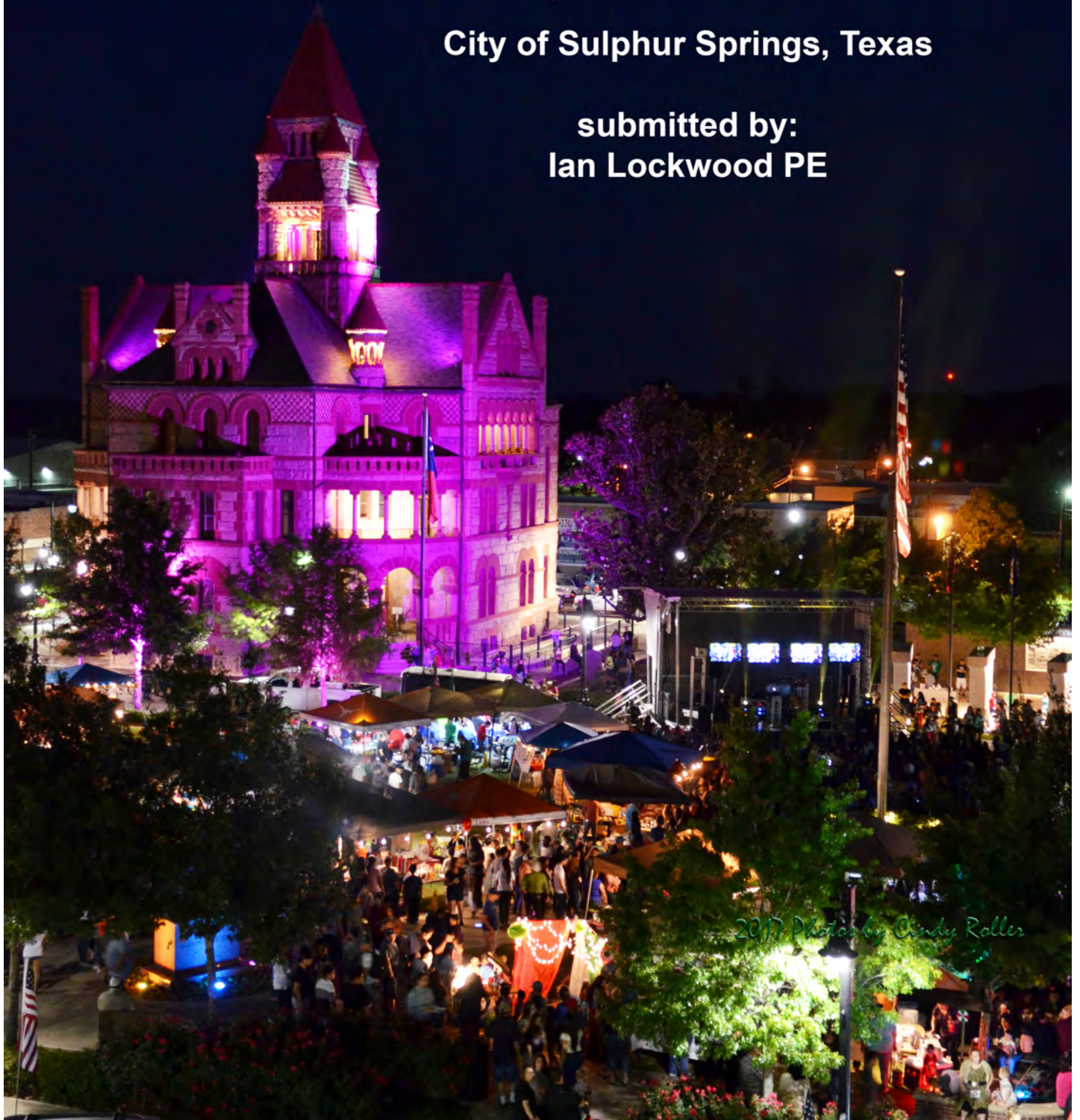


Sulphur Springs Downtown

*(Revitalization via the Reconstruction
of the Square and Two Streets)*

City of Sulphur Springs, Texas

submitted by:
Ian Lockwood PE



2017 Photos by Cindy Roller

2019 RUDY BRUNER AWARD

PROJECT DATA



**RUDY
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FOR URBAN EXCELLENCE

PROJECT DATA

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Project Name **Sulphur Springs Downtown** Location **Downtown** City **Sulphur Springs** State **TX**

