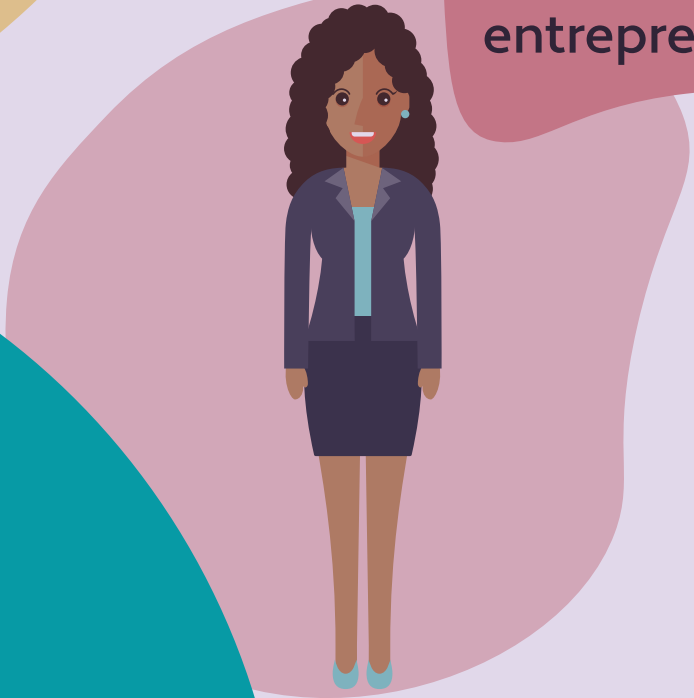




**The
Hernandez
Family**
looking to get out
the house

Morgan
the
entrepreneur



Appendix



**Jolene
and Dalton**
out-of-town
visitors



Chris
the Young
Graduate

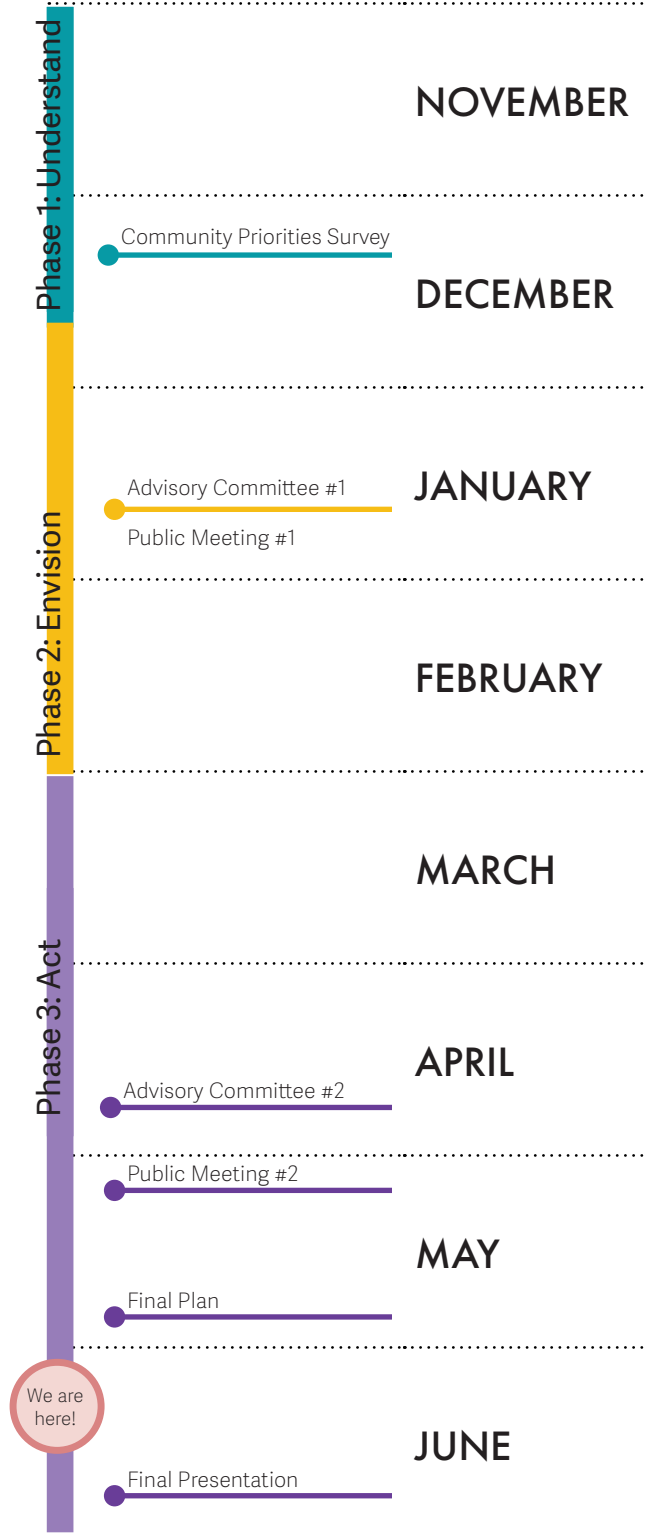


Appendix A: Community Input

Detailed Timeline

Lufkin Forward Vision Plan Engagement Timeline

2020-2021



Priorities Survey Summary



Lufkin Economic Development Corporation

Downtown Lufkin Economic
Development and Public
Realm Vision

Community Priorities Survey Summary



January 2021



ASAKURA
ROBINSON

Project Overview

The Lufkin Economic Development Corporation (LEDC) and other stakeholders are working to develop an Economic Development and Public Realm Vision plan for Downtown Lufkin. This project engages City Staff, Council Members, community members, residents, organizations, and other stakeholders to improve the public experience for those living in and around downtown and those visiting Downtown Lufkin. These improvements include infrastructure, beautification, and events, along with a variety of new policies, programs, and projects to help shape the future of Downtown Lufkin.

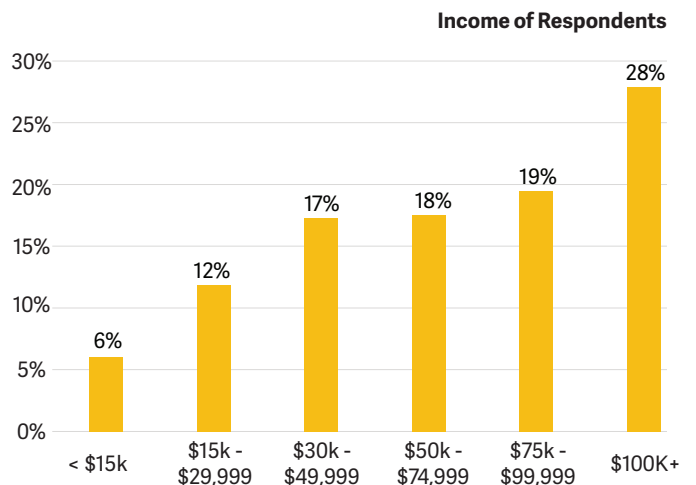
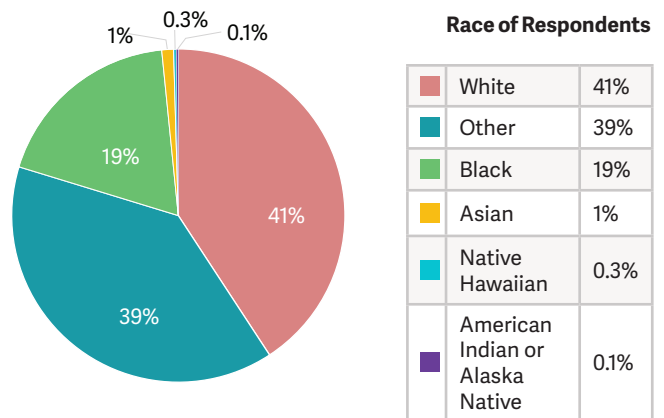
The Client and Consultant teams launched the Lufkin Forward Community Priorities Survey in December 2020 to gather input from residents and stakeholders on priorities and needs for downtown, as well as thoughts regarding the future of Downtown Lufkin. The Consultant team yielded the following goals based on survey responses:

- Downtown Lufkin must be **Dynamic**
- Downtown Lufkin must be **Lively**
- Downtown Lufkin must be **Magnetic**
- Downtown Lufkin must be **Inviting**
- Downtown Lufkin must be **Healthy**

Over 1,000 responses!

Methodology

The Community Priorities Survey asked five (5) questions regarding people’s connection to Downtown Lufkin, people’s perceptions of downtown, and what people would like to see happen now and in the near future for Downtown Lufkin. The survey was open from December 2020 to January 2021 and received over 1,000 responses. Surveys were made available online and posted to the project’s website, **www.LufkinForward.com**. The Client team also distributed print copies of the survey to the public and advertised the survey using social media platforms and postcards. To analyze survey responses, the Consultant team used a statistical software program and a coding system to determine patterns and significance between variables in the responses collected.



Findings

What are people's connections to Downtown Lufkin?

Most respondents either go out to eat, shop, or go to events downtown. Specifically, 82% of White respondents and 72% of respondents who identify as a Person of Color said they eat, shop, or go to events in Downtown Lufkin. Only about 3% of survey respondents actually live in Downtown Lufkin. However, 15% of People of Color had no connection to downtown compared to only 3% of White respondents. This is particularly noticeable in Black respondents, of which 21% have no connection to downtown. Moreover, 13% of respondents making less than \$30,000 have no connection to downtown, while 33% of respondents who eat or shop downtown make over \$100,000 per year (compared to all other income categories).

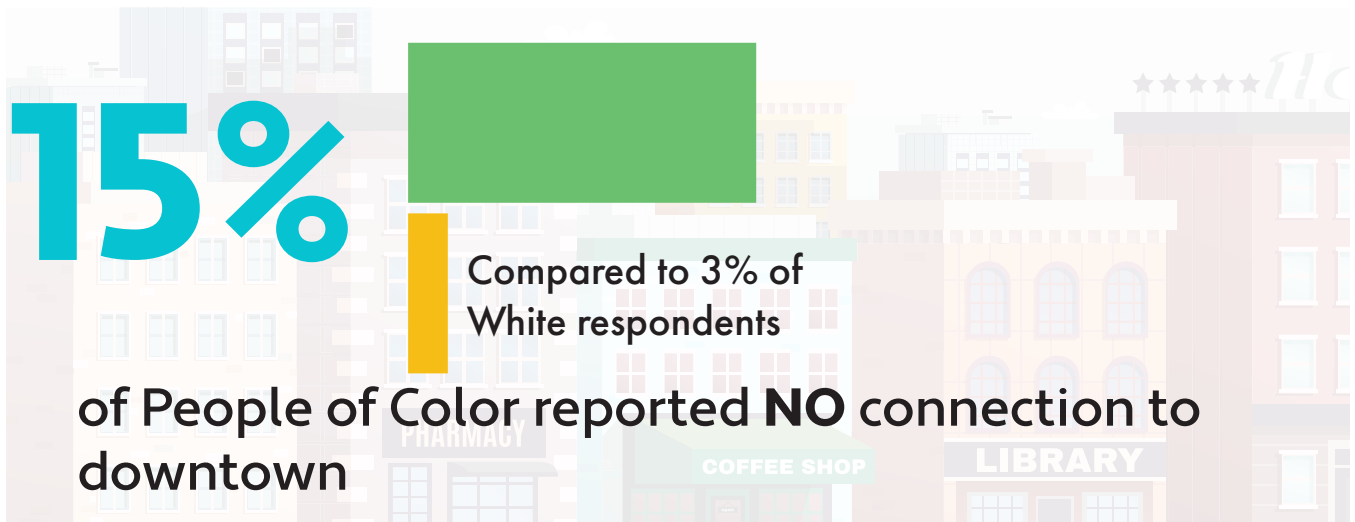
Key takeaways:

- Not a lot of respondents live downtown, but it is a place where people gather for food and events
- Downtown needs more affordable restaurants, particularly ones that cater to families with children and young adults
- Downtown Lufkin can connect to its diverse neighbors, but it needs more spaces, events, and amenities that are inviting and attractive to everyone

Connections to five goals:

- Downtown Lufkin must be **Lively**
- Downtown Lufkin must be **Dynamic**
- Downtown Lufkin must be **Inviting**

33% of respondents who eat or shop downtown make over \$100K



What do people think of Downtown Lufkin?

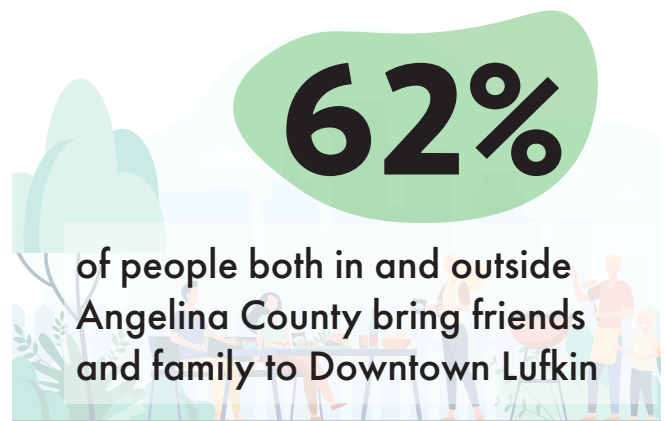
Overall, most respondents were indifferent when answering questions about their perceptions of Downtown Lufkin. Only 18% of People of Color agree that “there’s always something fun to do in Downtown Lufkin”, compared to 35% of White respondents. When asked about downtown’s variety of retailers, services, and dining options, 26% People of Color agree that Downtown Lufkin has a great variety of these amenities that appeal to them, compared to 51% of White respondents. Nonetheless, people both in and outside of Angelina County bring friends and family to Downtown Lufkin.

Key takeaways:

- People are visiting Downtown Lufkin and want to bring friends, family, and visitors downtown
- Improvements to downtown will not only attract more residents and out-of-town guests, but will also retain young adults and college-age graduates from leaving Lufkin
- Downtown Lufkin needs more nightlife attractions, regularly occurring events, and a variety of entertainment options

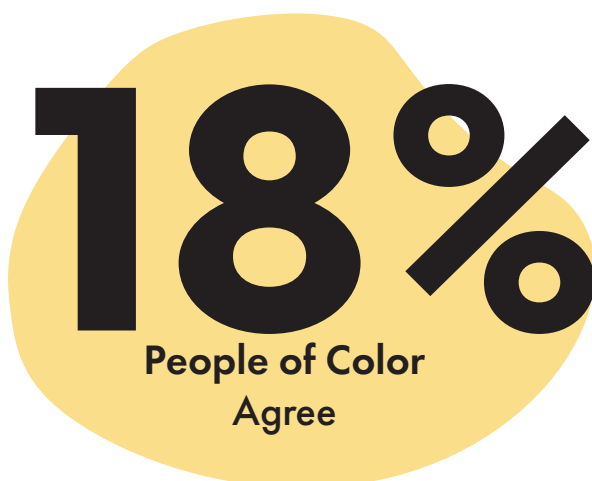
Connections to five goals:

- Downtown Lufkin must be **Dynamic**
- Downtown Lufkin must be **Magnetic**
- Downtown Lufkin must be **Healthy**

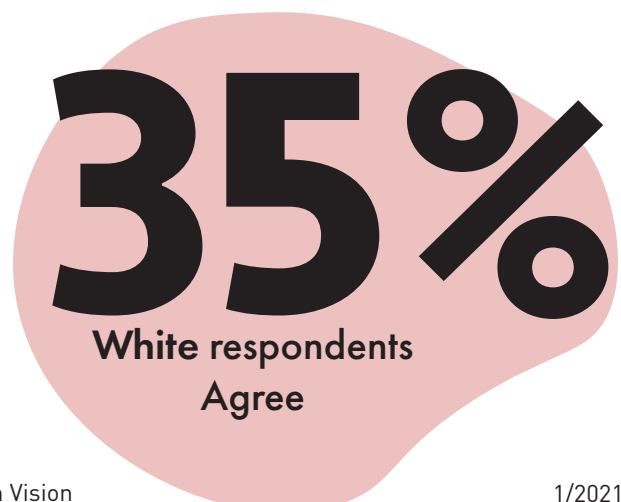


Designed by pch.vector / Freepik

There is always something fun to do in Downtown Lufkin



VS.



What are people's priorities for Downtown Lufkin now and in the near future?

All survey respondents said they want more attractions downtown. Survey respondents also said they want to see more variety in retailers and more gathering spaces in Downtown Lufkin. A lot of men requested more stores that provide men's apparel and services. Other retail options that respondents requested include an independent bookstore, grocery store, and toy store. Almost everyone said that Downtown Lufkin needs more kid-friendly places and activities. Furthermore, People of Color prioritized diversity (including minority-owned business, people, and art) for Downtown Lufkin, while more White respondents prioritized restaurants (including outdoor dining spaces, and more variety of restaurants).

Key takeaways:

- People want more options for things to do downtown and places to go, particularly kid-friendly options and nightlife attractions
- Downtown Lufkin needs to create more diverse spaces, including its retail and small business environment, restaurants, and public spaces
- Downtown needs branding that conveys a sense of place and reflects the Lufkin community

14% of Men want more small businesses compared to **10%** of women

Connections to five goals:

- Downtown Lufkin must be **Dynamic**
- Downtown Lufkin must be **Lively**
- Downtown Lufkin must be **Magnetic**
- Downtown Lufkin must be **Inviting**
- Downtown Lufkin must be **Healthy**



EVERYONE
wants **MORE**
attractions
downtown!

