633	3	1.8	0.36	\$98,932	\$60.58	44	1991
2013	9	1,549	3	1.6	0.33	\$74,916	\$48.36	51	1972
2014	34	2,159	3.4	2.2	0.26	\$177,997	\$82.44	60	1994
2015	49	2,207	3.2	2.1	0.39	\$185,892	\$84.23	96	1990
2016	54	2,367	3.5	2.3	0.26	\$193,201	\$81.62	100	1988

Source: Houston Association of Realtors (HAR)

Lufkin Sales, 2016

	SqFt	Beds	FB	HB	Sale Price	SP/SqFt	SP/LP %	SP/OLP %	CDOM	Year Built
Min	1,152	2	1	0	\$34,999	18.39	83%	50%	2	1939
Avg	2,367	3.56	2.39	0.26	\$193,201	81.62	95%	90%	100.09	1988
Max	6,470	6	6	1	\$875,000	140.66	107%	105%	656	2016
Median	2,223	3	2	0	\$177,000	79.16	95.50%	94%	76.5	1987

Source: Houston Association of Realtors (HAR)

Lufkin New Construction Sales 2016

MLS No.	Address	Subdivision	Square Footage	Year Built	Bedrooms	Baths	Sale Price	Dates On Market
41011145	1220 Parkman Road	Parkman Road	1,654	2015	3	2/0	\$175,000	140
86181396	107 Park Place	Timber Cove	2,287	2015	3	2/0	\$247,000	7
13192644	225 Box Car Road	None	2,466	2016	4	3/0	\$295,900	19

Source: Houston Association of Realtors (HAR)



Single Family Sales Trends – CMA (includes Lufkin)

In 2010, average sales prices in the CMA were at \$235,129 or \$87.38 psf. Unfortunately, sales prices decreased significantly in 2011 and have not risen to the 2010 prices yet. Sales in the CMA have grown both in number and average sales price over the past six years. From 2011 to 2016, average price per square foot has increased by 99%.

CMA Single Family Sales Trends

Year	Number of Sales	Square Feet	Beds	Full Bath	Half Bath	Average Sales Price	Sales Price/ Square Foot	Days On Market	Year Built
2010	7	2691	3.86	2.86	0.29	\$235,129	\$87.38	72.57	1986
2011	13	1740	3.31	2.08	0.08	\$69,169	\$39.75	77.69	1987
2012	20	1517	3	1.75	0.2	\$86,730	\$57.17	41.85	1993
2013	16	1465	3.06	1.69	0.25	\$68,957	\$47.07	71.63	1977
2014	37	2094	3.38	2.16	0.3	\$164,494	\$78.55	61.46	1993
2015	57	2165	3.21	2.14	0.39	\$176,657	\$81.60	91.25	1989
2016	61	2247	3.48	2.3	0.25	\$178,149	\$79.28	95.44	1988

Source: Houston Association of Realtors (HAR)

In 2016, there were five sales of new construction homes. They ranged in price from \$175,000 to \$345,000. The average days on the market for new construction was 84.

CMA Sales - 2016

MLS No.	Address	Subdivision	Square Feet	List Price	List Price/ Square Foot	Year Built	Bedrooms	Baths	Sale Price	Day On Market
41011145	1220 Parkman Road	Parkman Road	1,654	\$181,900	\$109	2015	3	2/0	\$175,000	140
86181396	107 Park Place	Timber Cove	2,287	\$251,000	\$109	2015	3	2/0	\$247,000	7
13192644	225 Box Car Road	None	2,466	\$299,900	\$121	2016	4	3/0	\$295,900	19
34145540	1886 FM 1194S	Westwood Ben	2,626	\$314,900	\$119	2014	4	2/1	\$302,500	54
23397934	601 Westwood Lane	Westwood Ben	2,839	\$354,900	\$125	2015	4	3/0	\$345,000	84

Source: Houston Association of Realtors (HAR)



School district boundaries affect single family home prices. Hudson ISD home prices are the highest, on average, in the immediate Lufkin area. Huntington ISD is remote enough that higher-priced housing is limited.

School Districts Home Sales Comparison

ISD	2017				2016				2015			
	# of Sales	Avg Sales	Sp/SF	Median	# of Sales	Avg Sales	Sp/SF	Median	# of Sales	Avg Sales	Sp/SF	Median
Hudson	10	\$288,825	\$108.17	\$253,900	27	\$193,348	\$82.63	\$199,999	23	\$213,474	\$94.58	\$194,900
Huntington	1	\$149,900	\$102.76	\$149,900	4	\$61,975	\$45.70	\$58,450	5	\$73,710	\$44.77	\$70,000
Lufkin	6	\$192,417	\$89.12	\$229,900	24	\$210,017	\$88.61	\$177,950	25	\$186,324	\$85.39	\$169,900

Source: Houston Association of Realtors (HAR)

Housing Market Trends – Multifamily

According to the Census related housing type estimates presented earlier in this report, there are currently 3,151 multifamily units in Lufkin and 3,930 in the CMA. CoStar estimates 3,136 units in Lufkin. Through a survey of the available data, 38 existing complexes have been identified in the Lufkin area. The 38 existing complexes account for 3,128 units. Of these, 25 complexes and 2,264 units are market rate apartments and 13 complexes (864 units) are Affordable/Section 8 units (Section 8 refers to rent subsidies available to tenants of the units). Of these, five are Senior’s housing.

There are an additional 48 units outside of Lufkin in the CMA. Diboll includes eight units and Huntington has 40. The Huntington apartments are Section 8.



Multifamily Complexes in the Lufkin Area

The following table provides information on multifamily complexes in the Lufkin area.

