

# Comprehensive Plan 2001

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## GOALS & OBJECTIVES

## **A VISION OF THE FUTURE**

What does the future hold for the City of Lufkin? What should the City be like in the year 2010 or 2020? The Comprehensive Plan establishes goals and objectives that will help shape and direct growth and development for the next ten years and beyond. In addition, the Plan will ultimately contain implementation-oriented policies that are based on these goals and objectives, and that directly address how the desired direction of the community can be achieved. In order for the Comprehensive Plan to be applicable on a long-term basis for the City, it must be premised upon a shared vision of the citizenry and the stakeholders of what the City of Lufkin should and will become as it grows, matures, and ultimately attains its anticipated build-out configuration. City leaders have established this vision as follows:

Guided by City Council Leadership, we will be an organization that offers an excellent quality of life for its citizens.

## **GENERAL ATTITUDES & CRITICAL ISSUES**

It is important to the comprehensive planning process to incorporate Lufkin citizens' views regarding what they deem as significant goals and objectives for the City to pursue. In addition, the identification of critical issues that the citizens of Lufkin believe are currently important to consider, as well as issues that may have an impact on the City in the future, is valuable to the preparation of the various elements of the Comprehensive Plan.

### **Citizen Attitudinal Survey**

In order to ensure that this Comprehensive Plan was written based on the desires of the citizens of Lufkin, and on their views regarding various issues within the City, a citizen survey was conducted by Raymond Turco & Associates, Inc. The survey addressed many of the significant elements affecting Lufkin now, and many of those that may affect it in the future, including residential and nonresidential growth, roadways, urban design, major traffic corridors, and provision of services. Citizen response to the survey was an integral part of the formulation of each section of the Comprehensive Plan, as expressed in the following goals and objectives. A summary of this survey is included in Appendix A of this Comprehensive Plan.



## GOALS AND OBJECTIVES

In a broad sense:

**Goals** are **general statements** concerning an aspect of the City's desired ultimate physical, social and/or economic environment. Goals set the tone for development decisions in terms of the citizens' desired quality of life.

**Objectives** express the kinds of **action** that are necessary to achieve the stated goals without assigning responsibility to any specific action.

**Policies** will clarify the **specific position** of the City regarding a specific objective, and will encourage **specific courses of action** for the community to undertake to achieve the applicable stated objective. Policies are often associated with Plan recommendations, and they will be developed during that phase of the comprehensive planning process.

Preliminary goals and objectives have been developed for discussion purposes for the following areas:

- ◆ The Environment;
- ◆ Physical Form of the Community;
- ◆ Transportation and the Roadway

Network;

- ◆ Public Facilities and Services;
- ◆ Fiscal Responsibility and Economic Development; and,
- ◆ Community Livability and Character.

The following goals and objectives were drafted in order to assist the Steering Committee in establishing the finalized goals and objectives for the Comprehensive Plan. It should be noted that the goals and objectives that are adopted as part of the Comprehensive Plan should be examined in subsequent updates of the Plan in order to ensure that they continue to reinforce the City's current vision. In addition, a framework should be established for specific actions (i.e. policies) to be conceived during later phases of the comprehensive planning process that will help the citizens and stakeholders of the City achieve their shared vision of the community's future.



## The Environment

**Goal 1: To promote respect, conservation, enhancement and protection of important natural features and resources within the City.**

### Objectives:

- 1.01 Conserve and protect ecologically sensitive areas. The City should develop guidelines that continue to allow water infiltration within areas that are characterized by floodplains (e.g., maximizing permeable surface areas, minimizing paving and building coverage, etc.).
- 1.02 Promote and provide public access to open space and natural areas.
- 1.03 Encourage the preservation of natural areas.
- 1.04 Maintain high standards for ground and surface water quality.
- 1.05 Continue present practices regarding restricting development within floodplain areas, and periodically re-evaluate those practices.

- 1.06 Encourage the establishment and/or enhancement of green space and natural areas along existing floodways and within the 100-year flood plain.
- 1.07 Identify public and private streetscape enhancement opportunities (i.e., medians with street trees, etc.).

## Physical Form of the City

**Goal 2: To provide opportunities for coordinated, well-planned growth and development that are consistent with the Comprehensive Plan, while retaining the character and historical significance of Lufkin.**

### Objectives:

- 2.01 Maintain a continuous and coordinated planning process that involves citizens, stakeholders, the City Council, the Planning and Zoning Commission, other municipal boards/commissions, municipal departments, and local public and private entities in policy development and decision-making.
- 2.02 Promote the future development of a variety of land uses.