Designed by macrovector / Freepik

EVERYONE
wants **MORE**
retail variety
and gathering
spaces



Designed by pch.vector / Freepik

Public Meeting 1 Summary



ASAKURA
ROBINSON



Downtown Lufkin Economic Development and Public Realm Vision

Public Meeting 1 Summary

Thursday, January 28, 2021 | 6pm – 7pm

Agenda:

- Introductions
- Project Overview
- Vision and Goals
- Q&A
- A Downtown for Everyone
- Q&A
- Next Steps

Introductions and Project Overview

The Consultant Team began Public Meeting 1 with introductions to the Project Team and Advisory Team. The Consultant Team also discussed the project overview, including the project study area, goals, and engagement timeline.

Vision & Goals and Q & A

The Consultant Team shared the draft vision statement for the project:

“Downtown Lufkin is a downtown for all, offering spaces that are welcoming, diverse, and family-friendly where locals and visitors gather to explore, dine, shop, relax, and learn”. A public comment we received on this was to add "live" to the vision statement.

The Consultant Team also guided attendees through an analysis of five (5) goals—and strategies for each goal—for Downtown Lufkin. The five goals include:

- Downtown Lufkin must be **Dynamic**
- Downtown Lufkin must be **Lively**
- Downtown Lufkin must be **Magnetic**
- Downtown Lufkin must be **Inviting**
- Downtown Lufkin must be **Healthy**

Strategies the Consultant Team mentioned include:

- Downtown having a variety of locally-owned and minority-owned restaurants and stores
- Downtown offering family-friendly spaces and affordable events
- Downtown bolstering a nightlife that attracts adults to socialize and gather with friends
- Downtown having a regional draw that attracts travelers
- Downtown having public art and branding that conveys a sense of place and reflects the Lufkin community.
- Downtown providing parks, plazas, and trails that encourage people to congregate, socialize, and stay active

During the Q & A session, attendees posted questions and comments to the Project Team about the Vision Statement, Goals, and Strategies. Public comments and questions included:

- Economic development, businesses, and entrepreneurship
 - *“Will there will be any financial assistance programs and small business loans to help someone...start up a new business downtown?”*
 - *“What are some ways for local government or LEDC to incentivize diversity in new businesses?”*
 - *“Any thoughts around a downtown mall within a promenade that would allow space for outdoor events surrounded by retail/restaurants?”*
 - *“The cost of living in Lufkin and wages compared to Houston [are] better. It was one of the big reasons [we] chose Lufkin.”*
 - *“I miss a nutrition store downtown or somewhere in town with high quality yet affordable supplements.”*
 - *“There was mention early on of a visitor’s center. A central location, easy to find, for things to do in downtown, walking maps, etc. It will also help remind visitors of other Lufkin highlights outside of downtown that are worth a visit.”*
 - *“Buildings and spaces that are updated and affordable for shop owners like myself.”*
- Event, gathering, and public spaces
 - *“The Bronaugh Park needs to be planted [with] pine trees.”*
 - *“Please, do not move the farmers market, [it] is located in a beautiful place and [!] wish they take the whole green area that is at the back of it.”*
 - *“Would a marked mileage walking trail be feasible with signage and a family friendly playscape be advantageous for the area for residents and visitors?”*
 - *“We would love to see an outdoor music pavilion with mixed use green space for local, regional and national artists.”*
 - *“A green space with outdoor restaurant seating where we can sit, relax and feel comfortable with the kids running and playing.”*
 - *“Yes, we used to do the free movies in the Park, I believe via Townsquare Media”*

A Downtown for Everyone and Q & A

The Consultant Team lead a discussion on what a “Downtown for Everyone” means for Downtown Lufkin. They shared personal narratives based on research and survey findings that depict what a “Downtown for Everyone” would look like for different people. These personal narratives include:

- **Chris, the young graduate.** Chris just completed his Associate's Degree from Angelina College and is deciding whether or not he wants to look for a job in Lufkin, or move to Houston. He is also curious about what is exciting and happening in Downtown Lufkin.



- **The Hernandez family, looking to get out the house.** They have three (3) kids who like to get outside and attend community events. The parents are interested in cost-sensitive activities and places to go.



- **Morgan, the entrepreneur.** Morgan wants to open a healthy food store but needs help locating an available, affordable space. She wants to open her business downtown to be a part of the exciting changes coming to Downtown Lufkin, but personally hasn't spent much time downtown.



- **Jolene and Dalton, the out-of-town visitors.** They are traveling from Austin, and have hiked extensively in the hill country and West Texas. They want to hike and fish in the Angelina National Forest. Jolene and Dalton want to stay in or near downtown, but aren't excited about the accommodation options. They like to support local businesses, artists, and restaurants when they travel.



Attendees shared that they agree with these narratives and that each one describes challenges that Downtown Lufkin will need to address in order to be a "Downtown for Everyone".

Next Steps

The Consultant Team concluded the public workshop by sharing next steps for the project. These include:

- Ways for the public to stay involved through the www.lufkinforward.com website
- Finalizing the vision statement and goals
- Brainstorming and developing the concept plan
- Developing projects and programs to include in the concept plan

Public Meeting 2 Summary



Downtown Lufkin Economic Development and Public Realm Vision

Public Meeting 2 Summary

Thursday, May 13, 2021 | 6pm – 7pm

Agenda:

- Introductions
- Project Overview
- Vision and Goals
- Concept Plan
- Next Steps

Participants (60 participants)

- **Client Team (3)**
 - Bob Samford
 - Anne Brookshire
 - Staci Hodges
- **Advisory Team (1)**
 - Tavo Valaquez
- **Consultant Team (3)**
 - Zakcq Lockrem, AICP, Principal in Charge
 - Brianna Frey, AICP, Project Manager
 - Jessica Williams, Deputy Project Manager
- **Members of the public (53)**

Introductions and Project Overview

The Consultant Team began Public Meeting 2 with introductions to the Project Team and Advisory Team. The Consultant Team also gave a project overview, discussing the project study area, goals, and engagement timeline.

Vision & Goals

The Consultant Team shared the project’s vision statement and five (5) goals:

“Downtown Lufkin is a downtown for all, offering spaces that are welcoming, diverse, and family-friendly where locals and visitors gather to explore, dine, shop, relax, and learn”. The five goals include:

- Downtown Lufkin must be **Dynamic**
- Downtown Lufkin must be **Lively**
- Downtown Lufkin must be **Magnetic**
- Downtown Lufkin must be **Inviting**
- Downtown Lufkin must be **Healthy**

Concept Plan

The Consultant Team shared recommendations for the concept plan and explained strategies for each recommendation. These include:

- 1. Increase Variety of Retailers and Restaurants**
 - 1.1 Attract new businesses to increase diversity of price and target audience
 - 1.2 Attract businesses that will connect Lufkin's natural amenities to Downtown
- 2. Attract Development and Investment in Downtown**
 - 2.1 Determine catalytic development sites
 - Evaluate the market for an Incubator/co-op space.
 - 2.2 Incentive rehabilitation of vacant/underutilized buildings and attract tenants
 - Evaluate the creation of a Historic District for Downtown
 - Revamp the Facade Improvement Program
 - Make changes to Mixed Use Zoning
 - Evaluate the creation of a Vacancy and Maintenance Ordinance
- 3. Parks and Open Space**
 - 3.1 Convert First Street from Shephard Ave to Frank Ave, and Lufkin Ave from First Street to Cotton Square, into a Festival Street
 - 3.2 Activate vacant lots and alleyways with temporary and permanent improvements
 - 3.3 Update City Ordinances to modernize Park uses regulations
 - 3.4 Enhance and Update the Historic Cotton Square
 - 3.5 Redesign Louis Bronaugh Park to host large 200 person events. In the short-term, update the existing canopy and the existing mural design.
- 4. Pedestrian & Bicycling**
 - 4.1 Create a Complete Streets network with a wider pedestrian zone, frontage zone, planting zone, bike lanes, and safe crosswalks
 - 4.2 Redesign Frank Avenue to enhance the pedestrian experience and slow traffic
- 5. Update Downtown Wayfinding**
 - 5.1 Improve Navigational Signage
 - Update Downtown's brand, slogan, and logo
 - Design and fund updated directional signage outside of downtown
 - Design and fund directional signage (pedestrian and automobile oriented) for Public Parking and cultural/historic assets
 - Design and fund "Public Parking" signs. Could be considered Public Art (Two lots: 203 S 1st St and 124 N Angelina St)
 - 5.2 Create strong gateways to the Downtown District
 - Design and fund gateway arches (South Timberland and S 1st Street; and East Lufkin Ave and Chestnut Street)
 - Create a Mural Gateway (Underpass of Frank Avenue and Angelina Street)
- 6. Create and Plan for More Regularly Occurring Events for All Ages and Abilities**
 - 6.1 Enhance existing Merchants Association
 - 6.2 Create Downtown Management District
 - 6.3 Create free events for families with children
 - 6.4 Create events catered to adults
 - 6.5 Create events that attract travelers and visitors

The Consultant Team also shared conceptual designs and discussed potential long-term improvements to Historic Cotton Square. These improvements included concepts for:

- A. Eat
- B. Gather
- C. Entertain
- D. Play



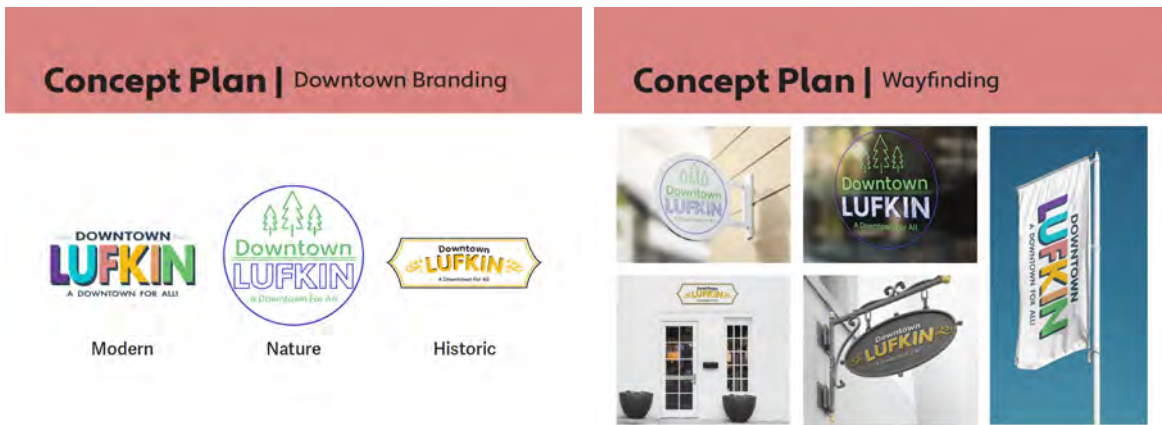
Participants voted on which long-term improvements they prefer. The poll yielded the following results:

- **Eat:** 6% (2 votes)
- **Gather:** 39% (14 votes)
- **Entertain:** 36% (13 votes)
- **Play:** 19% (7 votes)

Although “Gather” received 39% of votes, many participants commented that they would like to see a combination of different improvements. The Project Team received the following feedback on the long-term improvements they shared:

- “A combination of entertain and gather. Update the park area and have events and music”.
- “I like the idea of a combination of Gather and Play. The adults can hang out while the kids have something to do”.
- “If we follow the Cultural District ideas to covert Bronaugh Park to an outdoor music venue, I would do something completely different and unique here - like a water feature”.
- “We do a lot of outdoor events it would be nice to have a sitting area which is why I'm for [Gather] because finding somewhere to [sit] and eat or relax would be nice to have”.

The Project Team also led a discussion on potential concepts for downtown branding, including modern, nature, and historic brand elements.



Participants voted on the branding for downtown they prefer. The poll yielded the following results:

- **Modern:** 71% (22 votes)
- **Nature:** 10% (3 votes)
- **Historic:** 19% (6 votes)

Other general comments the Project Team heard includes comments on parking, alcohol use in public spaces, access to public restrooms, and preserving existing public art (ex. the Locked with Love Tree).

Next Steps

The Consultant Team concluded Public Meeting 2 by sharing next steps for the project. These include:

- Ways for the public to stay involved through the www.lufkinforward.com website
- Projects and Programs
 - May: Downtown Plan with implementation tactics
 - June: Presentation of Plan to 4-B Board and City Council

Appendix B: Needs Assessment



Lufkin Economic Development Corporation

Downtown Lufkin Economic
Development and Public
Realm Vision

Needs Assessment Report



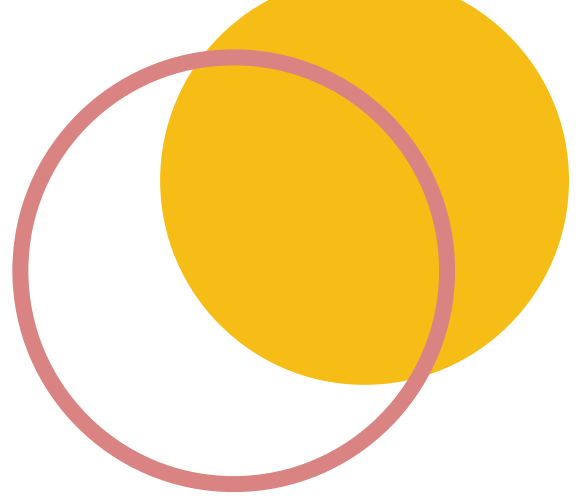
January 2021



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Contents

Introduction.....	3
Demographics.....	17
Market Analysis.....	21
Development.....	31
Public Realm	37
Key Opportunities	53







Introduction



About the Project

The Lufkin Economic Development Corporation and other stakeholders are working to develop a vision plan for Downtown Lufkin. This project will engage stakeholders and the public to improve the public experience for those living in and around Downtown and those visiting Downtown Lufkin.

Project Goals

This initiative will influence future development projects and public investments in Downtown Lufkin for years to come. The Vision Plan will identify a variety of projects, programs, and policies for the LEDC and partner stakeholders to improve downtown infrastructure, beautification, and events. Goals include:

- Development of a framework for what types of businesses and other development Downtown Lufkin should be seeking to develop locally and attract with a focus on small business, and including office, residential, hotel and regional opportunities for eco-tourism.
- Evaluation of streetscape, public realm and open space opportunities for the Downtown that improve the business climate and attractiveness of Downtown streets through improved urban design, amenities, branding and wayfinding.
- Development of marketing and programmatic recommendations, such as events, to support the Downtown small business community.

Why does the LEDC want Downtown to succeed?

The Lufkin Economic Development Corporation (LEDC) has the mission to stimulate economic growth, and much of their previous efforts have been dedicated to attracting new businesses through incentives, site selection, and property development. However, new businesses and employers also base their location choices off the availability of a talented labor pool and the community's quality of life.

What will make Lufkin's quality of life stand out compared to other small cities offering incentives and development assistance? An authentic, unique sense of place, with good schools, cultural and recreation amenities, and established neighborhoods. Healthy downtowns reflect the values and culture of its community, thus a community is only as successful as its downtown. Small businesses and the "creative class"¹ thrive in strong downtowns—downtowns become the center of business creativity, cultural exchange, non-profits, entrepreneurs, economic diversity, and an attraction for visitors, long-time residents, and young talent. This revitalization effort allows the LEDC to tap into a new source of economic growth for Lufkin and Angelina County- small businesses, creative class attraction, and increased sales tax revenue from tourism.

¹ Creative professionals in knowledge-based sectors (finance, healthcare) or creative-based sectors (engineering, innovation) will be the leading force of economic growth in post-industrial US cities.

WHY LUFKIN

Conveniently located near major cities like Dallas, Fort Worth, Houston, Beaumont, & Shreveport, Lufkin benefits from connectivity, thriving industries, and small town comforts.

Our historic downtown is flourishing with shopping, local coffee, a wine bar, several restaurants & a brewery! Our workforce powers area businesses such as forest products, food products, manufacturing, aerospace, and medical.

Lufkin's extensive history in industrial manufacturing, combined with our bounteous natural resources, have allowed Lufkin to thrive since its founding in 1882.

WHY PEOPLE LOVE LIVING HERE:



Central location in East Texas



World-Class Golf



World-Class Bass Fishing



State-of-the-Art Performing Arts Theatre

THERE'S A LOT TO DO IN OUR CITY!



Hunt



Fish



Hike



Bike



Canoe



Camp

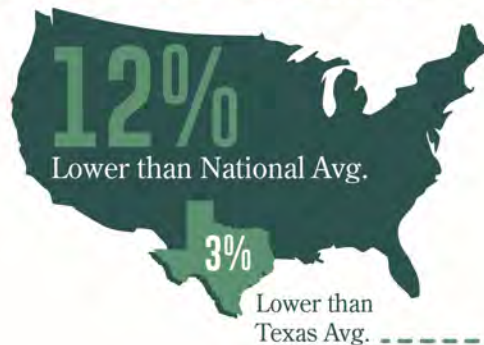


Swim



+ MORE

COST OF LIVING



LUFKIN IS THE MEDICAL HUB OF A 12 COUNTY REGION THAT FEATURES A JOINT COMMISSION CERTIFIED PRIMARY CARE STROKE CENTER + TWO TOP TIER HOSPITALS

- POPULATION | 35,837 // 100K DAILY
- LABOR FORCE | 145,000
- DAILY WATER CAPACITY OF 74 MILLION GALLONS/DAY [65.5 MGD SURPLUS]
- LOCATED @ THE JUNCTION OF HWY 69 AND HWY 59 [WITH A DAILY TRAFFIC COUNT OF 30K PER DAY]
- MEDICAL & RETAIL HUB FOR 12 COUNTIES
- AN&R | SHORTLINE & BURLINGTON | CLASS A RAILROADS

MORE THAN



200 SUNNY DAYS



AVG. ANNUAL

67°

TEMPERATURE

SHOP. EAT. LIVE.
LOVE =
Lufkin

A citywide movement that encourages local spending and increases sales tax revenue.