Multifamily Complexes Identified in the Lufkin Area

Rent Type	Name of Property	Address	# of Units	Yr Built	Vacancy
Market	Crown Forest	4106 College Drive	160	2012	8.10%
Market	Shadow Creek II	3100 Daniel McCall	84	2012	2.40%
Market	Shadow Creek	2807 Daniel McCall	222	2000	4.50%
Market	High Pointe Plaza	3507 N John Redditt	72	2000	4.20%
Market	Deer Cross	3000 S 1st Street	168	1986	4.80%
Market	Great Oaks	3205 Old Union	160	1985	2.50%
Market	The Colony	300 Champions Dr	132	1984	12.10%
Market	Greenbriar	2406 W Frank	184	1982	2.20%
Market	Hidden Oaks	3200 Daniel McCall	72	1981	4.20%
Market	The Trails	901 Crooked Creek	40	1981	0.00%
Market & Sec 8	Royal Oaks	103 Shady Bend	44	1981	0.00%
Market	Pecan Valley	2505 S John Redditt	138	1981	0.00%
Market	Kentwood	115 Kentwood	12	1981	0.00%
Market	Wooded Acres	2110 S John Redditt	60	1980	
Market	Deer Wood I & II	110 Champions	180	1979	11.10%
Market	Hidden Oaks II	1406 Tulane	52	1978	3.80%
Market	Silvercreek	2605 S First	133	1974	2.30%
Market	East Lexington	1806 E Denman	67	1973	3.00%
Market	Falling Water	101 Lazy Oaks	80	1973	2.50%
Market	Henderson Oaks	606 Henderson	20	1971	0.00%
Market	The Californian	501 Charlton St	32	1970	
Market	Stephens Court	1611-1615 E Denman	38	1952	0.00%
Market	207 N Raguet	207 N Raguet	5	1915	
Market	Village Apartments	501 Lazy Oaks	20	1971	3.00%
Market	Fox Run	300 S John Redditt	89	1979	
TOTAL/AVERAGE CONVENTIONAL UNITS			2264	1979	3.40%
Sec 8	Pioneer Crossing	1805 N John Redditt	80	2011	0.00%
Age 55/ Tax Credit	Pioneer Crossing Seniors	1202 Old Gobblers	80	2011	
Affordable	Timber Pointe	4506 Ellen Trout	74	2007	0.00%
Affordable	Creekside Estates	1825 Sayers	132	1998	0.00%
Affordable	Lotus Lane	3301 Lotus Lane	100	1976	0.00%
Affordable	Hudson Manor	4280 Old Union	80	1975	0.00%
Affordable	Hudson Green	4280 Old Union	80	1975	0.00%
Seniors Affordable	Inez Tims	800 N Chestnut	70		0.00%
Seniors Affordable	Ministry in Action	910 Kurth	32		0.00%
Affordable	Omni Residence	1301 Kurth	15		0.00%
Seniors Affordable	Peaceful Haven	1501 Lakeview	11		0.00%
Seniors Affordable	Lewis Toran	1012 Kurth	16		0.00%
Affordable	Pinewood Park	120 Kirksey	94		0.00%
TOTAL/AVG AFFORDABLE			864	1993	
Total Units			3128		
Market	D&D Apartments	105 Dale, Diboll	8		0.00%
Sec 8	First Huntington	415 N US69	40	1980	0.00%
Units Outside of Lufkin			48		



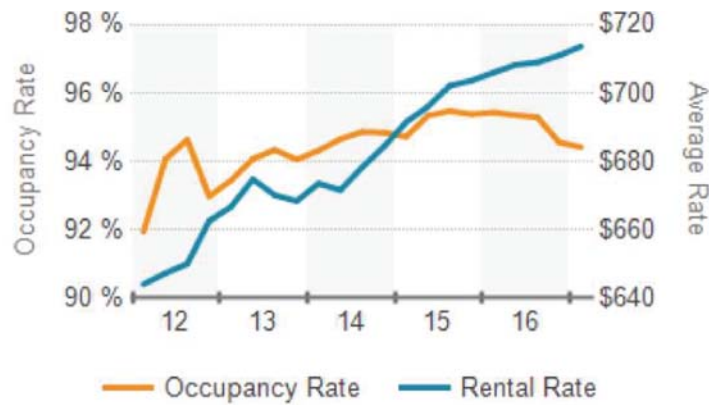
Current and Historical Occupancy and Pricing

The following figures provide a look at occupancy and effective rent per square foot over a five-year period in the Lufkin area. The current occupancy of all units in Lufkin is currently estimated at 94.4%. Noteworthy observations include the following:

- Occupancies have been relatively stable in the mid 90% range in the Lufkin area, despite the steadily increasing average rents.
- The effective rent, or the remaining cash the landlord receives after paying all expenses for operating the property, and any costs for tenant work to ready the space for occupancy, has climbed upward over the last five years. In Lufkin, average effective rent has increased from \$640 per unit to \$710 per unit, a 12.5% increase.
- Asking rents per unit by bedroom type have increased steadily for all units.
- This indicates a robust market for new rental properties. Despite wage stagnation for lower and middle income workers, rents and occupancy have remained high.

Occupancy and Effective Rent per Unit in Lufkin, 2012 to 2016

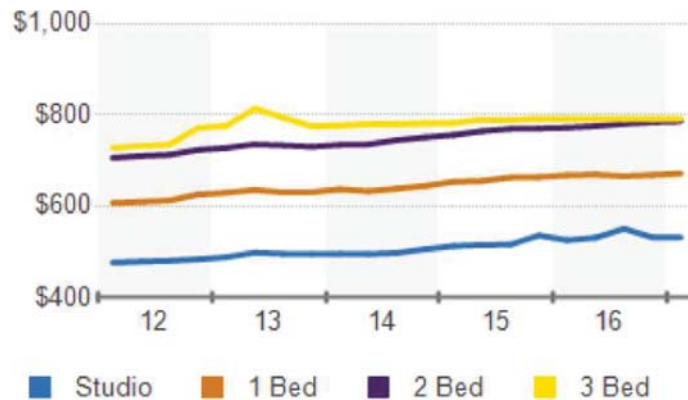
Occupancy & Rental Rates



Source: CoStar, CDS Community Development Strategies

Asking Rent by Bedroom in Lufkin, 2012 to 2016

Asking Rent Per Unit by Bedroom



Source: CoStar, CDS Community Development Strategies



Goals

GOAL #1

Increase home ownership through the development of a network of developers, builders, community organizations and lenders within the community.

GOAL #2

Continue to promote the City of Lufkin as an ideal location for affordable, residential development for starter homes and young families.

GOAL #3

Promote housing rehabilitation and encourage infill development in established residential neighborhoods by supporting partnerships and incentives for this purpose.

GOAL #4

Develop and market a comprehensive, competitive, developer incentive program for residential development in Lufkin.



Housing Market Demand Overview

Rental Housing

1. The nature of Lufkin's economy, with growing industry sectors that are dominated by moderate-wage jobs that can have considerable turnover, means that there will be continued growth in demand for moderately-priced rental housing (both single and multifamily) and affordable (subsidized) apartments. That said, overall economic growth is slow, so the pace of needed development will also be moderate.
 2. To date, the supply of market-rate rental housing is growing at a pace that is in accordance with demand. The Comprehensive Plan supports the continuation of this pattern.
 3. Development of decent-quality rental housing for lower-income households will continue to be needed over time, in limited quantities. This will likely be provided in the most part by subsidized apartments (usually through the Low Income Housing Tax Credit program). It is important that such projects do not dominate the apartment development mix over the long term, as non-qualifying renters with incomes above required thresholds will be left out.
 4. The development of new types of rental products more suitable for families with children could help fill a niche in the market. Such products could include duplexes, attached single family units, and small-lot detached homes that offer at least small backyards.
 5. Encouraging market-rate rental housing development on the north side of the city will help increase that area's population and spending power. Emphasis should be placed on areas with the greatest potential impact in improving neighborhood design by eliminating gaps in blocks.
- The ongoing revitalization of Downtown will help the market attractiveness of such projects on the north side of Downtown, but not the areas further towards Loop 287, which are not within walking distance. If the industrial job base along the northern sections of Loop 287 grows, new rental housing construction may be warranted, though many renters may prefer to live in parts of town with more retail and services in proximity.
6. The continued revitalization of Downtown will further spur demand for loft apartments and similar urban rental product that will be at the higher end of the local market. In the short term, additional supply of such units is already planned, but it is likely more will be needed as those new units stabilize in occupancy.
 7. The demand for age-restricted seniors housing has the potential to grow as the Baby Boomer generation ages out of existing housing. While some interviewed for the study did not see a strong need, it is worth noting that the existing age-restricted properties have little or no vacancy, are not large properties, and are subsidized meaning they likely have income restrictions. Over the coming years, growth in this age group may support new market-rate (without income restrictions) age-restricted apartments.