- 2.03 Develop companion policies and guidelines to assist in the review of zoning and development requests.
- 2.04 Utilize the Comprehensive Plan and the Future Land Use Plan in daily decision-making regarding zoning, land use, and development proposals. Determine appropriate locations for future residential and nonresidential development, while considering existing neighborhoods and natural features.
- 2.05 Separate and/or create transitions or buffer areas between conflicting or incompatible land uses.
- 2.06 Develop design guidelines for appropriate areas along major thoroughfares, including U.S. Highways 59 and 69, State Highway 94, Loop 287, and State Highway 103.
- 2.07 Strive for comprehensive disclosure of the City's development requirements to the public.

**Goal 3: Preserve the existing character of the City and encourage the development of high quality residential neighborhoods that promote public health, safety and welfare, and that meet the various housing needs of the community.**

### Objectives

- 3.01 Consider development of design guidelines for future residential developments to encourage the provision of safe, attractive places for people to live, and to ensure that each new project makes a positive contribution to local neighbors and to the City of Lufkin as a whole.
- 3.02 Identify areas on the Future Land Use Plan that are appropriate for a variety of residential densities (e.g., low, medium, and high).
- 3.03 Preserve and protect single-family neighborhoods from high traffic volumes, congestion, and through traffic generated by commercial and high-density residential areas.
- 3.04 Encourage the neighborhood concept in the design of new residential areas (e.g., pedestrian linkages to schools, parks, neighborhood retail areas, and between neighborhoods, maximizing social interaction between neighbors, the provision of a limited number of neighborhood-oriented shopping areas, etc.).
- 3.05 Encourage the use of vacant lots located within areas that are currently available within the City of Lufkin, as opposed to the development of additional residential subdivisions in the out-



skirts of the City or in the ETJ area.

- 3.06 Identify areas suitable for future commercial, industrial, and/or business park development within the City.

**Goal 4: Provide for the coordinated growth and physical expansion of the City of Lufkin.**

**Objectives:**

- 4.01 Plan for continued growth and development that improves the community's overall quality of life and economic viability.
- 4.02 Plan for future development that is compatible with the City's natural features and existing residential neighborhoods.
- 4.03 Coordinate infrastructure expansion with local educational institutions.
- 4.04 Develop an overall housing density strategy for the City to ensure that infrastructure systems (e.g., water, waste-water, roadways, etc.) will be adequate to accommodate future growth areas, and that residential areas do not become overcrowded.
- 4.05 Continue programs and/or ordinances, as well as the enforcement of those that

currently exist, which are intended to protect the public health, safety and welfare, and to keep the community attractive (e.g., removal of hazardous/unsightly structures and junk, mowing high grass and weeds, litter control, etc.).

**Goal 5: Continue to implement proactive planning efforts for the redevelopment of the City's Central Business District (downtown area) in order to maintain the area's heritage and character, enhance downtown as the "heart" of the City, and increase community pride, thereby creating an environment that is conducive to revitalization.**

**Objectives:**

- 5.01 Encourage public and private reinvestment within the downtown area to help ensure its long-term economic viability, to preserve its heritage and "central city" character, and to increase its use as a "people" place for social interaction and commerce (i.e., a pleasant location to shop, eat, conduct business, relax, be entertained, etc.).
- 5.02 Continue efforts to encourage renovation and adaptive reuse of historic and other significant structures.



5.03 Consider development/strengthening of special guidelines for the downtown area that address historic preservation and other downtown issues such as streetscape enhancements (e.g., landscaping and other amenities), making downtown more attractive for commerce, and helping to ensure architectural compatibility among downtown buildings.

5.04 Coordinate downtown enhancement and preservation efforts with merchants' and property owners' association(s).

5.05 Explore creative initiatives within the downtown area such as formation of a public/private partnership to handle ideas and issues, creation of a "walking museum" environment, development of incentives for street vending and reuse of vacant structures, and enhancement of open areas for public assemblies and functions.

## Transportation and the Roadway Network

**Goal 6: Provide a balanced transportation system that will effectively serve the existing and projected needs of the City in a safe, effective, expeditious, and economical manner.**

### Objectives

6.01 Maintain a continuous, coordinated transportation planning process that addresses long-term needs, while emphasizing short-term problem solving.

6.02 Define "adequacy" standards (i.e., acceptable levels of service) for the transportation system in the City.

6.03 Plan the thoroughfare system so that roadways have sufficient capacity for anticipated traffic volumes generated by future development densities and land uses (e.g., traffic impact analysis for larger projects, provision of a continuous left turn lane along certain major roadways, etc.).