Source: LEDC

Project Study Area

The study area encompasses the Downtown District, as defined in the 2018 Comprehensive Plan, but extended north to capture the Pitser Garrison Civic Center and the Museum of East Texas. Bounding streets include Angelina Street, Rhodes Avenue, Chestnut Street, and Pershing Avenue. The Downtown core is considered as South Angelina Street, West Burke Avenue, South Third Street, and West Lufkin Avenue.

Downtown Lufkin’s location is well situated in Lufkin’s center, with main arterial access connecting Lufkin’s peripheral neighborhoods and to the East Texas community by US-59, US-69 (Denman Avenue), Highway 103 (Atkinson Drive), Raguet Street, and Highway 94 (Frank Avenue).

Downtown Lufkin has many cultural and historic assets, including the recently renovated historic Pines Theater, the ongoing renovations of the Angelina Hotel into apartments, and the Museum of East Texas. Annual and regularly occurring events attract Lufkin residents and visitors downtown, in addition to small businesses such as boutiques, local restaurants and coffee shops, and furniture stores. Downtown has a strong pedestrian environment and activated storefronts. However, there are numerous vacant buildings and lots that remain empty and in poor condition, even as adjacent properties regain new life. The Downtown lacks a programmed outdoor open space, and has little wayfinding and branding.

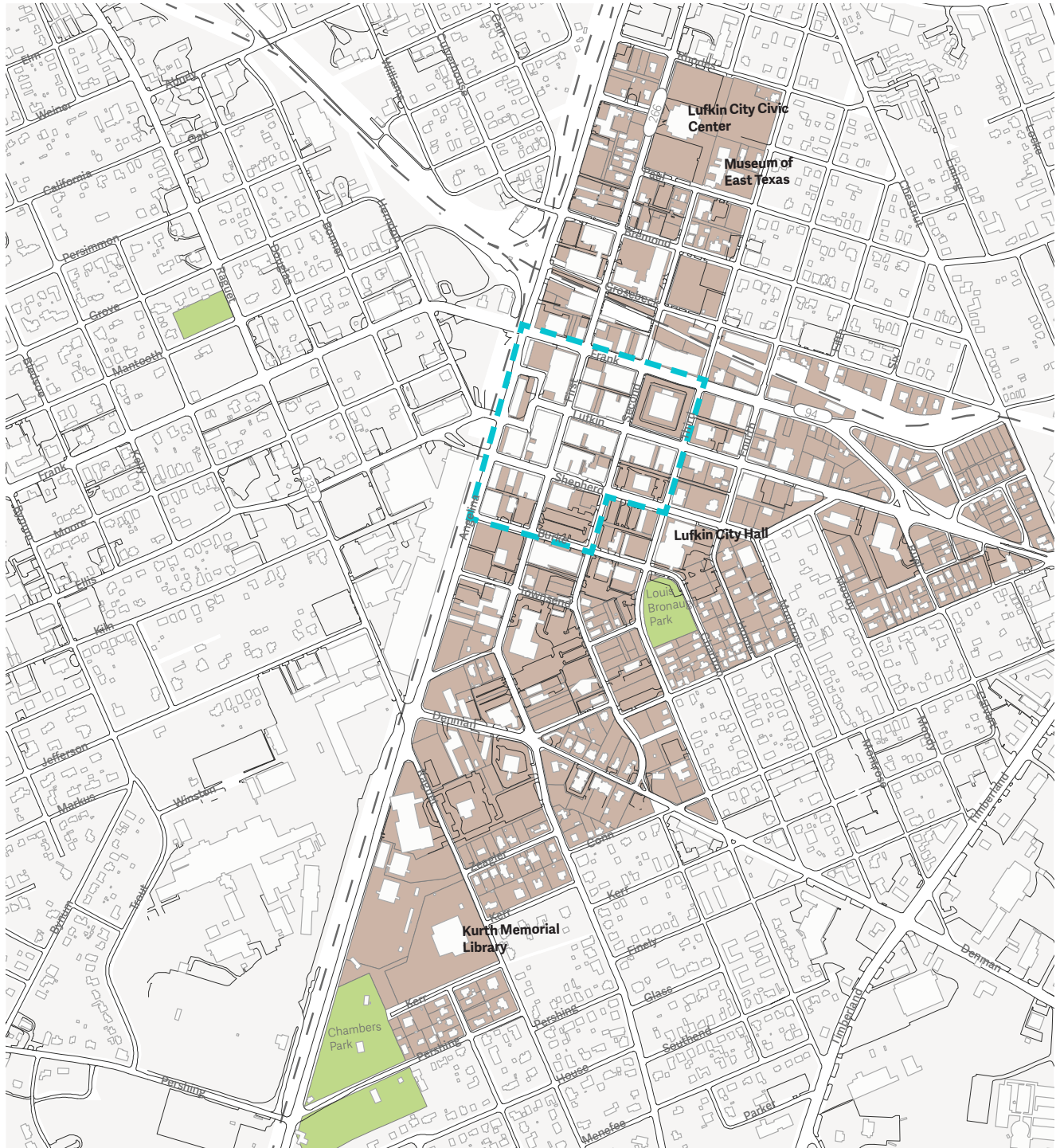


Source: The History Center. Year: 1921



Source: Lufkin Daily News. Year: 1943.

Project Study Area



Legend

- Railroad
- Park
- Downtown Project Boundary
- Core Area
- Parcel

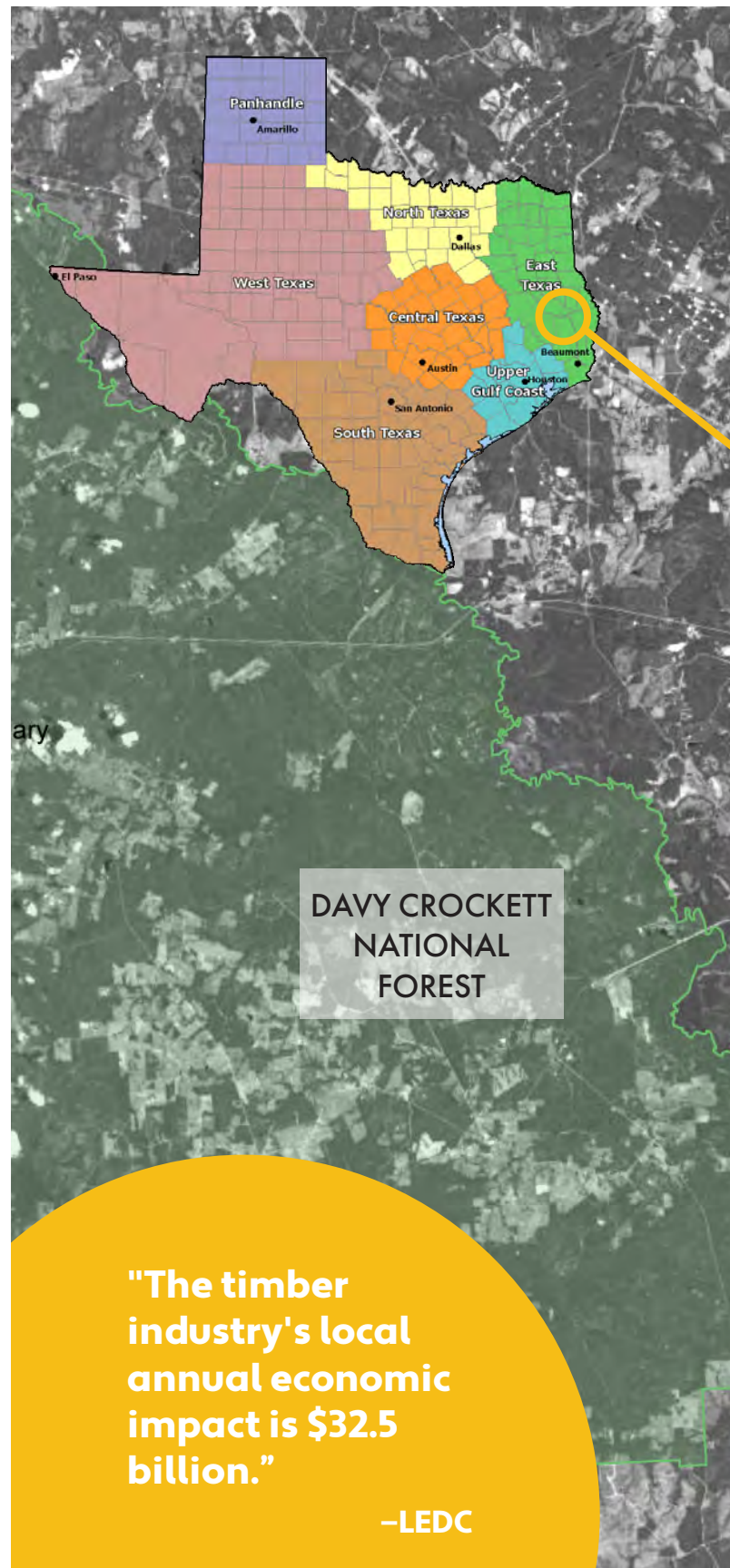


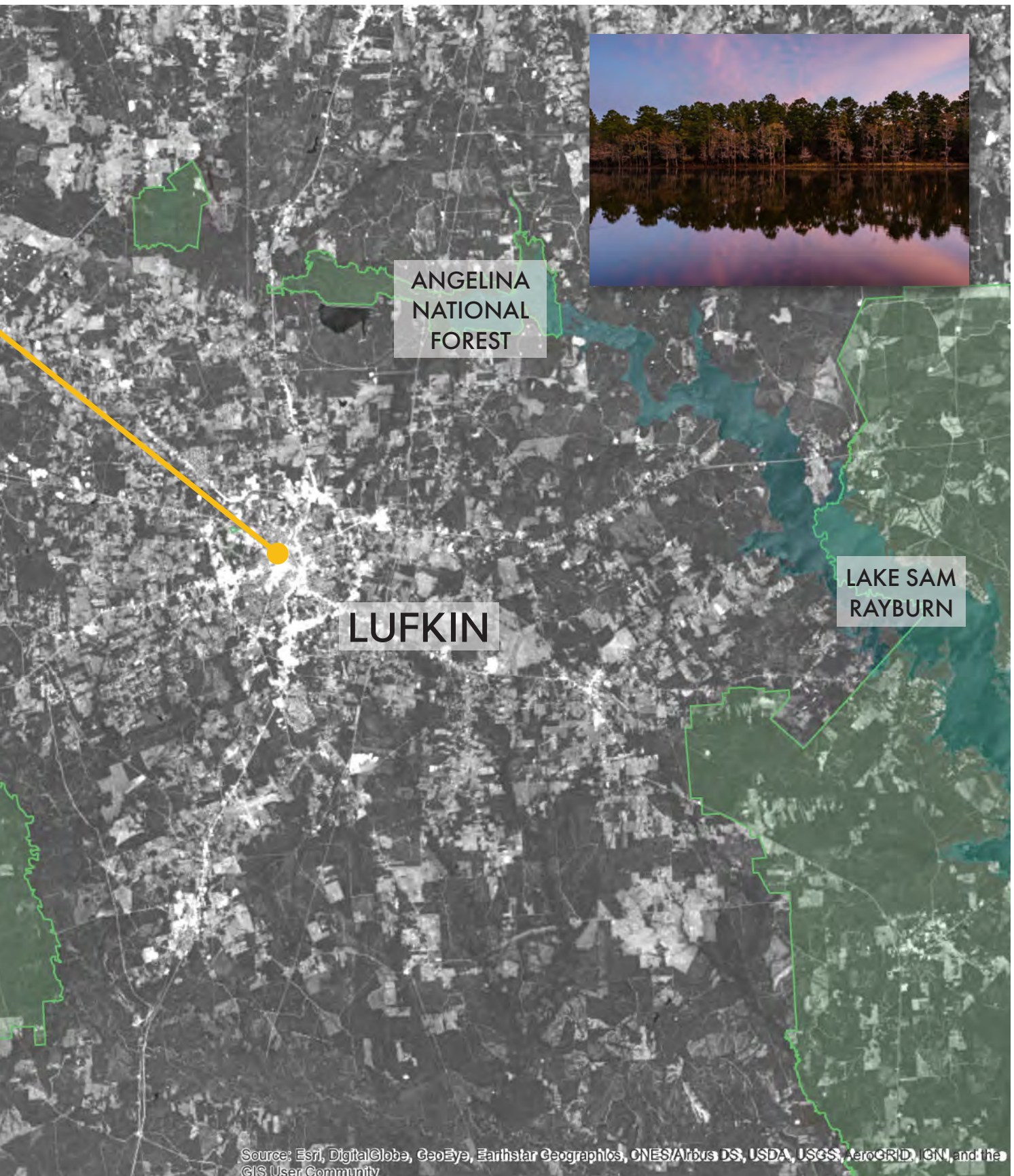
0.4 miles

Regional Significance

Located in the heart of East Texas and Angelina County, the City of Lufkin is 90 miles north of Houston, and is surrounded by the Angelina National Forest, the Davy Crockett National Forest, and Lake Sam Rayburn. It's location within the region is a defining feature of the town's economic successes, especially in part to its natural amenities, workforce, and infrastructure, as detailed below:

- **Forest Products:** As the industry that started it all, the timber industry continues to have a strong impact on local and state economies and jobs.
- **Oil and Gas:** Lufkin Industries produces rod lifts that extract oil and natural gas. The company was founded in Lufkin in 1902 and recently merged with Baker Hughes.
- **Infrastructure:** Lufkin has notable access to airports, freight carriers, and state highways that connect its residents and business community to the region, the state, and international opportunities. The city has sufficient water rights and infrastructure capacity for ongoing development and manufacturing needs.
- **The Angelina County Airport:** The small but successful airport has two runways and hosts upward of 150 private airplanes every month. Corporate and businesses are attracted to its convenience and service.
- **Foreign Trade Zone:** Formally designated zones in the United States attract foreign and domestic merchandise for operations and manufacturing, with the benefit of deferring or reducing overall U.S Customs and Border Protection duty and federal excise tax.
- **Skilled Workforce:** WorkForce Solutions Deep East Texas, located in Lufkin, provides continuing education and training to job seekers, as well as services for companies. Skilled job seekers from the surrounding counties are attracted to Lufkin for its diverse job opportunities.
- **Angelina College and Stephen F. Austin State University** provide a skilled and educated young workforce to the region's ongoing job growth.
- **Medical Industry:** Lufkin is the medical hub of a 12-county region and is home to two major hospitals. This industry not only attracts top talent and high-paying jobs, but also supports secondary industries, such technology and research, manufacturing, and supply and logistics.
- **Retail:** Lufkin's big box retail and leisure shopping serves its neighboring communities as well as Lufkin residents.





ANGELINA
NATIONAL
FOREST

LUFKIN

LAKE SAM
RAYBURN

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community





East Texas Forest
Source: LEDC, 2021



Sam Rayburn Lake
Source: LEDC, 2021



Come Discover Lufkin
Source: LEDC, 2021



Davy Crockett National Forest
Source: Flickr US Forest Service 2012 (2).jpg

Engagement

Engaging a diverse stakeholder audience is a key part of this project. It is especially important given Downtown's recent growth in businesses, residential units, and redevelopment. The engagement strategy for this project includes one Advisory Committee, two public meetings, and online engagement through the project website, www.LufkinForward.com. These meetings and events are fully digital given the limitation presented by COVID-19. The Community Priorities Survey was launched in early December 2020 as a way to attract diverse feedback from residents, businesses, and visitors. Survey results will be integrated into the Downtown Vision, goals, and priorities.



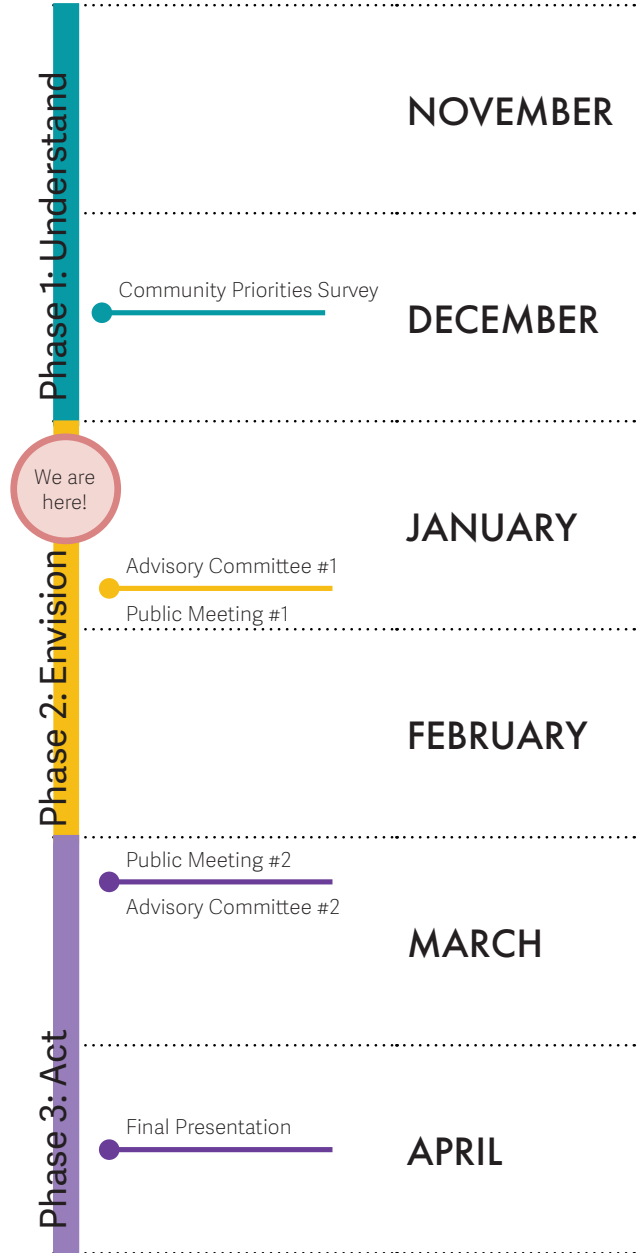
Source: www.LufkinForward.com 2020

LUFKIN FORWARD

What is your connection to Downtown Lufkin?