For-Sale Housing

1. An issue facing for-sale housing in the City of Lufkin is the lack of knowledge regarding the school district. Single-family developers build approximately forty homes per year in Lufkin. Focusing on the reasons for building in Lufkin, land value, community make-up, location, and schools, can increase buyer interest and increase building activity. Demand within the current city limits of Lufkin still supports the market for existing homes, but new single-family development is starting to move to the outer edges of Lufkin, to land annexed within the last ten years. Most single family development is focused on traditional detached homes suitable for families with children, so the preferences of this segment of the market are the primary guiding force.
2. The City could help make single family development more feasible by more aggressively partnering with developers on infrastructure costs (either up-front or through quick reimbursement). This will allow developers to make a satisfactory profit on homes that may have to sell for less because of the location. Up-front infrastructure subsidies would help defray the burden of early infrastructure spending for developers, which may take longer to recoup in tighter markets versus other areas due to slower lot sales. Certain special districts can be utilized as a means to structure this type of partnership. These would include in-city Municipal Utility Districts (MUDs), Public Improvement Districts (PIDs), and Tax Increment Reinvestment Zones (TIRZs).
3. The target price for new single family for-sale housing within the City of Lufkin would likely be \$120,000 to \$200,000, based on income levels, recent price patterns, and school district quality. New developments serving this price range, to the extent financially feasible for a private developer to undertake, will likely not feature many amenities or extra landscaping, etc. Any assistance for infrastructure construction provided by the City might have the leverage to require a limited amount of features to improve appearance and quality of life. Certain tools (such as PIDs or a private but required Homeowners Association or HOA) would also have the capacity to help fund operations and maintenance, as long as the cost burden doesn't rise too high for the target market.
4. Though adding residents to the city would generally be a good thing for its economic health, the fiscal impact of new single family areas and the burden of the accompanying infrastructure may not be a net positive for City finances, especially if the homes have "entry-level" pricing that produces relatively low property tax revenue. The City should be thoughtful in this regard about assisting new single family developments and show preference to projects in locations that maximize the opportunities provided by existing infrastructure rather than long extensions. Certain special districts can also help confine the cost burden to the new residents rather than the citywide taxpayer population.



North Side Revitalization

The principal areas for which a Comprehensive Plan could address the potential for revitalization fall into three principal categories:

- Housing and property rehabilitations,
- Infrastructure and mobility, and
- Human and social capital.

1. Inadequate property maintenance is a significant issue for the North Side. In cities where gentrification pressure exists due to a strong local economy and real estate market, this issue can somewhat resolve itself. However, that it is not the case in Lufkin. Spurring improved property maintenance, rehabbing existing housing, and demolition of unsafe structures will take more direct intervention in order to maintain block cohesion.

- The City can be more rigorous and proactive in enforcing its existing building and property maintenance codes. This can be politically difficult on its own, but may be acceptable if coupled with funds for the rehab of livable properties, demolition of unsound structures, removal of refuse and abandoned personal property, and cleanup and maintenance of vacant lots. The prevalence of properties in poor condition, in addition to potential negative life and safety impacts, also impinges on the area's housing market because home buyers and renters who can afford it will tend to live elsewhere to avoid the negative visual impacts. In addition, a higher overall level of maintenance and condition for private properties may spur other property owners to do their own clean up.
- The City should anticipate a search for title and maintenance responsibility for many properties owned by either absentee landlords or the heirs of original owners. Developing a program to assist with legal assistance to clear up these ownership issues, will further spur the redevelopment of these properties.

- Properties helped through the above programs that are either currently owner-occupied or which are acquired by the City could be rehabilitated and designated as affordable housing, with contractual obligation to remain so over some period of time.
 - Some cities have implemented rental licensing programs to require a minimum standard of condition before a landlord can lease to a new occupant. ***Lufkin real estate interests have taken a strong position against such a policy, but a dialogue on the matter would be a beneficial activity that could lead to an acceptable program in the long run.***
 - The City should promote vacant North Side land tracts of sufficient size for new entry-level subdivisions that would reintroduce a more middle class population to the area. Locations with proximate access to water and sewer services should be prioritized. Public funding assistance would likely still be required for infrastructure internal to the development in order to allow a price point acceptable in the North Side marketplace (likely \$130,000 to \$160,000). New housing in this price range appears to be generally needed in Lufkin overall, so there should be reasonable demand. Having a distinct identity for the subdivision, as opposed to it being integrated as infill to the adjacent neighborhood, may be needed for market acceptance.
2. Community representatives were unanimous in stating a need for street and sidewalk improvements. The focus should be on reducing street flooding from rainstorms and rehabilitating or installing sidewalks where needed, especially ones that lead to community facilities and transit routes (See Proposed Sidewalk Recommendations). After this, a block to block approach is recommended.