6.04 Promote compatibility between roadway alignments/improvements and land use patterns, community character, and the environment.

6.05 Minimize disruption of residential areas in the City of Lufkin by minimizing traffic volumes and by planning for the efficient diversion of traffic from neighborhoods.

6.06 Develop a unifying theme or other visual concept for the consistent and attractive treatment of



appropriate roadway rights-of-way and/or medians.

- 6.07 Consider design standards for street construction to ensure durability, lower maintenance and long-term cost efficiency in roadway facilities, and also to ensure that such facilities are consistent with the overall character of the City.

**Goal 7: Encourage the organization and development of land uses in a manner that facilitates an efficient and cost-effective transportation system.**

**Objectives:**

- 7.01 Promote both on-site and off-site transportation efficiency in new development proposals.
- 7.02 Include transportation system considerations in the development review process to aid in future planning and alignment of roadways, and to promote safe, efficient on- and off-site access and vehicular circulation.
- 7.03 Ensure the adequate management of new residential and nonresidential growth in the U.S. Highway 69 corridor.

**Goal 8: Recognize the impact of the regional transportation system upon the City of Lufkin, and the importance of maintaining improved coordination with the various entities involved in planning, developing, and/or improving the system.**

**Objectives:**

- 8.01 Develop a local transportation planning process that ensures coordination with regional planning goals.
- 8.02 Encourage regular dialog and coordination with surrounding governmental entities and the Texas Department of Transportation (TxDOT) concerning roadway planning issues.

**Goal 9: Optimize mobility and decrease dependency upon the automobile by encouraging multi-modal alternatives in order to reduce travel demands.**

**Objectives:**

- 9.01 Decrease dependency upon the automobile by encouraging multi-modal and other alternative transportation options (e.g., pedestrian, bicycling, carpooling, bussing, etc.), wherever possible.



9.02 Encourage pedestrian-oriented design in new residential and nonresidential development.

9.03 Ensure that transportation systems address and, wherever possible, accommodate the special needs of elderly and physically challenged persons.

2. Cultural growth;
3. Recreational opportunities;
4. Community assembly; and,
5. Utilities/infrastructure and solid waste management.

10.03 Maintain a coordinated public facilities plan that addresses future community service needs (i.e., police department, fire department, school district facilities).

10.04 Provide public services and facilities for all residents and businesses in a manner that is efficient, equitable, and fiscally responsible.

10.05 Use the Future Land Use Plan and future land use projections to aid in determining locations where public service and/or administrative facilities will be needed.

10.06 Encourage new development to occur within areas that are already served by necessary public services and facilities, or where services can be realistically expanded.

10.07 Ensure that public utility and infrastructure systems (e.g., water supply, storm drainage, etc.) will adequately serve the health, safety, and general welfare of residents and businesses within the City.

## Public Facilities and Services

**Goal 10: Ensure that public services and facilities will adequately serve the needs of residents and businesses within the City of Lufkin, and that such services and facilities are adaptable to future growth.**

### Objectives:

10.01 Maintain a continuous and coordinated planning process that involves citizens, municipal boards/commissions, municipal departments, and the local School District, to ensure that the educational needs of the young people in the City are being met.

10.02 Define standards for adequate response/service levels for public services and facilities, such as:

1. Municipal government;



10.08 Encourage the commitment to maintain, improve, and upgrade the existing water distribution system, and to promote informed citizen involvement concerning utility-related issues.

10.09 Utilize recycling and other solid waste management techniques that are feasible and environmentally responsible.

**Goal 11: Recognize the unique character of Lufkin, and design public facilities accordingly such that they help to provide a sense of community identity, both functionally and aesthetically.**

**Objectives:**

11.01 Ensure that there is adequate office and administrative space for the municipal government to conduct regular business.

11.02 Encourage the preservation of the character of the City in the planning, design, construction and/or remodeling of community facilities.

11.03 Ensure that there are adequate recreational opportunities for all citizens within the City.

## **Fiscal Responsibility and Economic Development**

**Goal 12: Ensure that future community facility and service needs are met through sound long-range and fiscal planning.**

**Objectives:**

12.01 Utilize recommendations contained within the Comprehensive Plan to assist in decision-making on short- and long-range capital improvement projects (e.g., streets, water, storm water management, purchase of major equipment, construction of public facilities, etc.).

12.02 Ensure that administrative staffing, real property acquisitions, infrastructure improvements, and facility construction/maintenance are based upon priorities set forth within the Comprehensive Plan and upon fiscal practicality.