Take our survey & share your thoughts with us by visiting our website at www.LUFKINFORWARD.com.

Lufkin Forward Vision Plan Engagement Timeline 2020-2021



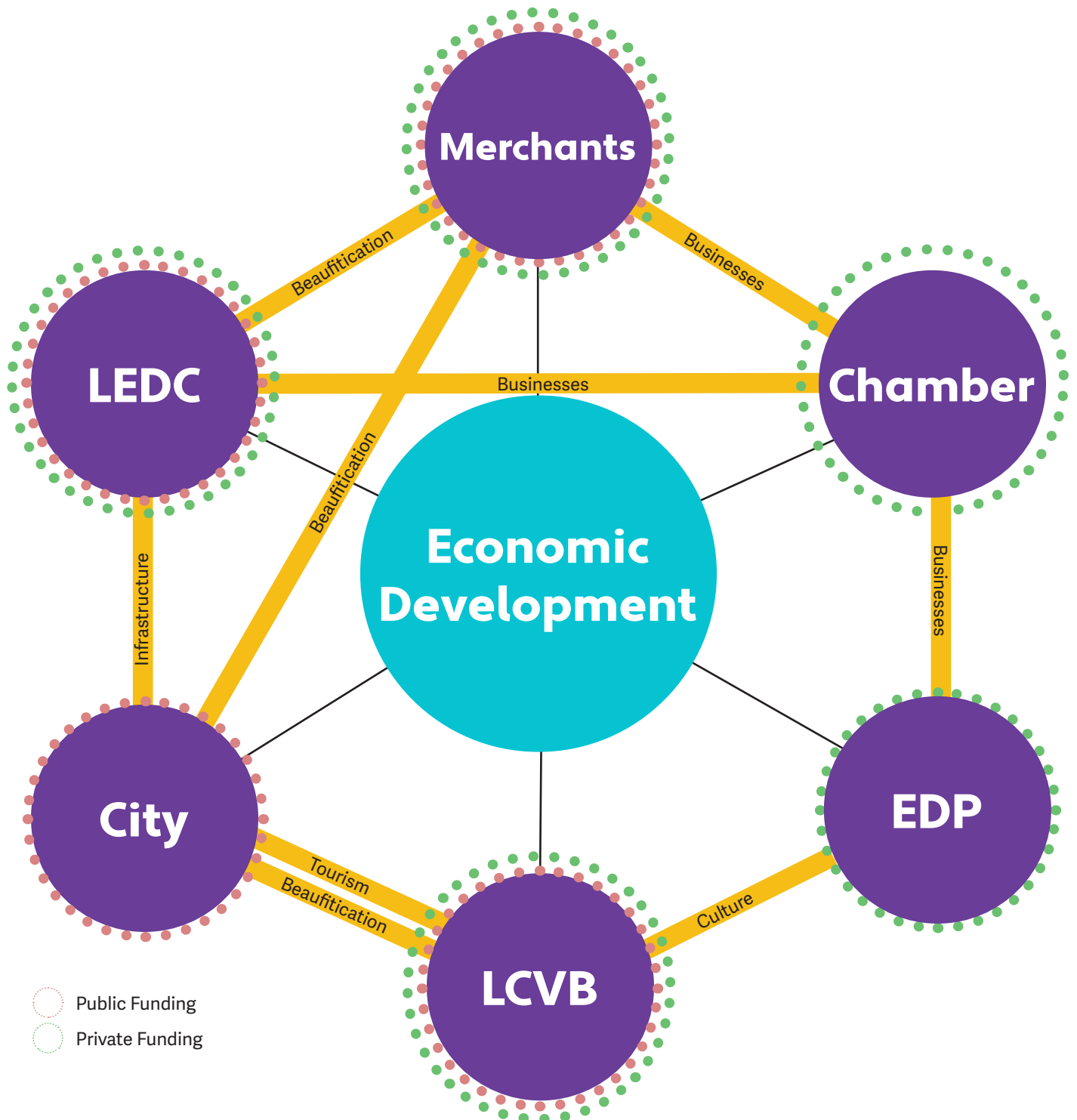
Previous Planning and Ongoing Efforts

Lufkin has been the subject of recent planning efforts, and the Downtown planning effort will not start from scratch, but rather build on previous efforts. Most importantly, it will understand the barriers these plans have faced to implementation.

- 1. 2018 City of Lufkin Comprehensive Plan:** As the City's 20-year policy and strategic framework, the Comprehensive Plan is supported by many goals and objectives that can guide Downtown development. The Comprehensive Plan's vision for the future, "Create Ideal Livability in Lufkin", is supported by action items that address public space and public realm improvements, connections to surrounding neighborhoods and districts, and placemaking opportunities. This report will align and be consistent with the Comprehensive Plan.
- 2. City of Lufkin 2020 and 2021 Capital Improvement Projects:** In May 2020, City Council approved \$5.2 millions for six separate capital improvement projects, including two that will impact downtown:
 - Creation of First Street Plaza with removable bollards and public restrooms
 - New bus stops added for the Brazos Transit Authority (locations not yet identified)
- 3. Lufkin Cultural District Feasibility Study (ongoing):** The Angelina Arts Alliance has partnered with the City of Lufkin to conduct a one-year planning initiative to determine Lufkin's readiness and ability to achieve a state designated cultural district for Downtown Lufkin. The resulting go-forward strategy will identify key efforts that the City and other stakeholders must take, and will create an asset map for the potential Cultural District.
- 4. City of Lufkin Enterprise Zone:** The City of Lufkin offers economic incentives and expedited permitting for companies looking to locate within the designated Enterprise Zone. Authorized new or existing facilities include manufacturing, research, distribution, service, or retail facilities.
- 5. Lufkin Parks and Recreation Facilities and Programs Master Plan (1998):** The Lufkin Parks and Recreation Department is in the process of updating the 1998 Parks Plan.

Organizational Overview

There are numerous organizations that have historically been partners in revitalizing Downtown Lufkin, and will continue to collaborate in the future. They each have unique funding mechanisms (fundraising and fund distribution) and are considered stakeholders of this project.





1. Lufkin Economic Development Corporation:
The EDC's mission is to stimulate economic growth within the City of Lufkin and Angelina County. The EDC is a Type B Corporation that receives an one-eighth of one percent of locally-collected sales tax from the City of Lufkin. Type B corporations may fund quality of life improvements, including economic development, and acquire or pay for land, buildings, equipment, targeted infrastructure, and improvements.



2. Main Street Lufkin:
Main Street Lufkin was a community development organization with the goal of sustaining an economically vibrant historic downtown. Through the Texas Historical Commission's Texas Main Street Program, and operated under the City of Lufkin, the organization hosted several annual events. After the City dissolved the program in 2019, many of its operating efforts, such as event production and marketing, were transferred to the Convention and Visitors Bureau.



3. Lufkin Convention and Visitors Bureau: The CVB is a non-profit organization that supports the hospitality and tourism industry. The organization is primarily funded by the Lufkin Hotel/Motel Occupancy Tax (HOT), but also receives limited funding from the City of Lufkin for its Downtown focused events and improvements (roughly \$10,000 annually). These funds are used for the annual SpringFest and Heritage Festival, landscaping supplies, banners, and monthly food truck events. The CVB oversees the Downtown Board, the CVB Board, and the Merchants Association.

the CHAMBER
LUFKIN | ANGELINA COUNTY



4. Lufkin Downtown Merchants Association: An informal group of downtown business owners and employees, a merchants association unites behind beautification efforts, marketing and promotions, and business retention. Currently, the Lufkin Downtown Merchants Association meets monthly, and its elected President sits on the CVB's Downtown Board, where larger actions and decisions are coordinated with CVB and City staff.

5. Lufkin /Angelina County Chamber of Commerce: The Chamber is a local membership-based association that promotes Angelina County's economic prosperity and business environment. The Chamber hosts monthly and annual events, as well as programs that provide educational opportunities for members. The Chamber oversees the Economic Development Partnership (1995), which is a non profit, 501(c)(3) organization, that can fundraise and provide grants and awards to promote economic vitality. Recent endeavors have included a small business financial incentives and programs.



6. The City of Lufkin: The City oversees the implementation of the 2018 Comprehensive Plan and the recently approved Capital Improvement Program. It also manages the Downtown Revitalization Zone (within the Enterprise Zone) and the soon-to-be revamped Facade Improvement Program. The Lufkin City Council oversees the Hotel Occupancy Tax (HOT) Board, approved in January 2019. The board will make recommendations on the allocation of HOT funds, which are used to promote tourism, conventions, and the hotel industry.

Source: Individuals organization's websites and project interviews





Demographics



Residents and Neighbors

The City of Lufkin is home to about 36 thousand people¹ and is projected to grow by about 1% over the next five years. The study area has a population size of 553 people and is projected to decline by 1% by 2025 to about 548 residents. The study area's median age is younger than the City's, 29 years old to 35 years old, respectively. Both the study area and the City of Lufkin share similar race and ethnicity, with over half of the population identifying as white (56.7% for the City of Lufkin and 51.8% for the study area) and 24.1% and 58.6% Hispanic, respectfully.

The median household income for residents in the study area is about \$37,000 and about 54% of households make at least this amount. The median household income for the City of Lufkin is higher about \$43,000 and

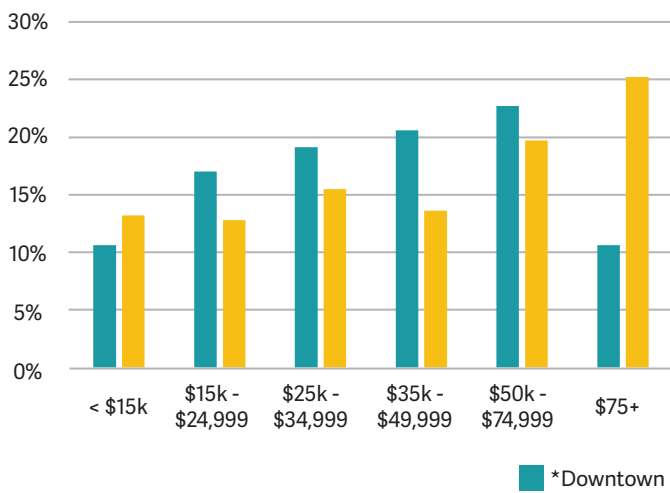
58 % of households make this amount. The unemployment rate (for ages 16+) in the City of Lufkin is 6.6%, compared to the State of Texas rate of 5.1%. A majority of City residents have at least graduated from high school. About 26% have some college and about 22% have obtained a Bachelor's Degree or higher. About 29% of the study area population has some college but no degree and about 8% have a Bachelor's Degree or higher.

The neighborhoods surrounding the study area are very diverse, particularly those north and northeast of the study area. Downtown Lufkin has the opportunity to attract its diverse neighbors to work and play in its assets. This effort will work to create connections and attractions for all of Lufkin residents.

¹ The following data comes from ESRI Business Analyst, 2020

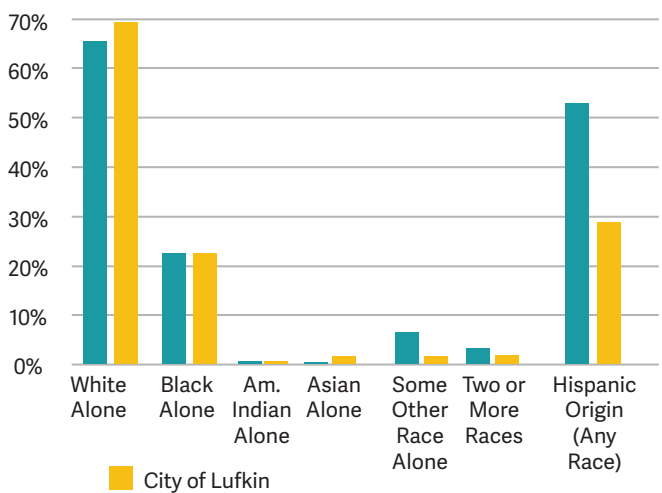
Stakeholders noted many young adults leave Lufkin for careers or to find a more dynamic social life. Many move back when they start their families.

Household Income



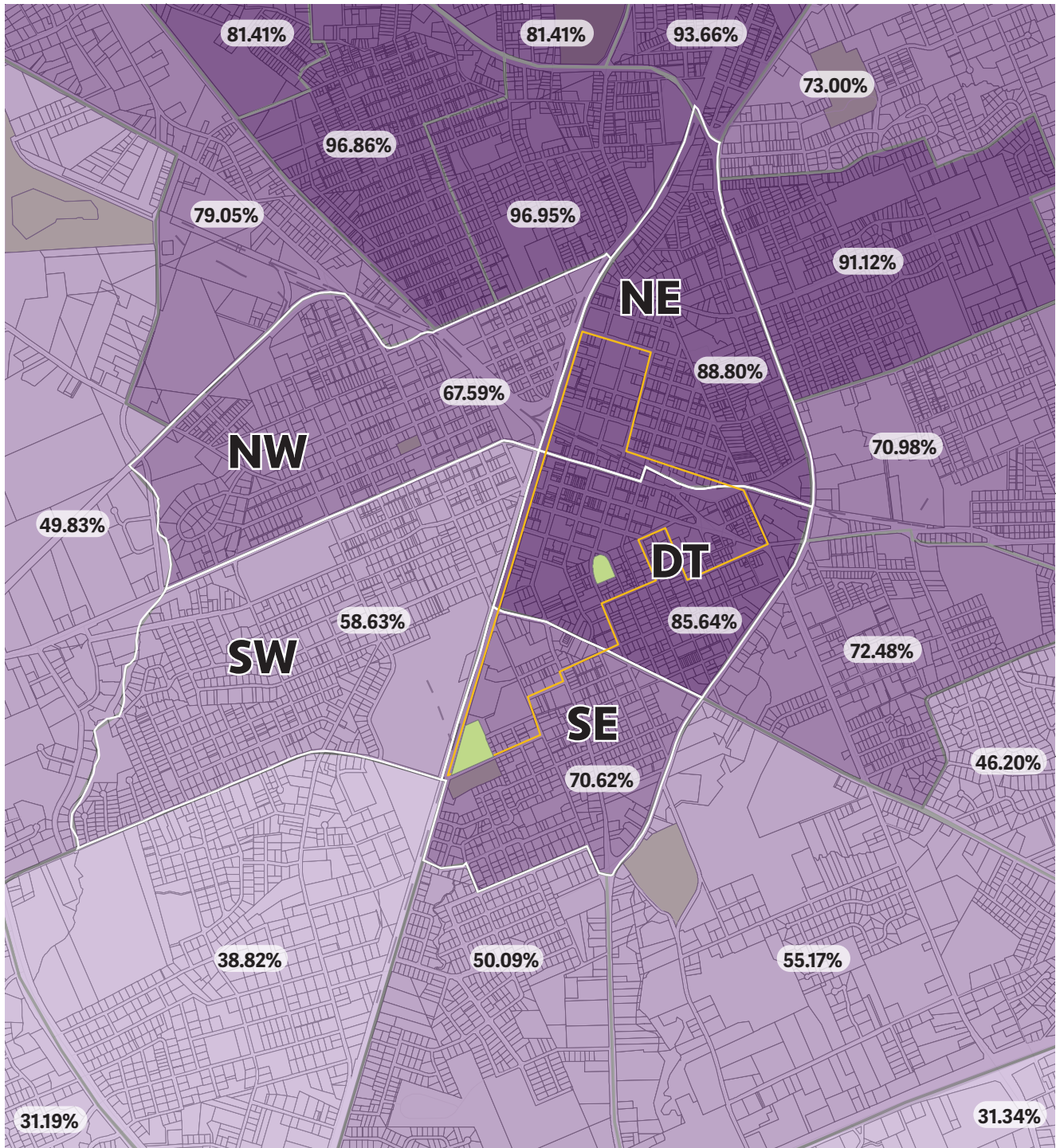
*Downtown Lufkin
*ACS census tract data includes the NE, DT, and SE neighborhoods.