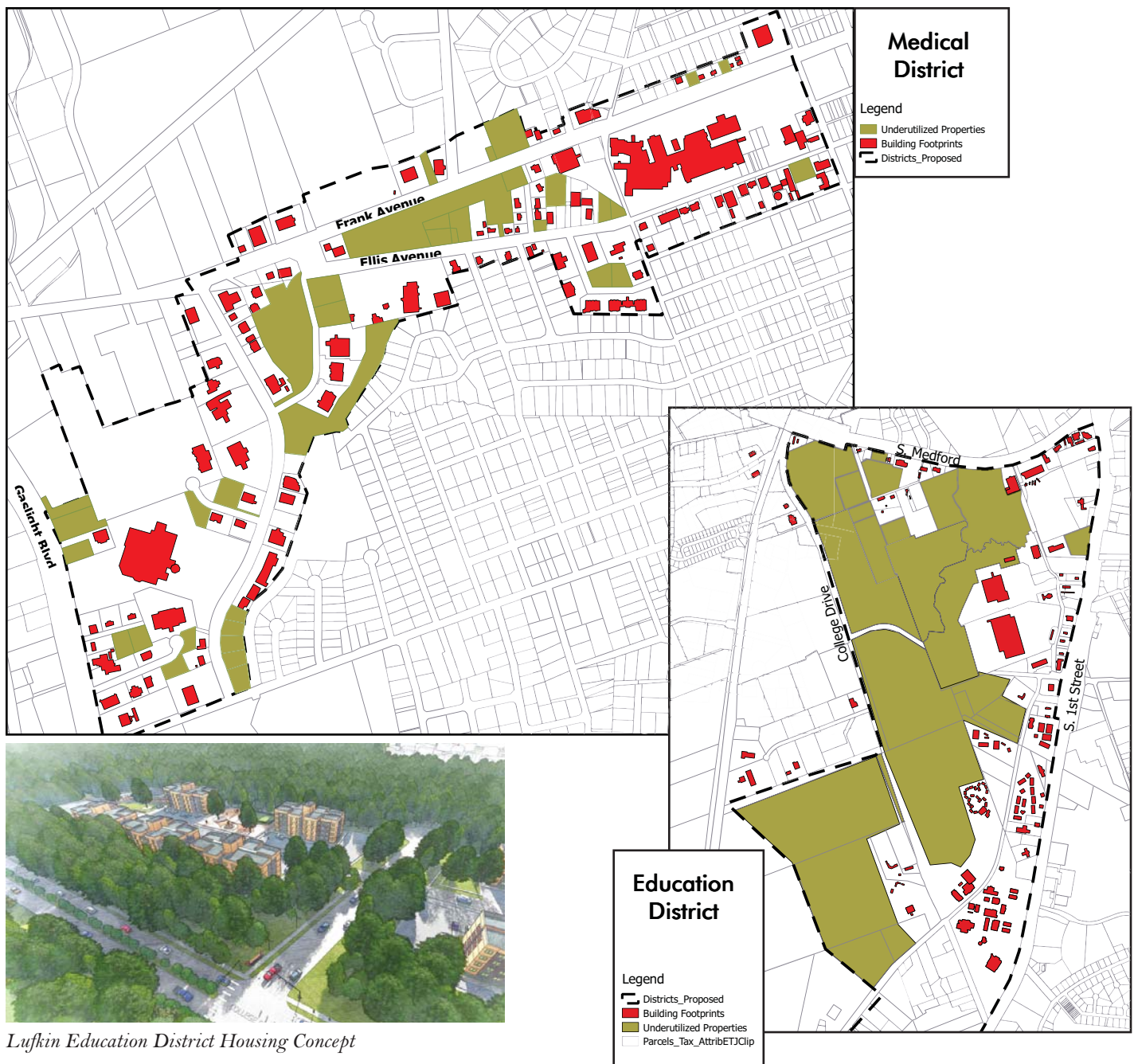
3. The transit network should be reviewed in light of North Side residents' needs to access education, jobs, and services. North Lufkin's west side (Wards 1 and 2) should be priority areas for improvements. Transit shelters should be installed at busier stops (See Proposed Bus Shelter Recommendations), and thoroughfares should be examined for ways to improve pedestrian safety, particularly crosswalks.
4. To the extent the Comprehensive Plan covers human services programming, the City should work with community organizations as appropriate to examine opportunities for offering neighborhood services for which residents now have to travel outside the area. The City and the Foundation can facilitate partnerships with educational institutions such as Lufkin ISD, Angelina Community College, and with local employers that offer above-minimum-wage jobs to better train and connect North Side residents to improved employment opportunities.
5. While North Side residents would like to have an improved array of neighborhood retail and service establishments, the limited residential population and low to moderate incomes prevalent on the North Side put strong constraints on the attractiveness of the area for such businesses. Improving the prospects for many of these kinds of businesses will entail increasing the population and/or raising income levels.



Recommendations

Establish Public Improvement District

For the purpose of establishing residential infill and community redevelopment programs, targeting to improve housing conditions within the northern portion of the community and within proposed districts, public improvement districts should be evaluated and established. Housing policies should be developed to clearly articulate the incentives to developers for building new infill projects; City rebates available for infrastructure development or permit fee waivers available for specific projects within the area. Additionally, guidelines for development such as screening, landscaping and/or density could be established to ensure future development is done in a way which compliments existing, established residential areas (as recommended in the Land Use section). These districts include programs and policies to specifically target goals and are financed through the district. This helps to engender community support as expenditures are not borne by all taxpayers.



HOUSING

Lufkin Education District Housing Concept



Network (builders, lenders, developers)

A network should be created of builders, lenders and developers in the Lufkin community and a development organization could be created to facilitate the implementation of strategic goals associated with housing development in the community. This organization should serve as the primary communication piece for housing opportunities in Lufkin.

Land Bank

Underutilized parcels and tax foreclosure sites should be accumulated in a land bank of infill opportunities, managed by the City of Lufkin. This bank can assemble parcels for residential infill or redevelopment projects within the community, specifically within the Community Improvement District.

Public Private Partnerships

When evaluating opportunities for redevelopment or development in undeveloped areas, the community should consider public private partnerships to incentivize the housing type desired through the development and leverage public investment to realize community development goals (see Lufkin Industries Master Plan Concept).

Communication Plan

Establishing pathways for long term communication between stakeholder groups will ensure communication of goals and strategies associated with housing initiatives in the Lufkin community.

HOME Program

The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households'. The City of Lufkin should evaluate this program and consider creating a local program for home improvement grants to qualifying individuals.



Lufkin Medical District Mixed Use Housing Concept

Lufkin Medical District Mixed Use Housing Concept

¹Retrieved from https://www.hud.gov/program_offices/comm_planning/affordablehousing/programs/home/



Implementation Plan

Implementation Plan-Housing

01 Goal 1. Increase home ownership through the development of a network of developers, builders, community organizations and lenders within the community.

Short Term (Years 1-3)

Objective 1.1 Develop standard selection of home plans available for public use on energy efficient/economic structures for first time home buyers. Work with local developers and builders to promote these home building practices.

Objective 1.2 Establish a home ownership coalition in Lufkin consisting of developers, builders and lenders, churches and work with the coalition to establish goals related to home ownership education and connect local resources (such as grants and financing) to potential home owners.

Objective 1.3 Organize annual workshops in cooperation with rental housing units to provide information to residents on how to transition from rental housing to home ownership.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Lufkin Economic Development Corporation (LEDC), Lufkin ISD

Mid Term (Years 4-5)

Objective 1.4 Work with Lufkin ISD to incorporate home ownership education into school curriculum.

Objective 1.5 Work with Habitat for Humanity to establish a local affiliate who can serve as a partner to City of Lufkin in increasing home ownership for the community. Work with Habitat to target investment in areas of community which provide significant residential infill opportunity.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Lufkin ISD

Long Term (Years 6-10)

Objective 1.6 Establish annual review of HOME program and allocate increased funding, when appropriate.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



Implementation Plan

Implementation Plan-Housing

02 Goal 2. Continue to promote the City of Lufkin as an ideal location for affordable, residential development for starter homes and young families.

Short Term (Years 1-3)

Objective 2.1 Enhance City of Lufkin mapping and housing development information to provide accurate and accessible information to the public related to relocation. Ensure this information is prominent on City of Lufkin website.

Objective 2.2 Work with Lufkin ISD and LEDC to develop marketing strategy to improve perception of the community as an ideal location for affordable, residential development and an ideal location for young families.

Objective 2.3 Meet with local developers and assess perceptions and attitudes toward developing in Lufkin. Work to address these perceptions with marketing or incentives.

Objective 2.4 Work with Lufkin ISD, Angelina County, and Angelina College to communicate incentives and initiatives of City of Lufkin to promote the community.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Lufkin Economic Development Corporation (LEDC), Angelina County, Angelina College, Lufkin ISD

Mid Term (Years 4-5)

Objective 2.5 Identify and participate in home builder conferences and trade shows across the state in order to promote building and living in Lufkin.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Lufkin Economic Development Corporation (LEDC), Angelina County, Angelina College, Lufkin ISD

Long Term (Years 6-10)

Objective 2.6 Establish annual review process for evaluating Lufkin marketing campaigns to ensure effectiveness. Use current residential development and Lufkin ISD enrollment to evaluate effectiveness.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



Implementation Plan

Implementation Plan-**Housing**

03 Goal 3. Promote housing rehabilitation and encourage infill development in established residential neighborhoods by supporting partnerships and incentives for this purpose.