Owner **City of Sulphur Springs and the Texas Department of Transportation**

Project Use(s) **Main Street and Celebration Plaza**

Project Size **Main Street is 425' feet long; Celebration Plaza is 4 acres** Total Development Cost **\$6.3 million**

Annual Operating Budget (if appropriate) **\$383,000**

Date Initiated **2007** Percent Completed by December 1, 2016 **100%**

Project Completion Date (if appropriate) **2013** Project Website (if appropriate) **n.a.**

Attach, if you wish, a list of relevant project dates

Application submitted by:

Name **Ian Lockwood** Title **Livable Transportation Engineer**

Organization **Toole Design Group**

Address **8484 Georgia Avenue** City/State/Zip **Silver Spring MD 20910**

Telephone **407-496-2529** E-mail **ilockwood@tooledesign.com**

Perspective Sheets:

Organization	Name	Telephone/e-mail
--------------	------	------------------

Public Agencies

Marc Maxwell	903-885-7541, 903-348-5205 Mobile	mmaxwell@sulphurpringstx.org
---------------------	--	-------------------------------------

Architect/Designer

Developer Billie Ruth Stangbridge	9032435412	Billieruth1234@gmail.com
--	-------------------	---------------------------------

Professional Consultant Ian Lockwood P.E.	407-496 2529	ilockwood@tooledesign.com
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Community Group

Other

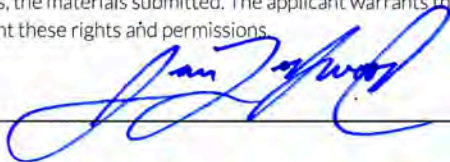
Myra Watson, Owner Coldwell Watson Realty	903-439-8399	myra.watson1@coldwellbankerrealestate.com
--	---------------------	--

Please indicate how you learned of the Rudy Bruner Award for Urban Excellence. (Check all that apply).

- | | | | |
|---|---|--|--|
| <input type="checkbox"/> Direct Mailing | <input type="checkbox"/> Direct Email | <input type="checkbox"/> Previous Selection Committee member | <input type="checkbox"/> Professional Organization |
| <input type="checkbox"/> Professional | <input type="checkbox"/> Previous RBA entrant | <input type="checkbox"/> Online Notice | <input type="checkbox"/> Other (please specify) |
| <input type="checkbox"/> Facebook | <input type="checkbox"/> Social Media | <input checked="" type="checkbox"/> Bruner/Loeb Forum | |

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Signature



Date

Dec 12, 2018

2019

RUDY BRUNER AWARD

PROJECT AT-A-GLANCE



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PROJECT AT-A-GLANCE

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet, the Project Data sheet, and the representative photo will be sent to the Committee in advance as the *Project Overview*.

Project Name _____

Address _____

City/State/ZIP _____

1. Give a brief overview of the project. Approximately 500 words.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality. Approximately 500 words.

2019

RUDY BRUNER AWARD

PROJECT DESCRIPTION



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FOR URBAN EXCELLENCE

PROJECT DESCRIPTION

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1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project? Approximately 500 words.

2. Briefly describe the project's urban context. How has the project impacted the local community? Who does the project serve? How many people are served by the project? Approximately 500 words.

PROJECT DESCRIPTION (CONT'D)

3. Describe the key elements of the development process, including community participation where appropriate. Approximately 500 words.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable. Approximately 500 words.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings? Approximately 500 words.