Race & Ethnicity



*0% Pacific Islander Alone
Source: ESRI Business Analyst, 2019 ACS, 2019 5-year estimates

Percent People of Color by Block Group



Legend

- - Railroad
- Parcel
- Less than 40%
- 40 - 60%
- Park
- Downtown Project Boundary
- 60-80%
- More than 80%

Population of color includes the total population minus the white non-Hispanic population.
 Source: 2020 ESRI



1 mile





Market Analysis



Major Employers

The City of Lufkin has approximately 2,201 businesses with about 30,000 employees and \$5.5 million in total Sales. Majority of businesses in Lufkin are in the Services industry, which includes Health Services. Major employers in the City include:

- Lufkin ISD
- Pilgrim’s
- Brookshire Brothers
- Lufkin State Supported Living Center
- CHI St. Luke’s Health Memorial Hospital

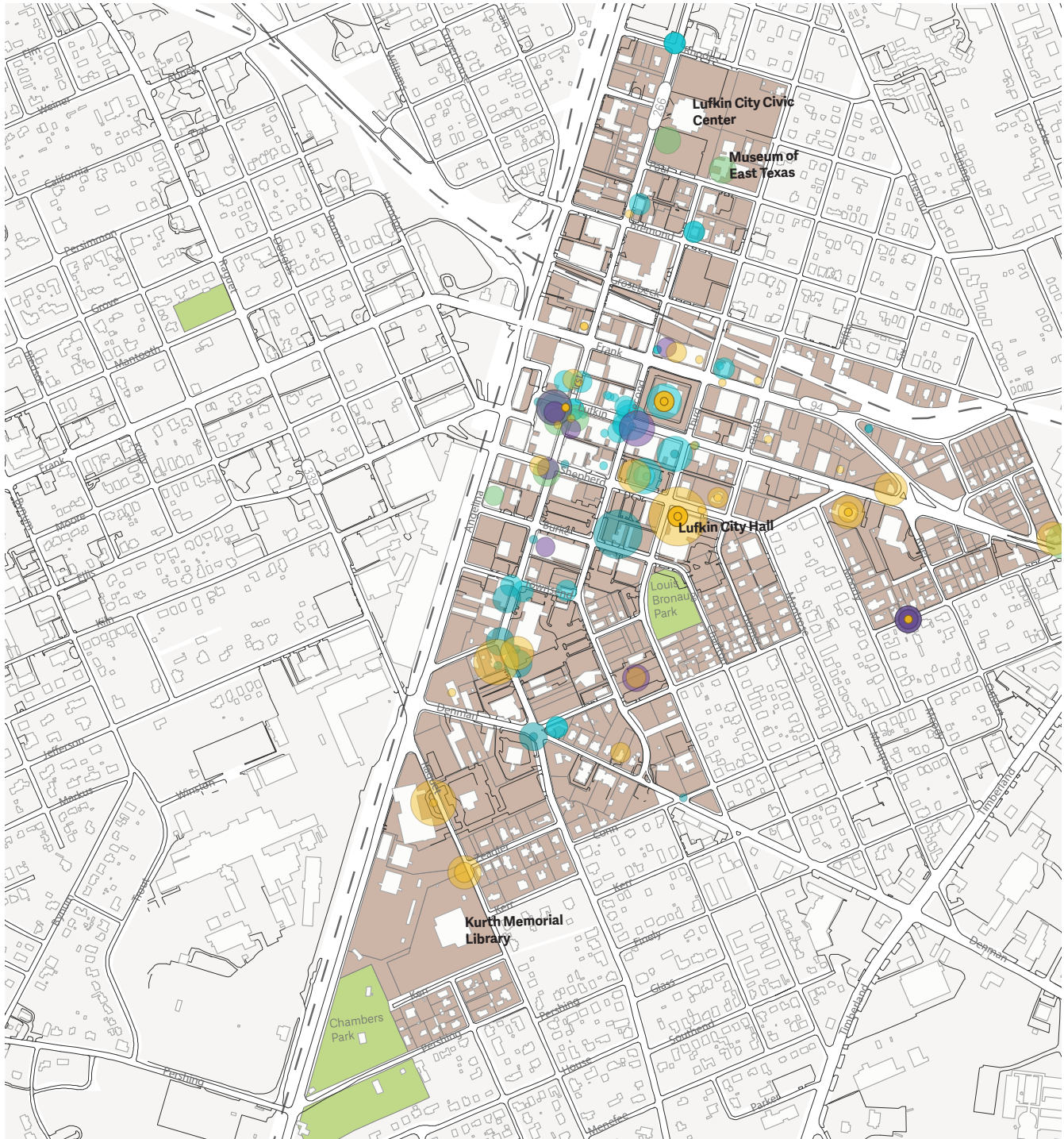
In the downtown study area, there are about 381 businesses with 2,931 employees that reach over approximately \$376,668 in sales. Major employers in Downtown include:

- City of Lufkin
- City of Lufkin Fire Department
- Regions Bank
- Lee Trans
- Del- Tin Fiber LLC

Smaller employers ranging between 3-15 employees dominate downtown, including law offices, and professional services like insurance and real estate services. Downtown Lufkin has three courthouses- the Municipal Court, Angelina County Courthouse, and the Eastern District of Texas Federal Courthouse. Numerous local businesses serve citywide residents and tourists, such as cafes, restaurants, boutiques, and spas. These small employers are important to the dynamic and engaging downtown environment and also fit well into the historic buildings.



Business Industry and Employee Map



Source: Business Analyst (Esri 2019), City of Lufkin

Legend

Number of Employees

- 2 employees
- 250 employees

- **Services** (Personal Care, Health Services, Educational Institutions & Libraries, Automotive Services, Government & Public Services)
- **Retail** (Food Stores, General Merchandise Stores, Gas Stations, Apparel & Accessory Stores)
- **Entertainment** (Theaters, Museums, Art, Eating & Drinking Places, Recreation, Sporting goods, Tourist Attractions, Hotels)
- **Finance, Insurance, Real Estate, Law**



0.4 miles

Employees

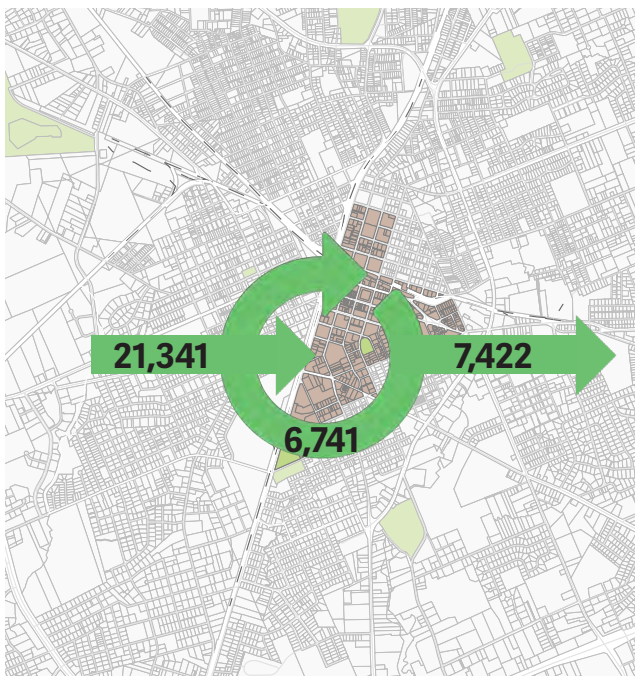
Despite the number of jobs downtown, the majority of downtown residents find employment outside of downtown. Approximately 3 out of 250 employed residents live and work within the study area, resulting in 726 employees commuting into the study area from other parts of the region. The daily inflow and outflow has a large impact on traffic and parking, especially during peak travel hours.

Coincidentally, Lufkin triples in size during the 9-5 work day as well. Approximately 70% of Lufkin's employees commute into Lufkin from other communities. 47% of employed Lufkin residents live and work within Lufkin, while 52% commute to other communities' employment opportunities.



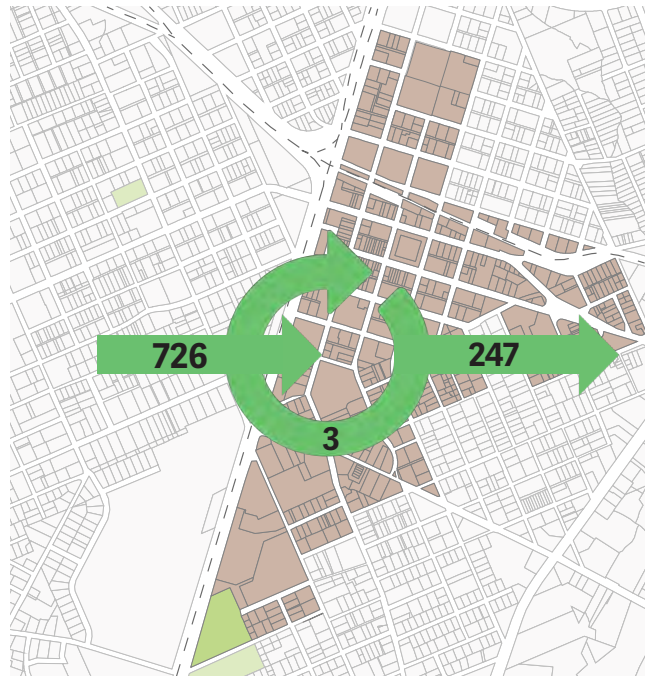
This building remains one of the largest office spaces downtown.

Inflow/Outflow of Jobs (City of Lufkin)



Source: On The Map 2018

Inflow/Outflow of Jobs (Project Study Area)



Source: On The Map 2018

Retail Market Analysis

Approximately 78,597 people live within a 20-minute driving distance of the center of the downtown study area, which encompasses the towns of Huntington, Alco, Diboll, and Granville. Households within this “primary trade area” had an estimated median disposable income of \$40,079 in 2017. Residents within 20-minutes of Downtown and passengers using Highway 59 are the ideal audience to attract to Downtown for shopping, restaurants, events, social activities, and entertainment.

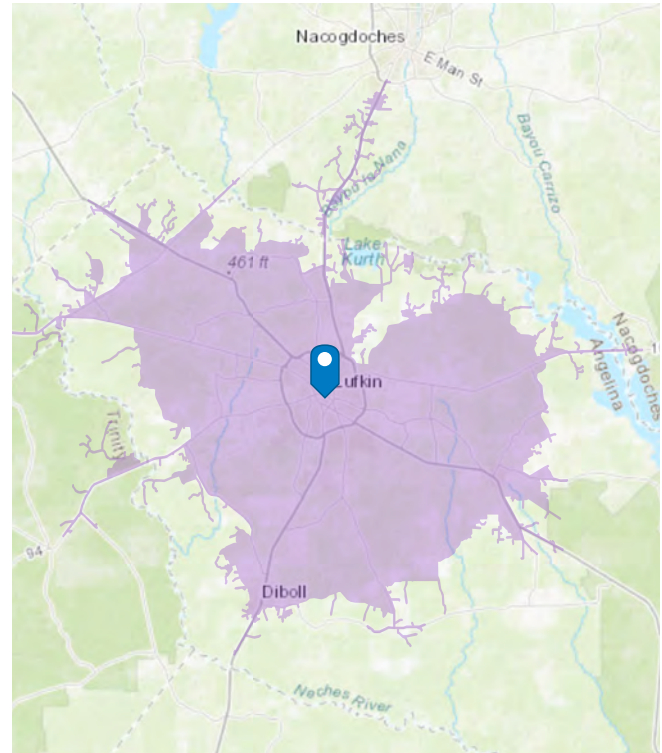
Unmet Residential Demand

While the Primary Trade Area and the Downtown study area offers many shopping opportunities, analysis of sales by retail category within the Primary Trade Area suggests that residents within 20-minutes of downtown are leaving the area to make purchases. These categories and their unmet residential demand leakage amounts are:

Food & Beverage Stores: \$84.1 Million

This category includes grocery stores of all sizes, specialty food stores, and beer, wine, and liquor stores. This number represents slightly more than half of the total resident demand for grocery purchases within the primary trade area, meaning that the current supply of grocery stores could double in number or size to meet just resident demand within the trade area. Specialty food stores have a retail gap of \$1 Million.

Primary Trade Area



Source: Business Analyst 2017

20-minute Primary Trade Area

Downtown insight: An HEB is located on the eastern side of Downtown, however, Downtown can meet the growing demand for a specialty food store or a smaller urban grocer as downtown residents increase in size.

Nonstore Retailers: \$6.2 Million

These retailers typically do not have storefronts but sell their products online or through mail-orders. These can include prescription drugs, health and beauty aids, cosmetics, computer hardware and software, clothing, and books. The Primary Trade Area can support double the sales as it currently meets.

Downtown insight: Downtown has many older, underutilized warehouse style buildings along Frank Street that could capture some of this demand.

Sporting Goods, Hobby, Book, and Music Stores: \$2.5 Million

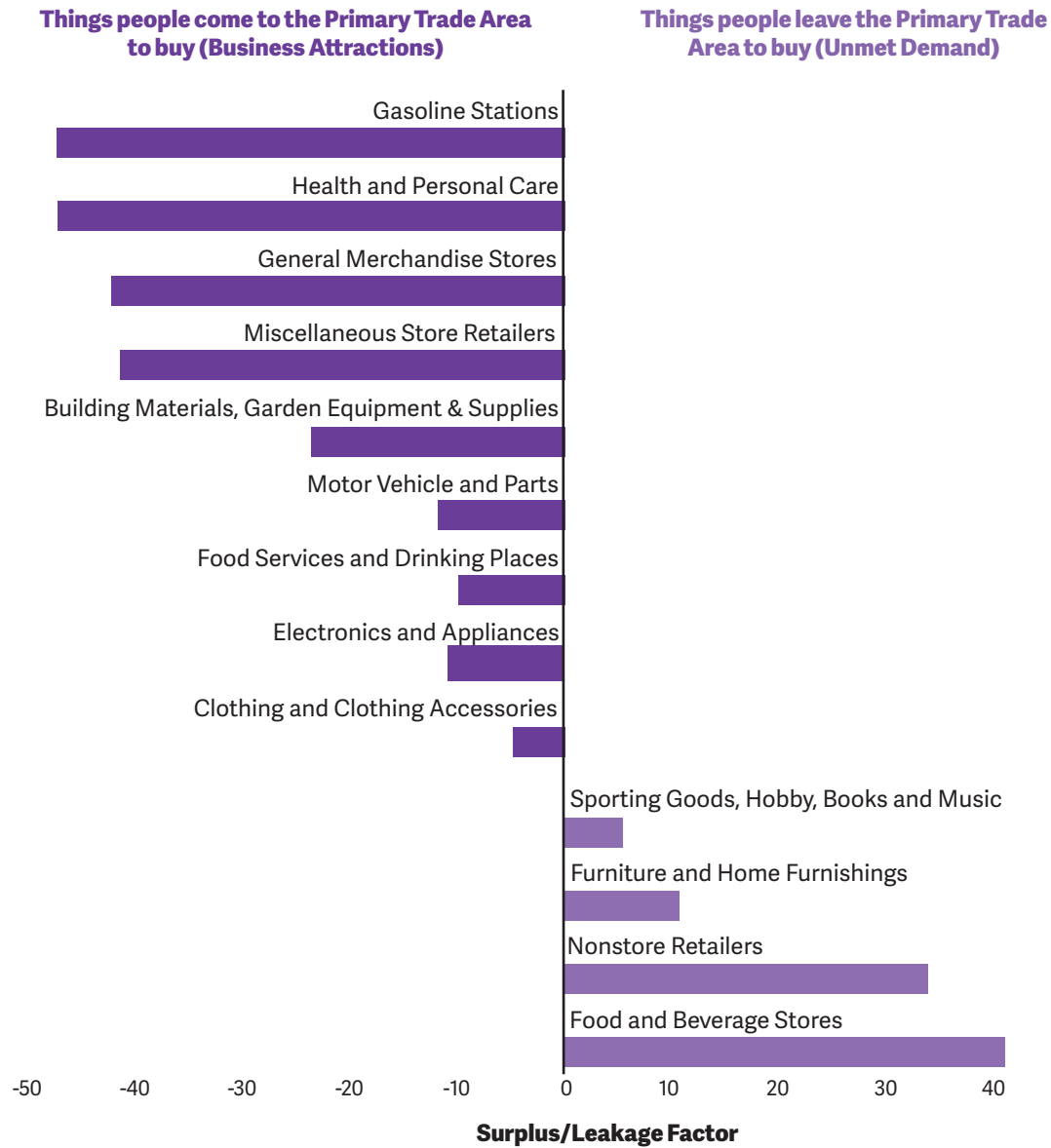
This category is currently meeting about 80% of its demand, but could support a few more sales. The Primary Trade Area has about 29 businesses in the category.

Downtown insight: A new hobby, book, or music store would be a great addition to the Downtown small business community. A sporting goods store is an opportunity to build upon Lufkin’s connection to its surrounding outdoor recreation community and tourism economy. See page 54-55 for case studies on other downtown outdoor recreation communities.



Downtown has many older, underutilized warehouse style buildings along Frank Street that could capture the Nonstore Retailers demand.

Market Surpluses and Leakages



Source: 2017 ESRI Retail Marketplace Profile

From Esri: The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area.

Business Attractions

Some retail categories within the trade area sell more goods and services than its residents consume. This means people are traveling from outside the trade area to make these purchases, indicating these sectors are already strong attractors, and do not require recruitment to locate within the trade area meet residents' needs. These categories and their surplus amounts are:

General Merchandise Stores: \$200.1 Million

This category includes "big box" discount stores such as Walmart, smaller "dollar" stores such as Dollar General, and chain pharmacies. Each of these are found just east of Downtown Lufkin on Timberland Avenue and US-59. One-third of the Primary Trade Area's supply of General Merchandise Stores meets the resident's demand, meaning two-thirds supply residents from outside the Trade Area.

Downtown insight: We do not recommend attracting a general big box store to downtown.



Downtown has three drinking establishments- the Angelina Brewing Company, the Restoration Bistro, and the Manhattan Fine Dining.

Health and Personal Care Stores: \$84.2 Million

This category includes retailers that sell and specialize in cosmetics, Optical Goods, Pharmacies, and other health related stores. About one-third of the Primary Trade Area's supply of General Merchandise Stores meets the resident's demand, meaning two-thirds supply residents from outside the Trade Area. The Primary Trade Area has about 38 businesses in this category.

Downtown insight: Lufkin residents did express interest in a healthy food store; see Food and Beverage stores in the Unmet Demand section, and the Special Food Services mentioned below.

Food Services & Drinking Places: \$18.9 Million

It is common among trade areas that experience high levels of commuters to experience higher restaurant sales than area residents demand. During the workday, Lufkin's population can grow to over 100,000 daily because of its workforce¹. This surplus is mostly food establishments; drink places have an unmet residential demand of \$1.6 Million, and Special Food Services have a leakage of \$400,000.

Downtown insight: Downtown should attract drinking places to bolster the after hours, entertainment environment that residents desire.