Short Term (Years 1-3)

Objective 3.1 Establish a HOME program for the City of Lufkin.

Objective 3.2 Develop a list of properties which are ideal candidates for demolition. Allocate funding for the demolition of these structures on an annual basis.

Objective 3.3 In conjunction with demolished property initiatives, develop a program to assist with legal assistance to clear up property ownership issues, in order to further spur the redevelopment of blighted properties.

Objective 3.4 Allocate funding for targeted transportation improvements (sidewalk, bus shelters) within Wards 1 and 3 to enhance neighborhood connectivity and support housing rehabilitation an infill development.

Time-Frame: FY 2019-2021

Funding Source: Federal HOME program

Partners: City of Lufkin, Angelina County, Lufkin ISD

Mid Term (Years 4-5)

Objective 3.5 Working with Angelina County and Lufkin ISD to develop a land bank for tax delinquent properties which can be assembled for residential infill projects. Allocated targeted infrastructure to support these infill projects.

Objective 3.6 Expand code compliance programs to include monthly neighborhood meetings to discuss how code compliance can work with property owners to improve neighborhood conditions. Work to transform property maintenance programs to become more resident driven.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Angelina County, Angelina College, Lufkin ISD

Long Term (Years 6-10)

Objective 3.7 Develop marketing to promote neighborhood revitalization strategies to enhance the image of Lufkin as a proactive, developer friendly community.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin

Implementation Plan

Implementation Plan-Housing

04 Goal 4. Develop and market a comprehensive, competitive, developer incentive program for residential development in Lufkin.

Short Term (Years 1-3)

Objective 4.1 Identify communities of comparable size/character and evaluate strategies they have used to develop incentives for residential development.

Objective 4.2 Upon evaluation, expand current residential development incentives (consider waiving permit and impact fees, where appropriate or participating in public infrastructure development).

Objective 4.3 Host residential developer summit to introduce the expanded residential development incentives.

Objective 4.4 Work with Lufkin ISD, Angelina County, and Angelina College to discuss long term impact of residential incentives and address potential impacts.

Objective 4.5 To coincide Medical, Education and Downtown District development, identify specific housing products appropriate for these districts. Work with LEDC to perform market analysis for these residential products and use market analysis to recruit developers to respond to needs presented in market analysis.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Angelina County, Angelina College, Lufkin ISD, Lufkin Economic Development Corporation (LEDC)

Mid Term (Years 4-5)

Objective 4.6 Monitor and evaluate effectiveness of residential development incentives. Modify programs as appropriate.

Objective 4.6 Coordinate specific incentives within Districts to coincide District plans for incentives. Ensure these incentives are appropriate for residential projects and public improvements support these projects.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin

Long Term (Years 6-10)

Objective 4.8 As positive impacts of residential development incentives become evident, consider decreasing incentives or modifying.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



COMMUNITY FACILITIES AND SERVICES





Existing Conditions

City Hall

In 2016-17, the Lufkin City Hall was renovated to increase security, expand the atrium and improve customer circulation. The current facility houses the City Government (City Council Chambers and offices), City Administrative Offices including Manager and Assistant City Manager, Secretary, Human Resources, and Finance. It also houses Planning, Engineering, Inspections, and Utility Collections. With the renovation, the existing structure and support structures will sufficiently meet the expectations of the community for the Comprehensive Plan planning term. Considerations for improving public communication methods and plans, as well as updating and enhancing the City’s web-based technology, will continue to enhance public services provided through City Hall and other departments.



Lufkin City Hall

Library

The Lufkin community is fortunate to have the Kurth Memorial Library as an incredible resource for a robust library collection, genealogy resources, and a full set of programs for children, young adults, families and adults. The library currently has a total of 13,489 active library users (11,382, Lufkin; 1463, Angelina County; 644, Out-of-County). The Library facility footprint contains a total of 56,000 square feet, 33,000 of which is fully developed and 23,000 of which was built as a shell for future expansion of library services. Some of the more popular library services are its technology (computer lab and courses) and the summer reading program.



Lufkin Kurth Memorial Library

The library board is currently engaged in the process of developing a master plan for the library building and grounds. Through the process of public input associated with the master planning process, ideas such for renovating the undeveloped area were proposed, include adding additional community meeting space which could provide opportunities to expose more community members to the library and its services.

Fire Service

The mission of the Lufkin Fire Department is to protect lives and property through a variety of public safety services under the direction of the City of Lufkin. The Lufkin Fire Department is a full-service department providing fire suppression, rescue, emergency medical services with paramedics and ambulances, a twenty-five member hazardous materials team, fire inspections, plan review for new and updated construction, fire code enforcement, arson investigation, and public information and education. The department operates four emergency stations and one fire administration building. The ISO (Insurance Services Office) rating is a level 2.



Lufkin Fire Station



Current facilities adequately provide the physical infrastructure necessary to support department functions. As the community grows additional stations will need to be evaluated in order to maintain current levels of services. Additionally, exploring alternative services for non-emergency related medical transports within the service area could relieve some of the demand on current fire department staff.

Police Service

It is the mission of the Lufkin Police Department (LPD) to provide effective police service for the City of Lufkin. In doing so, the department had focused in previous years on building public trust through participation in community events and implementing programs such as the Citizens Police Academy, the chaplain program, and the clergy and police alliance. In 2016, the department fully implemented a body worn camera program where every officer has a camera which consistently and reliably records public interactions.



Lufkin Police Station

The department also focused on fully staffing special services units designed to provide more support and resources to neighborhoods affected by drug and gang activity. LPD also improved its own recruiting and retention and saw a fully staffed department as they entered 2017.

The Lufkin Police Department employs 100 personnel, consisting of 77 peace officers and 23 civilian positions. In 2016, the communications center reported 554,461 radio transmissions, 162,997 non-emergency calls, and 37,980 911 emergency calls. The center dispatched 55,106 calls for service

(41,233 police calls, 8,929 EMS calls; 3,993 fire calls; 197 private ambulance calls; and 754 after hours public works calls).

In terms of facilities, the current building was renovated in the 1980s and a facility feasibility study could evaluate more efficient opportunities for space utilization and circulation. Likewise, the communications center is in need of technology upgrades for communications equipment, as the exterior boundaries of the service area occasionally experience unclear reception and transmissions based in part on city boundaries expanding. The City is in the process of evaluating this issue and identifying potential solutions. The combination of needs for police department space and communication center upgrades present an opportunity for assessment and further study to determine the extent of facility improvements and equipment upgrades required, as the department grows, to effectively serve the Lufkin community.

Animal Control

The City of Lufkin Animal Control Department enforces animal related state laws and city ordinances within the City of Lufkin and assists the public with animal related issues. Animal Control provides education services to the public to prevent animal homelessness, promote humane treatment of animals, responsible pet ownership, and rabies control and awareness. Animal Control operates under the auspices of the Lufkin Police Department and employs a director, assistant director, four animal control officers, and four animal control attendees. In 2016, the Kurth Memorial Animal Services and Adoption Center received 5,012 animals and facilitated 961 adoptions and 586 animal rescues.