2019

RUDY BRUNER AWARD

PUBLIC AGENCY PERSPECTIVE



**RUDY
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FOR URBAN EXCELLENCE

PUBLIC AGENCY PERSPECTIVE

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This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name	Marc Maxwell	Title	City Manager
Organization	City of Sulphur Springs	Telephone	903-885-7541 office, 903-348-5205 cell
Address	City Hall, 201 N. Davis Street	City/State/ZIP	Sulphur Springs TX 75482
E-mail	mmaxwell@sulphurspringstx.org	Website	www.sulphurspringstx.org

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Signature  Date 12-11-2018

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements). Approximately 400 words.

As the city manager, I had oversight of the entire project from conception to planning/design, and from construction to programming and maintenance. This project was my baby. Ironically, I didn't want to do it at first. It was the mayor who first proposed to do something downtown. I sent him a lengthy memo detailing all of the obstacles that I foresaw and all of the things that I thought would need to be done to revitalize downtown. I had hoped to scare him off the idea, but no, he just said, "Let's do it!"

For the first two years, we were directionless. We didn't know what we were doing, and we didn't know that we didn't know. We held endless meetings with staff, boards, and commissions and citizens, gathering input. It was the blind leading the blind. We came up with three alternatives and presented them to the council. Had the council adopted any of them it would have been disastrous. We had never even heard of place-making or urban design.

Thankfully the city council told staff to bring in an expert to look at our plans, and that is when we found Ian Lockwood. Ian did two things for us: First, he collaborated with the community and designed the square (now plaza), Main Street, and Connally Street. Secondly, he taught us about the principles that make places great. We learned about fat sidewalks and skinny streets. We learned about traffic calming. We learned that it is not all about parking. We learned about the importance of maintaining a permeable membrane between the sidewalks and the building interiors, views, and street trees. Our eyes opened to this whole new world that we didn't even know existed. The council and I were elated with our new paradigm, and we read everything we could find on the subject. We joined CNU, PPS and attended conferences, etc. Had we not done this, had we never gained the knowledge to support our new paradigm, we would not have been able to withstand the formidable opposition to the plan, and we would have failed.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them? Approximately 400 words,

We had planned back-in angled parking for the project initially for safety and convenience of loading from the sidewalk, but it was just too much for the public to handle. In the end, the city gave in to head-in angled parking. I would have loved to have back-in angled parking, but it may have killed the project, so we let the detractors have a win. We had also planned a roundabout at the junction of Oak and Gilmer Streets, located a half mile to the south of downtown, which was where the former one-way pair began.

The one-way pair bracketed the square and rejoined as a two-way street to the north of the Square on Church Street. Towards the end of the implementation of the project, we were low on funds and had to make some tough choices. The roundabout was less critical than returning the streets to two-way so we decided that the roundabout would have to wait for a future time. However, we did make both streets two-way for their whole lengths, which helped the downtown tremendously. All the predictions of gridlock and traffic problems were proven wrong.

3. Describe the project's impact on your city. Please be as specific as possible. Approximately 400 words.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities? Approximately 400 words.

5. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

2019

RUDY BRUNER AWARD

DEVELOPER PERSPECTIVE



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FOR URBAN EXCELLENCE

DEVELOPER PERSPECTIVE

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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name	Billie Ruth Stangbridge	Title	President DBA and Resident
Organization	Sulphur Springs Downtown Business Alliance	Telephone	9032435412
Address	PO Box 1456 Sulphur Springs	City/State/ZIP	Sulphur Springs TX 75482
E-mail	Billieruth1234@gmail.com	Website	email@sulphurspringsdba.com

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Signature		Date	12-11-18
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1. What role did you or your company play in the development of this project? Describe the scope of involvement. Approximately 400 words.