¹ Site Selection Magazine, Ron Starnier, 2019

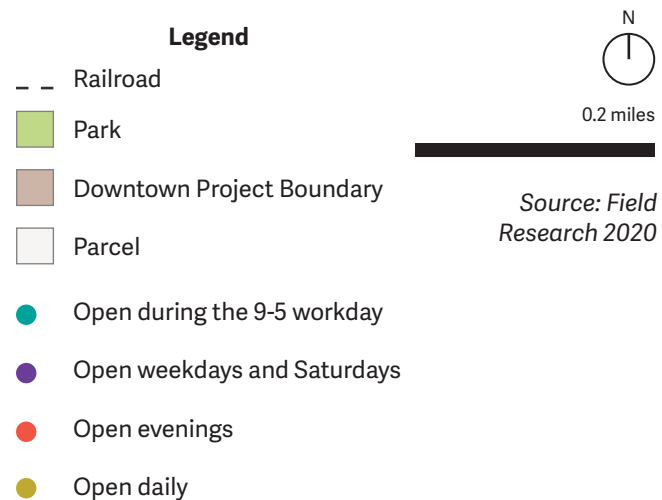


Businesses That Contribute to Street Life

The map on this page shows that most businesses are open during the 9-5 workday, but very few are open in the evenings and weekends. The project team will use this data to develop strategic partnerships related to parking and street life. Businesses that cluster together and create hot spots of activity, thus contributing to Downtown's street life, will need car, bike, and pedestrian access to and within these hotspots. Pedestrian amenities that contribute to the businesses' success will be discussed in the Public Realm section of this report.



Business Hours







Development



Zoning and Land Use

Over 65% of the study area is zoned “Central Business” and in general, its development standards are simple and easy to understand. Buildings are limited to 70 feet in height, have standards that allow small side and rear yards, and have minimum lot sizes. A majority of the study area is designated as “Mixed Use” in the City’s land use map, with some land designated “Neighborhood Commercial”. In general, these categories are appropriate for the study area.

The following items can be explored in Lufkin Forward's recommendation phase depending on what the community identifies as their priorities:

- **Ground Floor Transparency:** Setting a minimum ground floor transparency can ensure that new buildings support pedestrians and an active street life, and ensure that ground floors are flexible for potential future uses.
- **Entrances:** Similar to ground floor transparency, ensuring entrances face the street and are placed at pedestrian-supportive distances support active street life and ensure pedestrian safety.
- **Maximum Building Width:** Further supporting street life, maximum building widths prevent long, pedestrian-detering walls and ensure that entrance placement and higher ground floor transparency can be effective.
- **Minimum Ground Floor Heights:** Minimum ground floor heights ensure that spaces are flexible for a variety of uses and supportive of commercial use. For example, office uses are sometimes more viable in ground floor spaces when initially developed, which typically have lower ceiling heights; but that same space may be better suited for retail use in the future, if it had higher ceiling heights that retail desires.
- **Parking Location:** Locating a building’s parking in the rear of the property, rather than in front, can ensure that entrances are safe and easy to find for pedestrians, that businesses remain visible from the street, and the unsightly parking and noxious fumes do not deter visitors.

- **Light Industrial:** Light industrial and maker uses, often with small retail components, are increasingly popular and can drive major foot traffic in downtown areas. Examples include glassblowing, leather working, or coffee roasting, which all require Light Industrial Zoning allowances. These operations are often great for drawing pedestrians in with demonstrations, and although products can be sold on site, these businesses do a bulk of sales online.

Residential

All dwelling types (multifamily, single family, and two family) are allowed by right within the Central Business Zone, except for Manufactured Homes. The majority of existing housing resides along the southern, northern, and eastern periphery of the study area, and are older single family homes. There are examples of downtown apartments, including second story apartments detailed in the section, “Second Story Utilization”, as well as the newly renovated Angelina Hotel, which is converting a historic hotel into modernized apartments and condos. This effort will identify barriers and opportunities to create more housing in and around downtown.

Hotels

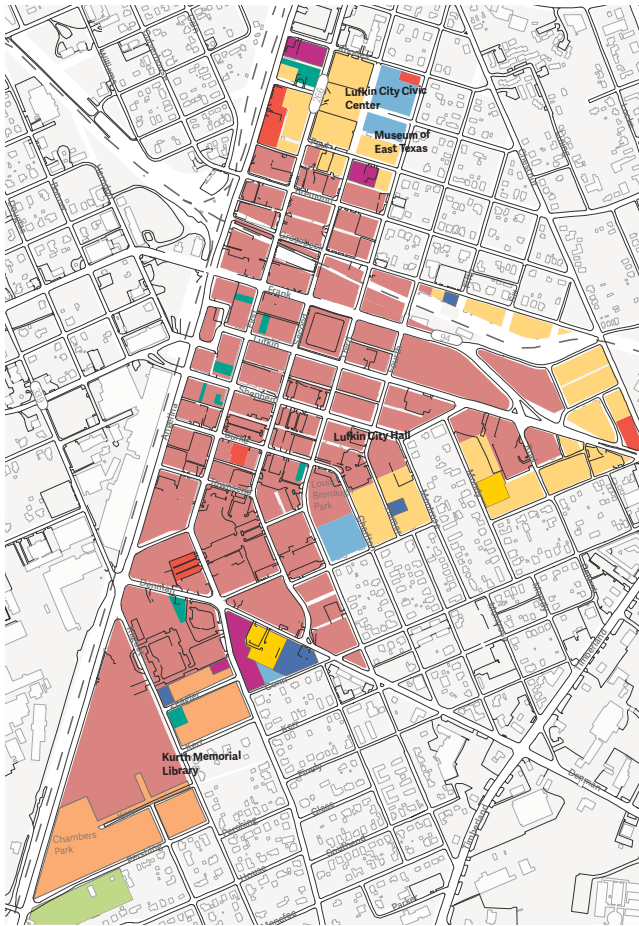
Hotels are allowed by right within the Central Business and Commercial Zones. There is no existing hotel in Downtown Lufkin, and this effort will identify the market demand for a new hotel. Lufkin hotels are all located along US-59 and Timberland Avenue, and are typically three- to four-stars and of a hotel chain. The two closest to Downtown are the Lufkin Inn and the Motel 6. Lufkin is lacking a five star hotel, a boutique hotel, and a resort style hotel.

Land Ownership

The City of Lufkin is the largest landowner in the study area, owning over double the amount of land as any other owner. This is an opportunity for this planning process to have direct control of the vision for these parcels. In addition to the City of Lufkin, the

largest major landowner is Lufkin Industries, which is a manufacturing company. Angelina County also owns a substantial amount of land in the study area. These groups should be considered stakeholders in this process, and it is important to understand current real or perceived limitations on development.

Zoning



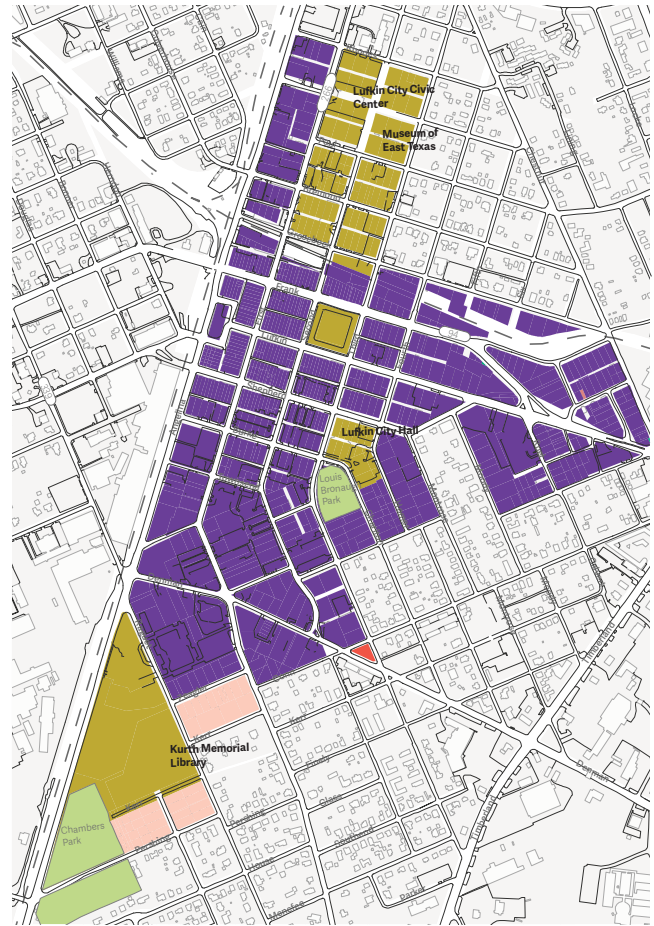
Source: City of Lufkin

N
0.4 miles

Legend

- Railroad
- Park
- Central Business
- Commercial
- Local Business
- Neighborhood Retail
- Special Use
- Residential Large
- Residential Small
- Apartment
- Duplex

Land Use



Source: City of Lufkin

N
0.4 miles

Legend

- Railroad
- Park
- Mixed Use
- Office Institutional
- Neighborhood Commercial
- Medium Density Residential

Vacancies, Parking, and Buildings

In the downtown area, there are a variety of gaps in the urban fabric, including vacant land, parking lots, and vacant buildings, presenting opportunities for redevelopment and adaptive reuse. Gaps in the urban fabric exist, usually in the form of parking lots, which detract from the pedestrian experience and desirability of the downtown area, and should be avoided.

Recent Development

There have been a number of development activities in the downtown area since 2015. There have been a few demolitions, resulting in vacant lots or new parking lots, which do not support this project's goals, but others have been remodeled or otherwise converted to active commercial uses. There have also been 47 commercial and residential remodeling projects, and three new construction commercial projects. These activities provide important comparisons for developers and financiers looking to continue work in the downtown area.

Private Property Restoration

The high cost of renovation to meet building codes is oftentimes the sole reason buildings remain undeveloped. Building and fire codes are potential hurdles in the redevelopment of some underutilized spaces, especially when trying to convert an older building into a new use. Gap financing, such as low-interest loans or grants, can assist a property owner reach the needed capital to start or finish a downtown project.

Facade Improvement Program

The City of Lufkin's Facade Improvement Program is currently on hold. The City is undergoing an internal review of how to revitalize and fund the program, because it was previously tied to the now dissolved Lufkin Main Street Organization. The previous program provided the following guidelines and incentives:

- A \$1 for \$1 reimbursement grant, up to \$10,000, for qualifying projects.
- The goal was to preserve and improve the architectural and cultural (1920's+) integrity of the Central Business District (South Angelina Street to Frank Avenue, to South Fourth street, to Burke Avenue).
- Qualifying projects are limited to exterior building facades that are in view of the public.
- Improvements are subject to the approval by the Review Committee including cleaning or painting, rehabilitation (aesthetics or structural), canopies or awning, signage, windows, or doors.

Second Story Utilization

Many downtown buildings have vacant second floor spaces that are ripe for adaptive reuse, such as apartments, lofts, offices, coworking spaces, or art studios. Maximizing the use of these spaces can increase property values, increase patrons of downtown businesses, and attract new employers to Downtown.

Vacancies, Parking, and Building Permits*



Legend

- Railroad
- Park
- Downtown Project Boundary
- Parking lots**
- Vacant Buildings**
- Vacant Lots**
- Residential Remodels
- Commercial Remodels
- New Commercial
- Demolished + Constructed

*Permits collected from City of Lufkin for years 2015-2020
 **Based on field research conducted in November 2020

Source: City of Lufkin



0.4 miles





Public Realm



Public Realm

A key focus for this project is to utilize the public realm and right-of-way to make more pleasing and desirable public spaces and attract users to its amenities. Many recent public improvements, such as mural design, banners, and sidewalk furniture have improved the public realm. Similarly, new development has supported public realm enhancement through facade improvements and outdoor seating arrangements. Connections between downtown assets will be a key focus of this project, as well as evaluating the existing private realm regulations that support the public realm.

Circulation

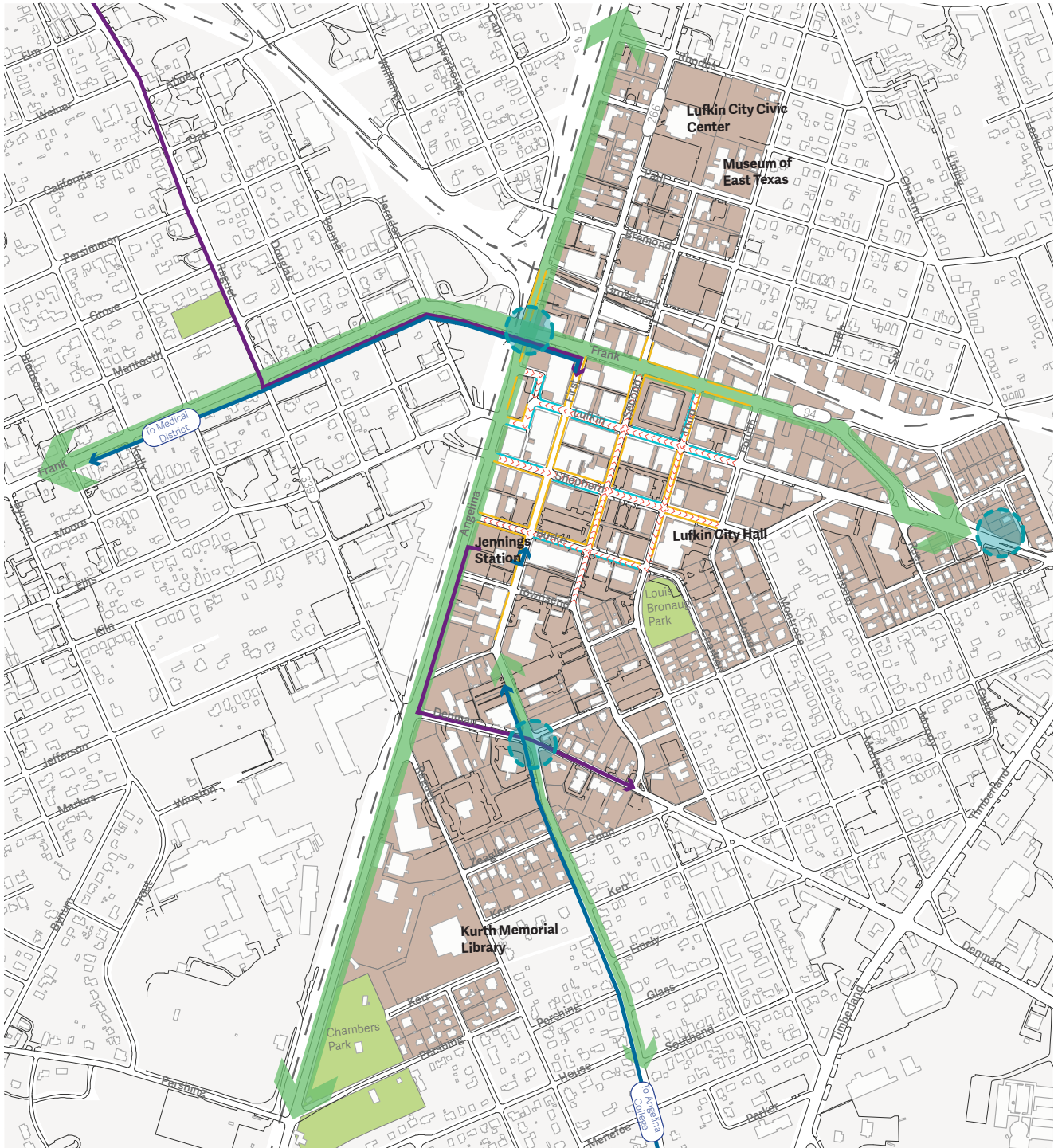
Downtown Lufkin is supported by the main arterials of Frank Avenue and South Angelina Street. These roads not only bring downtown guests in and out of the neighborhood, but they also carry through-traffic across the center of Lufkin. They both are characterized by a high volume of traffic, have sub-par pedestrian amenities, no bicycle facilities, and lack character, yet they are the gateways of downtown. The railroad tracks along South Angelina Street and the large parcels to the west of downtown also create a large barrier to connectivity and walkability in the area.

South 1st Street, Lufkin Avenue, and Shepherd Avenue serve the primary center of business activity, and therefore have the highest density of pedestrian amenities and highly desired street-parking. These streets are extremely walkable around the commercial activity, but also serve important vehicle traffic functions. South 1st Street and Lufkin Avenue connect to adjacent neighborhoods and connect to other main arterials, so carry higher traffic volumes than other small, local streets downtown. The remaining streets downtown have very little commercial activities, and have relatively low vehicle traffic. They are all one-way streets within the Downtown Core, but expand to two-way, which creates confusion for newcomers. Curb extensions and “Do Not Enter” signage designates the two-way to one-way conversion locations.



South 3rd street is an example of a two-way street conversion to a one-way street. The red brick bulb out and the Do Not Enter sign indicates to the driver about the conversion. Source: Google Street View

Circulation Map



Legend

- - Railroad
- Park
- Downtown Project Boundary
- Parcel

- Main Arterial (size indicates traffic volume)
- Gateways
- >> One-way Street (arrow indicates direction)
- Blue Transit Line

- Purple Transit Line
- Parallel Parking
- Angled Parking
- ▨ Parking Lots

Source: City of Lufkin



0.4 miles

Transit

Downtown Lufkin is served by local transit transportation, provided by the Brazos Transit District. The newly developed Jennings Station serves inter and intra-state bus lines. Two bus lines, the Purple Line and the Blue Line, have fixed routes through downtown, but a rider can board the bus anywhere along the route as long as the rider is on the same side of the street as the entrance to the bus. The Blue Line connects downtown to the Medical District and to Angelina College. The Purple Line connects to north and northwest Lufkin. Because there are no set stops along the fixed routes, there are no bus stop amenities downtown. However, the recently approved City of Lufkin 2020 and 2021 Capital Improvement Projects identified funding for new bus stops, but locations have not been identified.