The current facility was built in 1998 and sufficiently handles the volume of domestic animals but lacks sufficient space for accommodating large livestock. Assessing the structure and considering an exterior and lobby area remodel ensures the facility remains attractive for future customers of the facility.



Public Works & Utilities

The City of Lufkin operates streets and drainage, water/wastewater and solid waste services. It is important to note major street reconstruction and drainage projects have put the City of Lufkin in an excellent position for maintaining their infrastructure and their ability to develop new infrastructure to support projected growth. Regional detention planning has aided in dealing with overall stresses on the storm water system and has created a cost effective way for conveying storm water generated through the impervious surfaces of new development. The water and wastewater departments have invested heavily in replacement of lines, meters, and equipment over the last 12 years (a complete list of Capital Improvements from 2005-2016 is included in the City of Lufkin Annual Operating Budget, FY 2016-17).



Lufkin Public Works



Lufkin Public Works

Water System

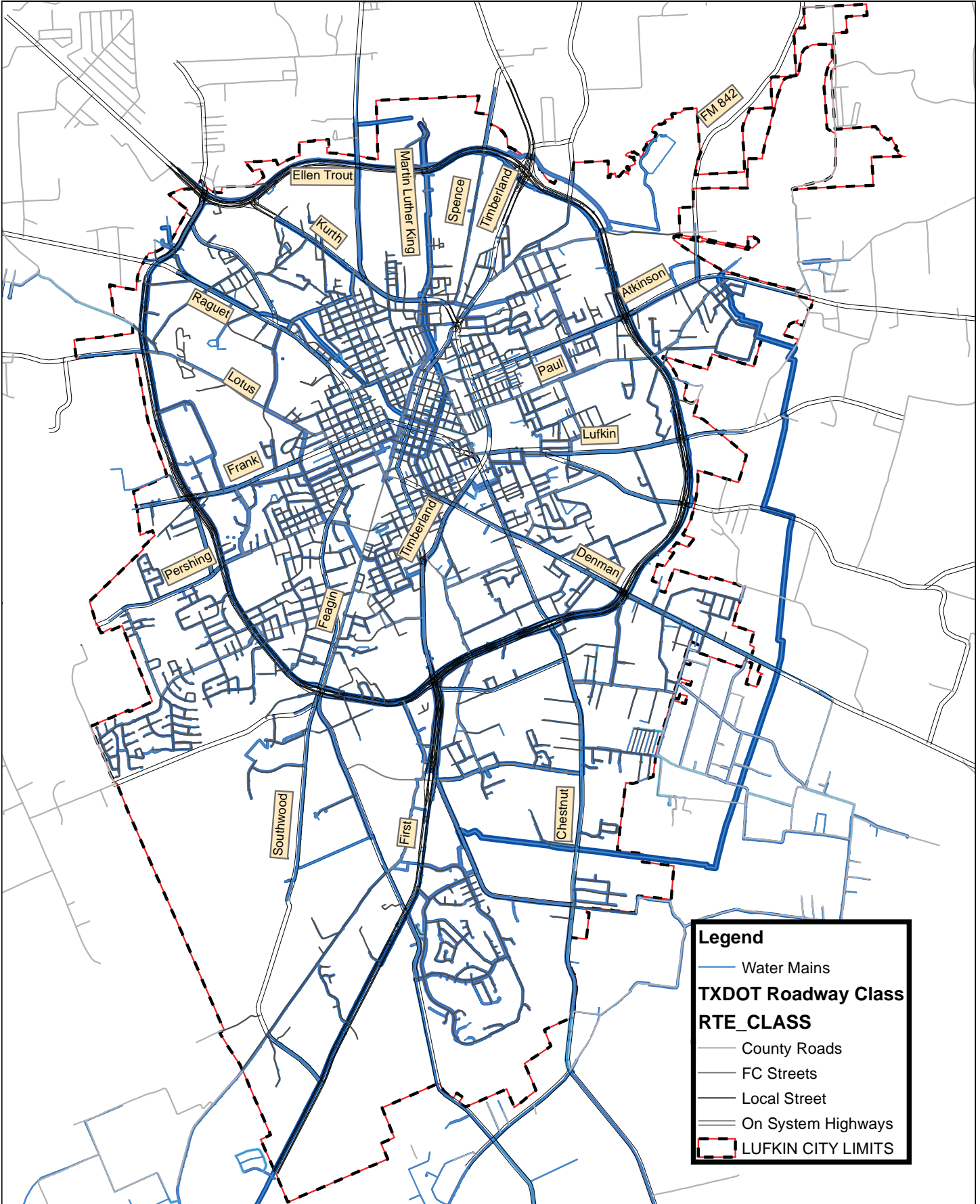
Major projects to note are listed below:

- \$17,147,905 – Asbestos Cement Line Replacement was a five-year project that included approximately 57 miles of asbestos cement water lines and is 100% complete. Construction began in fiscal 2001 and completed in fiscal 2009. Also included are the Ellen Street Ground Storage Tank rehabilitation project completed in fiscal 2009 at \$541,350 and Crown Colony water line replacement costing \$2,202,336 completed the same year. This project was completed in 2009.
- \$67,500 – Water Plant Control System was completed in early FY 2007.
- \$965,000 – Water Well #15 consisted of drilling and construction. The project was completed in FY 2005.
- \$7,000,000 – Main Street Downtown Project replacement of water and sewer lines in the central business district done simultaneously with the street, sidewalk, and period lighting project. The project was completed in FY 2005.

- \$297,000 – Abney Utility Relocation portion of the Abney Street reconstruction was completed in FY 2005.
- \$72,500 – Whitehouse Utility Relocation was completed in FY 2006.
- \$375,000 – Lotus Lane Utility Relocation is was completed in FY 2008.
- \$15,133,211 – Kurth Lake and Abitibi Water Wells purchased in FY 2009.
- \$1,316,000 – Waterline to Diboll was completed in FY 2012 for a total cost of \$964,530 and funded by Wastewater Depreciation Fund.
- \$1,490,000 - Rehabilitation of Two Million Ground Storage Tanks completed in Fiscal 2014.
- \$515,063 - Water Wells were completed in Fiscal 2014.
- \$31,954 - Water Well No.29 renovation project was completed Fiscal 2015.



Water Service





Wastewater Projects

Since 2005, the City has invested a total of \$17,599,596 in water/wastewater projects through the Water/Wastewater Renewal and Replacement Fund. Some notable projects are listed below.

- \$978,000 – Kit McConnico Force Main consists of constructing sewer force main from the Kit McConnico complex to the appropriate lift station. Construction was complete in FY 2005.
- \$102,300 – Kit McConnico Utility Relocation was completed in FY 2005.
- \$737,050 – Equalization Basin & Head Works includes construction of an additional storm water lagoon at the treatment facility and adjustments and over sizing to piping and pumping facilities to accommodate the additional lagoon. Project began construction during FY 2003 and completed in FY 2010.
- \$760,000 – Chlorine Contact Basin includes construction of a unit identical to the existing unit which will increase treatment capacity and allow for repairs to the old unit.
- \$117,012- Copeland Street Sewer Lift Station was completed in FY 2010.
- \$66,228 – Kit McConnico Lift Station Pump was completed in FY 2010.
- \$655,000 - Digester Rebuild was completed in FY 2011 for a total cost of \$654,770.
- \$156,450 – SSCS U.S. Highway 69 Annexed Area was completed in FY 2011 for total cost of \$140,273.
- \$1,232,470 - US Highway 59 Lift Station and Line Extension was completed in FY 2012 for a total cost of \$939,574.
- \$1,028,730 - Kit McConnico Infill and Infiltration Project K was completed in FY 2012 for a total cost of \$789,652.