12.03 Strive for a fiscal balance of land uses that will create a positive impact upon the City of Lufkin's budget and overall tax base.

12.04 Preserve the integrity of existing property values, and help to ensure the future economic stability of the City by



encouraging the attraction of targeted industries and diverse commercial land uses that will help support and subsidize the overall tax base and ensure the future economic stability of the community.

12.05 Develop an economic development strategy that is consistent with land use objectives and with the City's desire to manage local growth.

13.04 Establish areas within the City that would be appropriate for the development of age-specific land uses that fulfill a variety of social needs, such as daycare facilities for children and mature adults and retirement/assisted-living dwellings.

13.05 Develop a neighborhood enhancement/integrity program that bolsters civic pride and encourages reinvestment within the City of Lufkin.

13.06 Develop a policy that encourages "infill" development of vacant residential lots.

13.07 Where possible, protect and retain the community's existing stock of affordable housing.

## Community Livability and Character

**Goal 13: Be a full life-cycle community.**

### Objectives

13.01 Provide housing and residential facilities so people can live their entire life span within the City of Lufkin, if they so desire.

13.02 Ensure the provision of a variety of housing types within the City that will meet the needs of all age, physical acuity, household size, and economic status.

13.03 Encourage home ownership and long-term residency.

**Goal 14: Preserve and enhance the existing character of the community.**

### Objectives

14.01 Develop density and locational criteria for new single-family residential uses within the City of Lufkin that recognize the potential long-term effects on elements such as land use compatibility, traffic generation, noise levels and aesthetics.

**Goal 15: Promote a more livable**



**community and high quality of life through good urban design practices and through a proactive approach to the visual image of the community. Reinforce the City's image and identity as a community of excellence through urban design, and through increased public awareness and involvement.**

### Objectives:

- 15.01 Create and promote a stronger sense of community through urban design criteria. Also, reinforce the City of Lufkin's charm and integrity, while continuing efforts to instill a stronger sense of civic pride and involvement among citizens.
- 15.02 Consider the development of streetscape/urban design guidelines to enhance the community's visual and aesthetic appeal (e.g., landscaping, signage, building facades, entryway treatments, special streetscape amenities such as holiday decorations, sidewalks in business areas along major arterials, and screening visually unattractive uses and outside storage areas).
- 15.03 Create visual gateways at principal entry points into the City of Lufkin, and develop a design theme that is used throughout the community to create a sense of unity, identity and cohesion for both residents and visitors.
- 15.04 Encourage public/private participation and cooperation in beautification efforts. Explore assistance that may be available from private/volunteer groups to perform urban design related projects and to help maintain enhanced public areas (e.g., street medians, small landscaped areas, etc.).
- 15.05 Use the development review process to evaluate private projects and their contributions to the City's image and quality of life initiatives.
- 15.06 Increase enforcement of municipal codes and regulations pertaining to property maintenance, upkeep and appearance (e.g., mowing high grass and weeds, removal of clutter and inoperative vehicles, etc.).
- 15.07 Reinforce the existing downtown areas as a central focal point and activity center for the community, thereby increasing opportunities for social interaction among residents, commerce and tourism. Lufkin's downtown area should serve as a central place to shop, eat, conduct business, relax, or be entertained.



**Goal 16: Local residents and visitors should feel safe from crime, injury, and other physical and psychological harm.**

**Objectives:**

- 16.01 Ensure that there are adequate law enforcement and fire protection services within the City and encourage the design of safe neighborhoods.
- 16.02 Provide adequate lighting and visibility to enhance safety in public places.
- 16.03 Provide for special needs of the physically challenged through careful design of public areas and facilities, per current ADA requirements.

**Goal 17: Provide a comprehensive system of greenbelts and open space that is compatible with the environment and conducive to residential neighborhoods.**

**Objectives:**

- 17.01 Implement the Parks & Open Space Plan.
- 17.02 Encourage greenbelt and open space dedication during the development review process.
- 17.03 Continue exploring new re-

creational and social programs for all age groups, especially for the youth within the City.

**Goal 18: Create pedestrian and bicycle linkages between residential neighborhoods, linear greenbelts, schools, public administrative facilities, nonresidential areas, and other activity centers, wherever physically and financially possible.**

**Objectives:**

- 18.01 Utilize pedestrian walkways, wherever possible, to connect residential areas with commercial/retail centers, schools, and parks.
- 18.02 Encourage the provision of pedestrian, and/or bicycle pathways within private developments.