Parking

Downtown Lufkin has a variety of two-way or one-way streets with parking on one or both sides of the road. The on-street parking is either parallel or angled parking on one or both sides of the street, depending on space availability and curb cuts. Angled parking provides parking for more cars as compared to conventional parallel parking. There also are a variety of privately owned parking lots that offer free parking, but there is limited signage advertising the availability and location of the free parking. As is typical in other downtowns, the general perception is a shortage of parking, or that available parking is not close to a destination. Many First Street merchants expressed concern about cars parked in one spot for too long. However, as evident in Lufkin, there is ample on-street and off-street parking, and on-street parking meters were removed in the past five years.



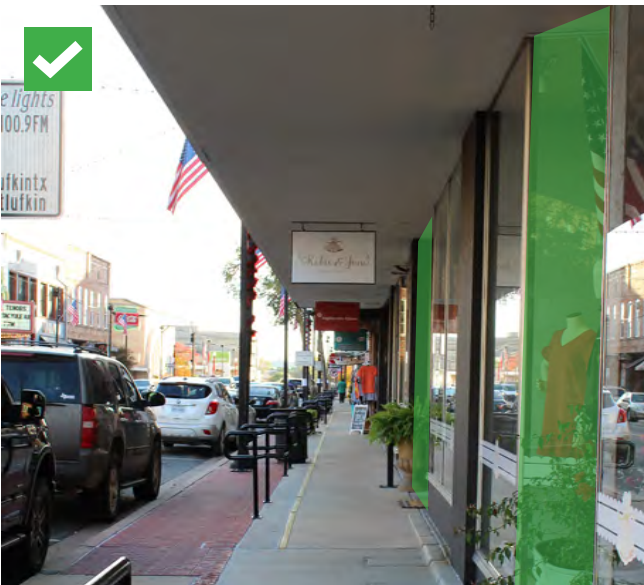
An example of a privately owned parking lot offering Free Unlimited Parking at 203 S 1st St.

Streetscape

The streetscape in downtown Lufkin is inconsistent with the project goals of supporting pedestrian life and ensuring Lufkin’s status as a unique place. Solutions to this issue vary but can include development code updates, design guidelines, streetscape upgrades, and sign standards.



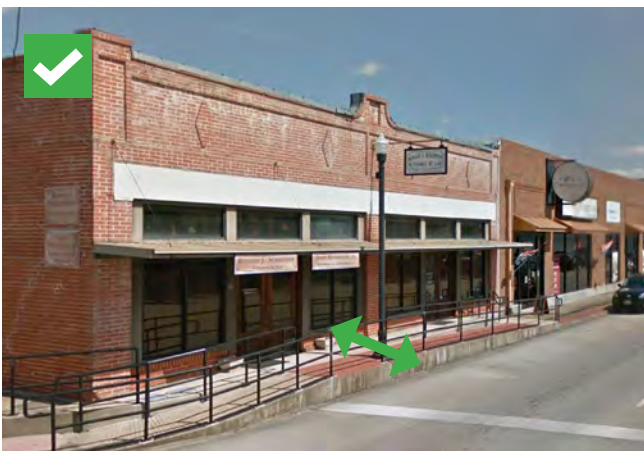
Signs: Signs can support and detract from the urban environment. In downtown Lufkin, there are historic and appropriate commercial signs that are readable from a pedestrian view, and also auto-oriented signs that create a more suburban atmosphere.



Entrances: Entrances on buildings that face the street support commercial activity and walkability. In downtown Lufkin, some buildings have entrances facing the street, and some do not. The entrances that do not support commercial activity present blank walls and other issues dangerous to pedestrian-design.



Transparency: Windows and other openings on ground floors support pedestrians, encourage commercial activity, and provide sunlight indoors. In downtown Lufkin, many of the historic buildings have adequate transparency, but newer buildings often do not.



Setbacks and Parking: Buildings that are close to the street and have parking in the rear support pedestrian and commercial activity. In downtown Lufkin, historic buildings often take this form, and newer building prioritize car use, risking pedestrian safety and aesthetics by placing buildings away from the street and parking in the front.



Sidewalks: Sidewalks can provide space for pedestrians, cafe seating, popup retail, and other activities. Sidewalks in downtown Lufkin are historic, but often too narrow. Many also have accessibility issues, such as missing ramps and unsafe crossings.

Public Realm Constraints and Opportunities



Pedestrian Realm		
1	Insufficient sidewalk width	The sidewalk is not wide enough to provide comfortable walking experience.
2	Sidewalk obstacles	Obstacles in sidewalks are commonly seen throughout the study area, such as utility and sign poles, street furniture, railings, and steps.
3	Unclear space definition	The sidewalk paving provides a better walking experience, while in some areas it is used to delineate a frontage zone. The unclear definition may cause confusion and reduce an overall cohesive experience.
4	Frontage activation opportunity	This vacant storefront can increase street vibrancy by introducing outdoor dining or enhancing the window appeal.
5	Exceptionally wide setback	The front load parking eliminates the interaction between people and buildings and makes the walking experience much less enjoyable.
Street Furniture		
6	Missing street benches	Benches will encourage people to experience more social interactions and enhance street vibrancy.
7	Automobile-oriented lighting	These 25' street lights do not provide security and lighting for pedestrians.
8	Wayfinding opportunity	Signage that indicates nearby assets will encourage people to explore the area.
Landscape		
9	Insufficient shade	In the study area, the tree coverage is fairly poor. Tree coverage reduces urban heat island effect, especially in the Texas summer heat.
Building		
10	Fenestration/facade opportunity	The majority of the study area's buildings have good fenestration, yet blank walls detract from the pedestrian realm and have the opportunity to support downtown.
11	Building signs	The building signs are generally good in the area but some need to be upgraded.
Crossing		
12	Tactile ramp	Tactile ramps are missing in some crossing areas.
13	Crosswalks	The Downtown has many well-marked crosswalks. Maintaining these crosswalks enhances pedestrian comfort and safety.

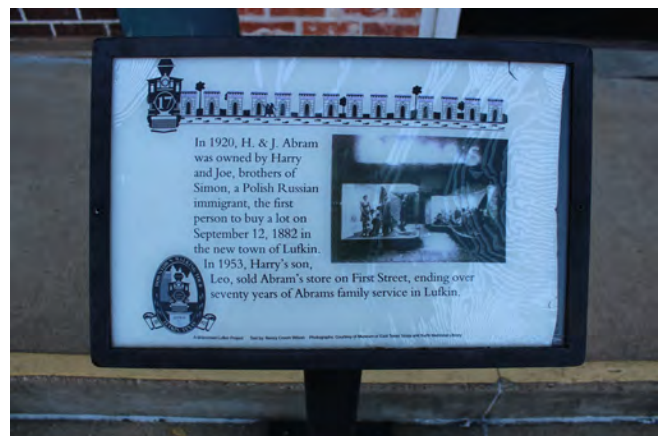
Asset Analysis

Recent private development enhancements have revived “third spaces” in downtown, which refer to places where people can spend time between home and work, and can include restaurants, recreation activities, or religious institutions. Third places build community; they help community members find common ground, and break down existing silos. Enhanced private and public spaces are pivotal to building community, and can increase Downtown’s welcoming nature for all of Lufkin.

Historic Markers and Museums

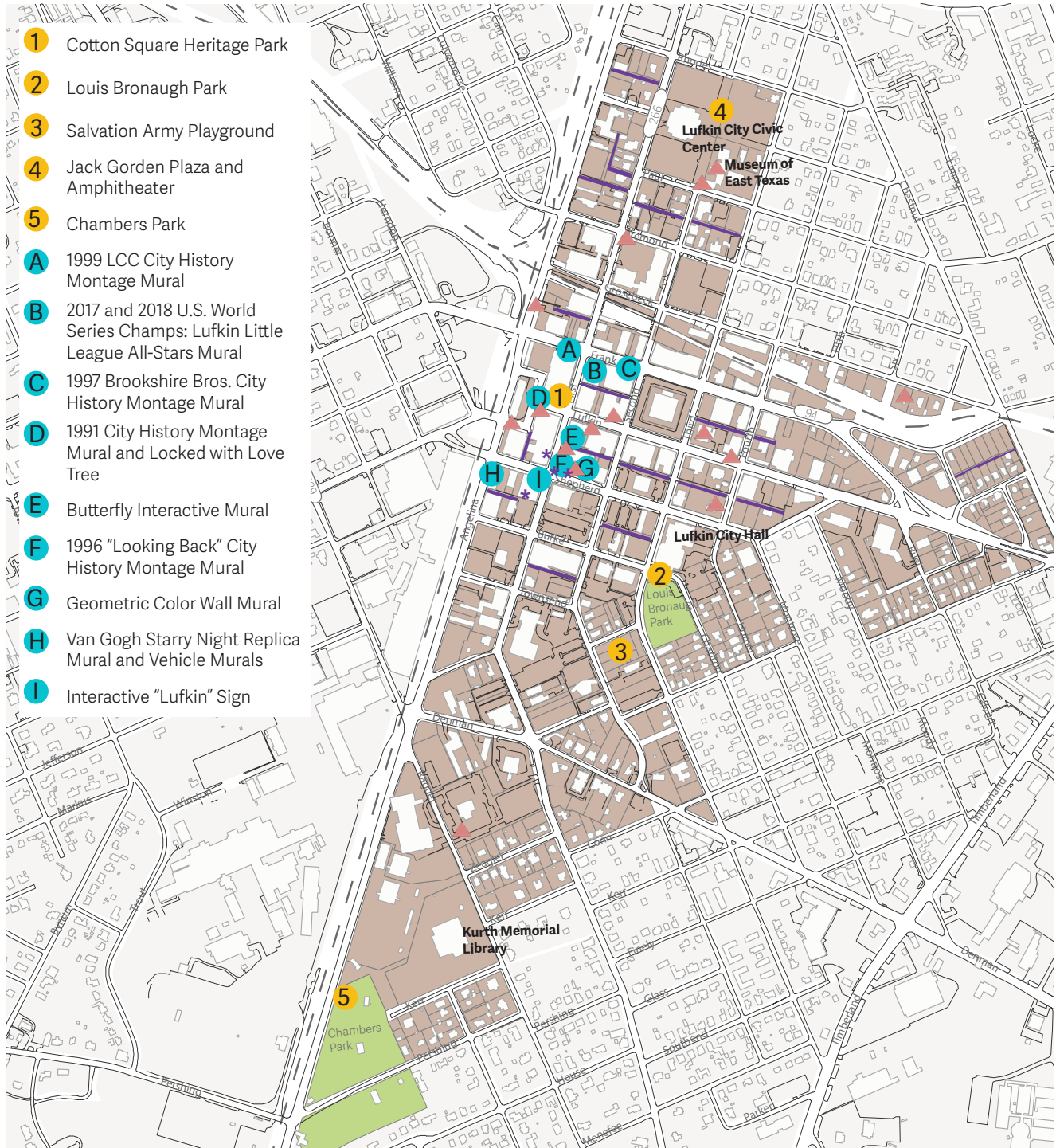
Downtown Lufkin is home to a variety of historical markers and the Museum of East Texas. Landmarks throughout the project area included in the National Register of Historical Places include:

- Banks-Ogg House
- Behannon-Kenley House
- Corstone Sales Company
- Fenley Commercial Building
- McClendon-Abney Hardware Company
- Old Federal Building-Federal Courthouse
- Pines Theatre



This is an example of a historic marker designating a place of significance.

Downtown Lufkin Asset Analysis



Source: City of Lufkin and Field Research 2020

Legend

- Railroad
- Outdoor Seating
- Parks and Open Space
- Park
- Alleys
- Historical Markers and Museums
- Downtown Project Boundary
- Public Art and Murals
- Parcel

Outdoor Seating and Alleys

Currently, the downtown has numerous alleys which only serve as loading and service zones. These corridors can be transformed into vibrant public spaces for different activities, while maintaining their existing purpose. Activation has already begun, including the new Butterfly Mural next to the Pines Theater, and the cafe seating and mural design between Standpipe Coffee and Spruce. In addition to limited use of alleys, there are limited options for outdoor seating in Downtown Lufkin. At the time of this report, Restoration Bistro, Standpipe Coffee House, and Angelina Brewing Company provide the only outdoor seating options. The existing zoning allows for flexible use of small side and rear yards, but there is not adequate sidewalk width for sidewalk cafes.

Public Art and Murals

Efforts in the 1990s commissioned and installed five murals in Downtown Lufkin; successfully enhancing Downtown's aesthetics and honoring Lufkin's economic history. Since the original 1990s "mural project", five more art pieces have been completed in Downtown, and there is interest in adding more.

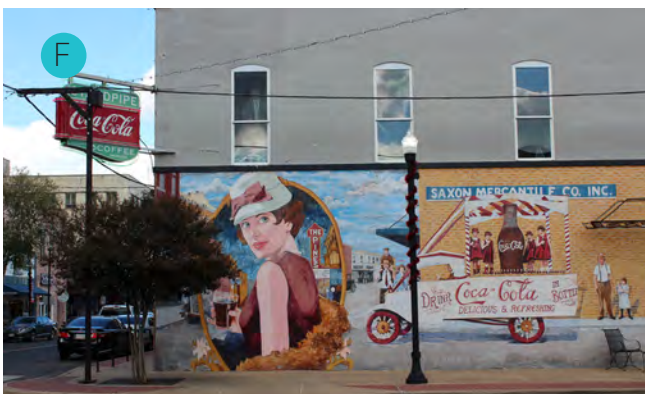


This is an example of an existing alleyway activation. The Pines Theater installed the Butterfly Interactive Mural.

Downtown's Public Art Analysis

Map Label	Art Location	Adjacent Business Name	Quality	Art Description
A	W Frank Ave & N 1st St	Old City of Lufkin Parks and Recreation Dpt	Good	1999 LCC City History Montage Mural
B	W Frank Ave & N 1st St	Lufkin Antique Mall	Great	2017 and 2018 U.S. World Series Champs: Lufkin Little League All-Stars Mural
C	E Frank St & N 2nd St	Lufkin Detension Center	Good	1997 Brookshire Bros. City History Montage Mural
D	N Cotton Square & W Lufkin Ave	Cotton Square Park	Needs Improvement	1991 City History Montage Mural and Locked with Love Tree
E	S 1st St & Alleyway	Pines Theater	Great	Butterfly Interactive Mural
F	S 1st St & E Shephard Ave	The Standpipe Coffee House	Good	1996 "Looking Back" City History Montage Mural
G	S 1st St & E Shephard Ave	Spruce	Great	Geometric Color Wall Mural
H	S Angelina St & W Shephard St	A Furniture Fetish	Needs Improvement	Van Gogh Starry Night Replica Mural and Vehicle Murals
I	S 1st St & W Shephard St	Hotel Angelina	Great	Interactive "Lufkin" Sign

Source: Field Research 2020.



Parks and Open Space

Downtown Lufkin has four public parks and open spaces with a variety of amenities for residents and visitors. Although small, Louis Bronaugh Park, Jack Gordon Plaza and Amphitheater, Cotton Square Heritage Park, and Chamber Park each serve a unique purpose, by providing gathering spaces, recreation opportunities, or small outdoor venues. Downtown Lufkin is situated within two miles of eight other neighborhood parks offering a higher diversity of amenities, including larger recreation amenities, pools, fishing piers, and trails. See page 43 for a list of Lufkin's Park and Open Spaces Assets and their respective distances from Downtown.

Chamber Park is in great condition and is on the southern periphery of Downtown's boundary, away from the central activity of the tourist and business attractions, so will not be considered a downtown park for the remainder of the project. Downtown's remaining open spaces (Louis Bronaugh Park, Jack Gordon Plaza and Amphitheater, and Cotton Square Heritage Park) are underutilized and are in need of enhancements. Their current conditions do not attract residents, workers, or downtown visitors to congregate and enjoy their spaces. Each of these three spaces also provides various sizes of bandstands or amphitheaters, but none are used during major downtown events.

There are no multi-purpose trails connecting Downtown Lufkin to surrounding areas, and the 2018 Comprehensive Plan did not recommend a new Downtown trail. However, the Comprehensive Plan specifically called out to "expand sidewalk, bike, and trails networks to the [downtown's] surrounding neighborhoods".



Cotton Square Heritage Park offers an underutilized bandstand on a refurbished train car.



Louis Bronaugh Park is home to a memorial, a mural, and an amphitheater.



Jack Gordon Plaza and Amphitheater offers hardscape and congregating space. Source: Lufkin Daily News.