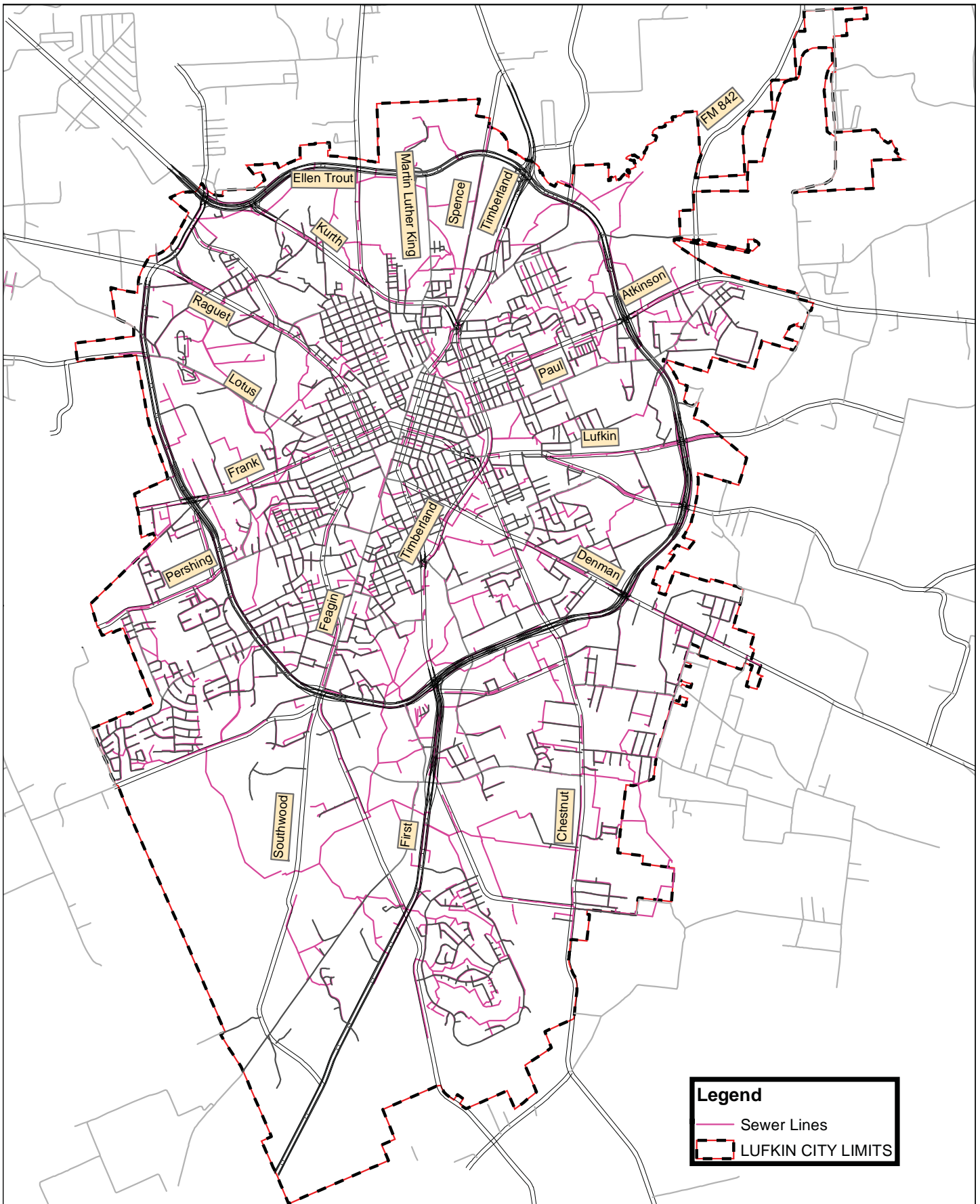
Solid Waste

The Solid Waste Services Department is responsible for the collection of residential and commercial garbage, rubbish and recyclable material within the City of Lufkin.

In 2009, a \$1,730,467 storage facility for recycling was constructed to add storage for recyclables and expand the solid waste facility. These facilities house the recycling and litter management services available through the City of Lufkin. The City offers recycling services to out-of-city residents at no cost, although the service is fully subsidized by the City of Lufkin. Currently, the City uses the county landfill which has enough capacity to adequately support future demands.



Sewer Service





Goals

GOAL #1

The City of Lufkin continues to ensure public services and facilities adequately serve the needs of residents and businesses within the City of Lufkin, and that such services and facilities are adaptable to future growth.

GOAL #2

In keeping with Lufkin's interest in continuing to build on its strengths, the community recognizes the unique existing character of Lufkin, and builds public facilities in accordance with community design standards in order to provide a sense of community identity, both functionally and aesthetically.

GOAL #3

Ensure future community facilities and service needs are met through sound long-range and fiscal planning which utilizes user fees, impact fees or other means of generating revenue to support these facilities and services.

GOAL #4

When evaluating future community facility needs, priority should be placed on evaluating existing underutilized or brownfields sites for infill and redevelopment opportunities. The City should evaluate public-private partnership or public financing mechanisms, to find productive uses for these sites while enhancing community land use goals.



Recommendations

Kurth Memorial Library and Ellen Trout Zoo

Both the Library Board and Ellen Trout Zoo have developed Master Plans for the long range improvements of those facilities. The City Council should adopt those plans and refer to them, within the context of the Comprehensive Plan, in order to effectively implement future facility improvements. The plans were developed in 2017 and the implementation of recommended first phases should occur within the FY2017-19 planning years. Partnerships with the Library Board, Friends of the Kurth Memorial Library and Friends of Ellen Trout Zoo should be engaged for the implementation of these plans.



Lufkin Kurth Memorial Library



Ellen Trout Zoo



Ellen Trout Zoo



Ellen Trout Zoo

Public Works and Utilities

Since the City invested in the development of an extensive Regional Storm Water Management Plan, this plan should continue to be monitored and implemented on an ongoing basis, as development occurs. As the community grows, upgrades to the existing Waste Water Treatment Facility and the construction of an additional surface water treatment facility will need to be incorporated into future Capital Improvement Project Planning.



Recreation Center

Another capital project identified in the Lufkin Parks and Recreation Facilities and Programs Master Plan was the development of a Recreation Center to serve the community. Discussions for the new facility have considered new site development at an existing Parks and Recreation property within the City of Lufkin or finding an opportunity to redevelop an existing distressed industrial or commercial site (like in the concept for redevelopment of the Lufkin Industries Site). A comparison of costs associated with either option as well as design concepts and a sample site program have been presented here.



Examples of Potential Recreation Centers

Public Safety

As mentioned in the Existing Conditions Assessment, the City should consider initiating a feasibility study to evaluate Police Department and Communication equipment and space needs at the existing location to determine the long term facility needs of Police and Dispatch services. Another need and opportunity which was identified through the course of the planning process was an opportunity to evaluate the

Scenario 01 (New Construction; 30,000 - 45,000 SF)

- Basketball Courts
- Fitness Center
- Aerobic/Dance Studios
- Multi-use Rooms
- Racquetball Courts
- Teen Zone
- Childcare
- Support Spaces

Probable Cost: \$ 7.5 - \$ 15.8 M

Scenario 02 (Renovation/Addition; 30,000 - 45,000 SF)

- Basketball Courts
- Fitness Center
- Aerobic/Dance Studios
- Multi-use Rooms
- Racquetball Courts
- Teen Zone
- Childcare
- Support Spaces

Probable Cost: \$ 4.5 - \$ 9 M



feasibility of a joint training facility with Angelina College and the City of Lufkin. The facility could be developed to offer training opportunities for fire fighting, emergency response, firearms training, and tactical driving training. The training could be for the local Fire and Police Departments as well as offered for regional training programs available through the College.



Implementation Plan

Implementation Plan-Community Facilities and Services



01 Goal 1. The City of Lufkin continues to ensure public services and facilities adequately serve the needs of residents and businesses within the City of Lufkin, and that such services and facilities are adaptable to future growth.

Short Term (Years 1-3)

Objective 1.1 Establish annual joint meeting with Library Board, Friends of the Kurth Memorial Library, Library Staff, and Lufkin City Council to prioritize needs/tasks for annual implementation, related to the Library Master Plan. Allocate funding for Capital Improvements as appropriate.

Objective 1.2 Establish annual joint meeting with Friends of Ellen Trout Zoo, Zoo Staff, and Lufkin City Council to prioritize needs/tasks for annual implementation, related to the Library Master Plan. Allocate funding for Capital Improvements as appropriate.

Objective 1.3 Continue to monitor and implement Regional Storm Water Management Plan.

Time-Frame: FY 2019-2021

Funding Source: Friends of the Ellen Trout Zoo, Friends of the Kurth Memorial Library, Grants

Partners: City of Lufkin, Friends of Ellen Trout Zoo, Library Board, Friends of the Kurth Memorial Library

Mid Term (Years 4-5)

Objective 1.4 Initiate feasibility study to evaluate Police Department and Communication needs at existing station to determine the long term facility needs of Police and Communication Departments.

Objective 1.5 Initiate feasibility study for new Recreation Center as part of the implementation of the Parks and Recreation Master Plan.

Objective 1.6 Allocate funding for the upgrading of communication equipment for police and fire departments.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Deep East Texas Council of Governments

Long Term (Years 6-10)

Objective 1.6 Update the Parks and Recreation Master Plan by 2026.

Objective 1.7 Allocate funding for Recreation Center Design and Construction.

Objective 1.8 Allocate funding for Police Department and Communications Facility Design and Construction.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin, Deep East Texas Council of Governments



Implementation Plan

Implementation Plan-Community Facilities and Services

02

Goal 2. In keeping with Lufkin’s interest in continuing to build on its strengths, the community recognizes the unique existing character of Lufkin, and builds public facilities in accordance with community design standards in order to provide a sense of community identity, both functionally and aesthetically.

Short Term (Years 1-3)

Objective 2.1 Work with Planning and Zoning Commission and City Council to establish Lufkin character and community design standards. Once standards are developed, present to City Council for adoption via ordinance.

Objective 2.2 Appoint a design review committee of both City Staff and board representatives to provide guidance for architectural concepts for future public facilities.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin

Mid Term (Years 4-5)

Objective 2.3 Develop an RFQ for architectural services for the Remodel of Fire Station #2 and utilize community design standards for the architectural design.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin

Long Term (Years 6-10)

Objective 2.4 Establish annual review for the community design standards.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



Implementation Plan

Implementation Plan-Community Facilities and Services



03 Goal 3. Ensure future community facilities and service needs are met through sound long-range and fiscal planning which utilized user fees, impact fees or other means of generating revenue to support these facilities and services.

Short Term (Years 1-3)

Objective 3.1 Work with an engineering consultant to perform an analysis of the total capacity, the level of current usage, and commitments for usage of capacity of the existing capital improvements, for the City of Lufkin Waste Water and Water systems.

Objective 3.2 Utilize the Waste Water and Water systems analysis to develop an Impact Fee structure for Residential, Commercial and Industrial development within the City of Lufkin and its ETJ.

Objective 3.3 Conduct a market study to find opportunities for potential sale of City of Lufkin water resources as well as fiscal impact to City.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin

Mid Term (Years 4-5)

Objective 3.4 Initiate feasibility study to evaluate Waste Water Treatment Facility needs to determine the long-term needs of the Facility and evaluate the need for a future Waste Water Treatment Facility.

Objective 3.5 Initiate feasibility study to evaluate Surface Water Treatment Facility needs to determine the long-term needs of the Facility and evaluate the need for a future Surface Water Treatment Facility.

Objective 3.6 Develop and present to City Council an Impact Fee Ordinance for consideration.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin

Long Term (Years 6-10)

Objective 3.7 Based on the feasibility studies for Water/Wastewater System needs, allocate funding as part of the Capital Improvement Plan for Waste Water Treatment Facility and Surface Water Treatment Facility.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin



Implementation Plan

Implementation Plan-Community Facilities and Services

04 Goal 4. When evaluating future community facility needs, priority should be placed on evaluating existing underutilized or brownfield sites for infill and redevelopment opportunities. The City should evaluate public-private partnership or public financing mechanisms, to find productive uses for these sites while enhancing community land use goals.

Short Term (Years 1-3)

Objective 4.1 Work with the Lufkin Economic Development Corporation (EDC) to develop a list of Brownfield sites within the City of Lufkin.

Objective 4.2 Prioritize Brownfield sites based on urgency for redevelopment. Consider factors such as proximity to Downtown, Education and Medical Districts, visibility and proximity to major corridors.

Objective 4.3 Work with the Lufkin Economic Development Corporation, City of Lufkin and Angelina College to evaluate the opportunity to develop a Public Safety Joint Training Facility for fire fighting, emergency response, firearms training, and tactical driving training.

Objective 4.4 Initiate feasibility study for new Public Safety Joint Training Facility.

Time-Frame: FY 2019-2021

Funding Source: N/A

Partners: City of Lufkin, Lufkin EDC, Angelina College, Deep East Texas Council of Governments

Mid Term (Years 4-5)

Objective 4.4 Initiate Master Planning process for Public Safety Joint Training Facility. Allocate funding for the development of the Facility.

Objective 4.5 Identify Brownfield sites appropriate for Recreation Center and Police and Communications Department Facility. Work on public-private partnership/mixed use development leveraging the investment for these public facilities to redevelop the Brownfield sites.

Time-Frame: FY 2022-2023

Funding Source: N/A

Partners: City of Lufkin, Lufkin EDC, Angelina College, Deep East Texas Council of Governments

Long Term (Years 6-10)

Objective 4.6 Work with Lufkin CVB to market the Joint Training Facility as a state-wide destination for Public Safety Training.

Time-Frame: FY 2024-2028

Funding Source: N/A

Partners: City of Lufkin, Lufkin EDC, Angelina College, Deep East Texas Council of Governments