Lufkin's Park & Open Space Asset Analysis

Name of Park (and Map Label No.)	Management	Amenities	Quality
Cotton Square Heritage Park 1	City of Lufkin	Picnic, Bandstand	Needs Improvement
Louis Bronaugh Park 2	City of Lufkin	Amphitheater, Memorial	Needs Improvement
Salvation Army Playground 3	Salvation Army	Playground, Baseball	Great
Jack Gordon Plaza and Amphitheater 4	Lufkin Convention and Visitors Bureau	Benches, Lighting, Amphitheater	Great
Mantooth Park	City of Lufkin	Pavilion, Picnic, Playground	Great
Ward Street Park	City of Lufkin	Baseball, Playground	Good
Chambers Park 5	City of Lufkin	Pavilion, Bandstand, Picnic, Playground, Restroom, Spray Play Pad, Tennis, Community Center	Great
Lufkin Land Park	City of Lufkin	Picnic, Volleyball, Playground	Good
Gamble Park	City of Lufkin	Pavilion, Picnic, Playground	Great
Brandon Park	City of Lufkin	Pavilion, Picnic, Playground, Basketball, Community Center	Great
Winston Park	City of Lufkin	Pavilion, Picnic, Playground, Restroom, Tennis, Basketball, Volleyball, Softball/Baseball, Trail	Needs Improvement
Kiwanis Park	City of Lufkin	Pavilion, Picnic, Playground, Restroom, Slash Pad, Tennis, Basketball, Volleyball, Disc Golf, Skate Park, Trail	Great
Jones Park	City of Lufkin	Pavilion, Picnic, Playground, Restroom, Splash Pads, Pool, Pier, Tennis, Basketball, Volleyball, Trail	Great
Morris Frank Park	City of Lufkin	Pavilion, Playground, Restroom, Softball/Baseball, Soccer, Disc Golf, Wetland Garden, Wetland Trail	Great
Azalea Trail	City of Lufkin	Trail, Lighting, Call Boxes	Good
Grace Dunne Richardson Park	City of Lufkin	Pavilion, Gazebo, Picnic, Playground, Restroom, Basketball, Volleyball, Soccer, Dog Park, Trail	Good
Four Season Park	City of Lufkin	None	Needs Improvement
Herty Park	City of Lufkin	Pavilion, Picnic, Playground, Restroom, Basketball, Volleyball, Softball, Soccer, Trail	Great
Ellen Trout Zoo and Park	City of Lufkin	Pavilion, Picnic, Playground, Restroom, Train & Depot, Lake/Fishing, Zoo, Trail	Good
Angelina Fitness Trail	Angelina College	Trail	Good
Kit McConnico Park	City of Lufkin	Playground, Restroom, Softball, Soccer	Great
Lost Arrow Biking and Hiking Trail	City of Lufkin	Trail	Good
Angelina National Forest	USFS	Camping, hiking, equestrian trails, wildlife viewing	Great
Lake Sam Rayburn	USACE	Camping, hiking, trails, wildlife, boating, fishing	Great
Davy Crockett National Forest	USFS	Camping, hiking, equestrian trails, wildlife viewing	Great

Downtown Events

Annual and regularly occurring events attract Lufkin residents and visitors downtown, in addition to visitors who normally may not visit downtown. The events vary in audience and cost, and categorize as entertainment events, arts and cultural events, or civic pride events. All contribute to Lufkin’s sense of pride, quality of life, and local economic development.



First StrEAT Feast
Source: City of Lufkin Facebook

Food Truck Regulations

In 2017, the City had to update its Vendor Ordinance in order to meet the increasing demand for food truck vendors. City regulations require that vendors must provide a \$1,000.00 Surety Bond from an insurance agency and may not conduct business in any street, intersection or right of way. The surety bond requirement is common across Texas towns, but there may be instances where a Food Truck in a street parallel parking spot may be desirable. Lufkin Forward will consider improvements to these rules in the recommendation phase.



Main Street Lufkin Days
Source: CVB



Festival of Trees
Source: Red River Radio



Lufkin Bistro
Source: TX Forest Living

Downtown's Events

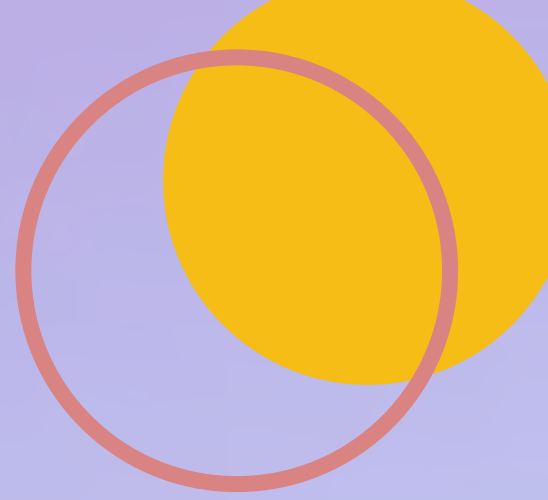
Event Name	Location	Frequency	Cost	Organizer	Market Audience
First StrEAT Feast	Adjacent to Pines Theater	3rd Saturday of each month	Free*	Lufkin CVB	Young Adults
Main Street Market Days	1st Street	3rd Saturday of each month, quarterly	Free*	Lufkin CVB	Families
Heritage Festival	Pitser Garrison Convention Center	September, annually	Free*	Lufkin CVB	Families
Lufkin's Bistro	1st Street	October, annually	\$40/person	Lufkin CVB	21+ adults; tourists
Festival of Trees	Museum of East Texas	December, annually	Free, fundraiser	Museum Guild of the Museum of East Texas	Families
Christmas in the Pines	Downtown	December, annually	Free*	Lufkin CVB	Families
SpringFest	Downtown	April, annually	Free*	Lufkin CVB	Families
Pineywoods Veterans Veterans Celebration	Pitser Garrison Convention Center	November, annually	Free*	Lufkin CVB	Families

*Must pay for products at event
 Source: Lufkin CVB Website, accessed December 2020



Heritage Festival
 Source: Lufkin Daily News





Key Opportunities



Outdoor Recreation Economic Development Opportunity

Several outdoor recreation opportunities are available in and around the Lufkin area, which attract outdoor enthusiasts from Lufkin's regional and local market area. The Angelina National Forest, the Davy Crockett National Forest, the Sam Rayburn Reservoir, and the Angelina and Neches Rivers provide rich natural landscapes and opportunities to camp, hike, ride equestrian trails, boat, fish, and partake in wildlife viewing. These natural assets boost ecotourism and provide jobs in the local economy. Park operators, concessions, rentals, restaurants, and hotels all contribute to this particular market; outdoor recreation in Texas directly supports 411,000 jobs- nearly double the oil and gas industry.¹

Downtown Lufkin has an opportunity to seize upon this job creation opportunity by creating a vibrant, dynamic urban environment that can entice outdoor enthusiasts to visit downtown. The following three Downtown case studies highlight similar efforts to capture nearby outdoor recreation ecotourism. Lufkin can become the "Gateway to East Texas".

- 1. Bozeman, Montana:** Well known for its access to Yellowstone National Park, Custer Gallatin National Forest, hot springs, and other natural wonders, Bozeman has a historic downtown center that not only serves the local residents, but also attracts outdoor enthusiasts to its hostels, boutique hotels, restaurants, bars, sports equipment stores, and annual events. The recent 2019 Downtown Improvement Plan identified the need to diversify retail to serve its surrounding thriving residential neighborhoods with a grocery store, and offer more specialty merchandise, like outdoor supplies.



Source: Tim Evanson, Flickr 2013

¹ Outdoor Industry Association. (2017). Outdoor Industry Association--Texas. https://outdoorindustry.org/wp-content/uploads/2017/07/OIA_RecEcoState_TX.pdf

"The 2018 Comprehensive Plan identified the opportunity for the City of Lufkin to partner with regional recreation providers and the Lufkin Convention and Visitors Bureau to market regional opportunities as well as plan for year round outdoor recreation"

2. Marfa, Texas: Marfa is surrounded by mountains; to the north are the Davis Mountains, to the southeast the Chisos Mountains, and to the southwest the Chinati Mountains. Big Bend National Park is two hours away. The Marfa Lights and minimalist art designs attract staggering numbers of national travelers for the tiny desert town. Downtown is ready to host west Texas travelers with hotels, restaurants, museums, and art galleries.



Source: Dennis Yang, Flickr 2015

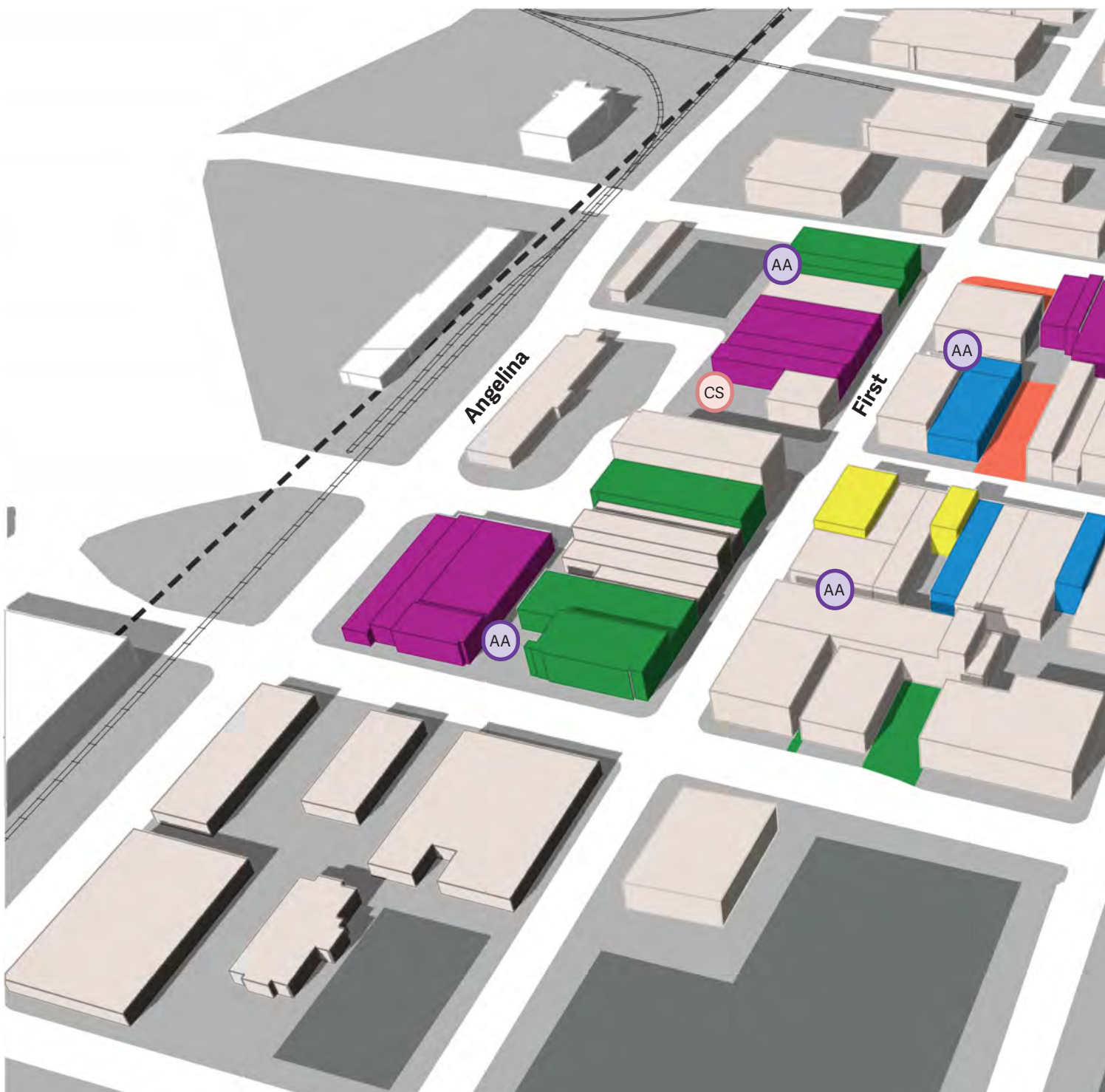
3. Brainerd, Minnesota: Situated on the Mississippi River and founded in 1870 as a Northern Pacific Railroad town, the city has a rich history to explore. Brainerd is known as the home of Paul Bunyan, and is the retail-center of central Minnesota, surrounded by 400 lakes and Crow Wing State Park. Downtown Brainerd attracts visitors and locals with arts, shopping, dining, and annual events.



Source: VisitBrainerd.com

Vacant and Underutilized Land

Land and buildings in the Study Area, especially within the Downtown Core, are ripe for redevelopment. Downtown's recent successes indicate many of these buildings and lots will likely redevelop on their own with the market. A key part of this study will be thinking about how this land can best support the community's goals for downtown. The following graphic details opportunities to reutilize vacant and publicly owned land in the study area.



- - Railroad
- Park
- Downtown Project Boundary
- Parking lots
- Vacant Buildings
- Vacant Lots
- Residential Remodels
- Commercial Remodels
- Demolished + Constructed
- AA Alleyway Activation Opportunity
- AC Angelina County Ownership
- CL City of Lufkin Ownership
- CS Cotton Square

Source: City of Lufkin and Field Research 2020



The Public Realm

Analysis of previous planning and field research has identified strong assets that can be linked by a strong public realm strategy. The needs below are those that can be linked and supported with the existing right-of-way.

Gateways

1

There are ample opportunities for gateways that can include landscaping, pedestrian access, signage, public art, open space, and programming. This project will identify more attractive and compelling gateways into the downtown area.

2

Strong Commercial Corridors

South First Street, Lufkin Avenue, and Burke Street provide a basis for strong commercial areas, and there are other areas where block lengths and existing tenants and buildings make the corridors ideal for improvements. This effort will identify short term and long term improvements to introduce new activity.

3

Outdoor Space Enhancements

Space for outdoor exercise and socialization will be a significant consideration for this project. The existing outdoor spaces in downtown are underutilized and unprogrammed. Breathing new life into these spaces as well as identifying new outdoor spaces will be a part of this effort.

4

Programming, Activity, and Wayfinding

Downtown Lufkin has a variety of existing assets, but more needs to be done to promote, program, and connect these attractions. This project will identify opportunities to enhance programming and wayfinding as a way to increase street activity, visitors, and link popular attractions.

5

Parking Utilization

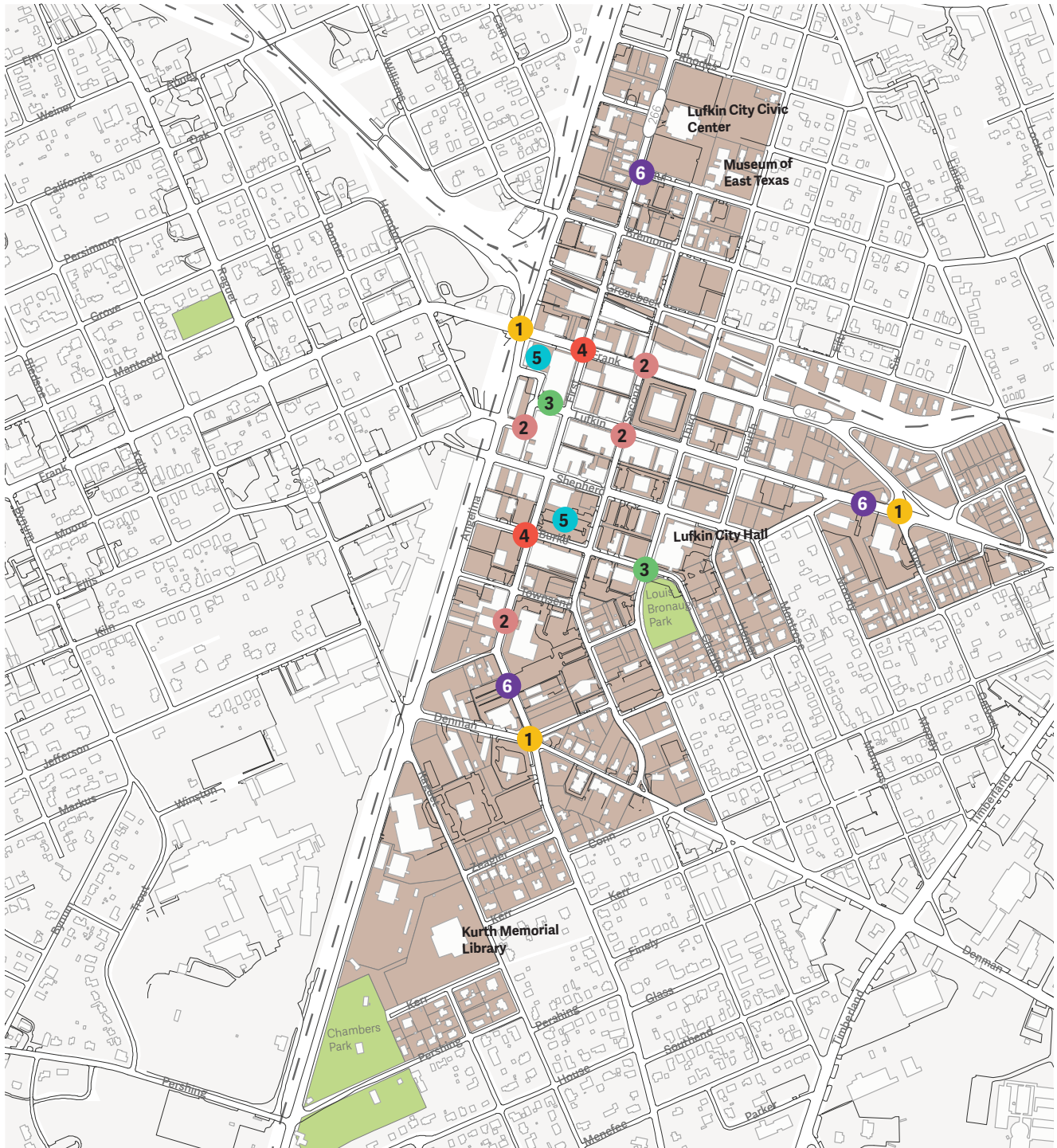
There are a variety of privately and publicly owned parking lots that offer free parking, but there is limited signage advertising the availability and location of the free parking. This effort will identify short term and long term solutions to utilize existing parking more efficiently for downtown workers, visitors, and residents.

6

Districts and Connections

Downtown Lufkin has two unique areas- the Downtown Core and the Convention Center. There is an opportunity to better define these areas, create new districts, and create synergy between them. Streetscape improvements, branding, and wayfinding will be a component of this effort.

Opportunities Map



Legend

- Railroad
- Park
- Downtown Project Boundary
- Parcel

- Gateways
- Strong Commercial Corridors
- Outdoor Space Enhancements

- Programming, Activity, and Wayfinding
- Parking Utilization
- Districts and Connections

Source: City of Lufkin and Field Research 2020



0.4 miles