The City was the prime mover behind the project. The closest thing to a developer that we had was the Downtown Business Alliance whose members owned the properties and operated the businesses along Main Street and around the plaza. We actively supported the project during the planning and the construction and still do. We each have our own stories. Personally, my role in the development of this project was as an active participant in the Downtown Business Alliance and its influence as perceived by the primary movers of the project. I'm always an active advocate for the town. The first step of the renovation provided me with the confidence to buy a building and start a business and, with the City's encouragement, I opened the first winery. Many others began investing in properties, buildings, and businesses. When I retired back to my hometown of Sulphur Springs, after 40 years in California, I wanted to be a part of making things happen downtown. As a child, coming downtown on Saturday was exciting because of all the businesses around the square. It was a day trip. You saw everybody. In addition to meeting your friends, eating and shopping, you ended the day with grocery shopping, buying feed and picking up ice on the way home. Over the years, when my children and I came back to visit, the appearance of downtown got pretty depressing. When a young downtown person who had recently opened her business on Main St. had an announcement in the newspaper proposing a Downtown Business Alliance, I was at the first meeting and have been with it every day since. While you don't know exactly what you can do about broken sidewalks, weeds growing by the curbs, electrical wires drooping over the streets, a big green dumpster at the mouth of the alley, and numerous closed storefronts, you join anyway, thinking surely there's something as a group we can do. Supporting this project was definitely worth it.

2. What trade-offs or compromises were required during the development of the project? Approximately 400 words.

Probably the biggest compromise was the parking as it related to Main St. Many of us wanted angled parking to get more spaces, but the street was very narrow, and parallel parking seemed like the only acceptable choice. My participation was in attending the City Council meetings where the topic was discussed. For most little Texas towns, there's the historic square. Our square had served the townspeople as a huge parking lot for more than one hundred and fifty years with the beautiful courthouse anchoring one corner. With the interstate highway bypassing your town and townspeople welcoming a super-sized Walmart, there wasn't much to bring people down to the "mom and pop" shops other than the banks. Meanwhile, Sulphur Springs, being a huge dairy center, had become famous for its Fall Festival, Stew contest, and Dairy Festival, but they were held out at the park. That didn't necessarily bring people downtown. So, our solution to bringing a crowd downtown was flea markets on our big square. While they were successful, you can only do so many. Then one of our members owned a used car lot right off the square, so as an activity of the Downtown Business Alliance, we started having an annual car show, which to this day, thirteen years later, we are still having.

3. How was the project financed? What, if any, innovative means of financing were used? Approximately 400 words.

4. What do you consider to be the most and least successful aspects of the project? Approximately 400 words.

2019

RUDY BRUNER AWARD

PROFESSIONAL CONSULTANT
PERSPECTIVE



**RUDY
BRUNER
AWARD**
FOR URBAN EXCELLENCE

PROFESSIONAL CONSULTANT PERSPECTIVE

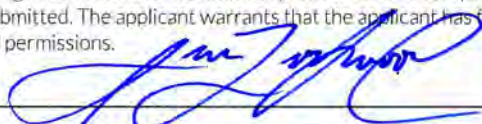
Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

Name	Ian Lockwood P.E.	Title	Livable Transportation Engineer
Organization	Toole Design Group	Telephone	407-496 2529
Address	Suite 800, 8484 Georgia Avenue	City/State/ZIP	Silver Spring MD, 20910
E-mail	ilockwood@tooledesign.com	Website	tooledesign.com

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Signature



Date

Dec 12, 2018

1. What role did you or your organization play in the development of this project? Approximately 400 words.

In 2007, Sulphur Springs had 15,000 people and was not a wealthy city. The City staff wore many hats by necessity. There was no planner, urban designer, transportation engineer, or architect. Few investments had been made in downtown for decades. The exception was renovations to the County Courthouse building which included installing air conditioning units on a large pad in the square. The consulting team was lean; so, I got to wear many hats too, including planner, lead designer, and transportation engineer. As the planner, it was clear that the city had to succeed on its own merits due to its remote location. Though the temptation was to jump into the designs of Main Street, Connally Street, and the square, it was important to plan. With the City Manager, we looked at the structure of the place (i.e., an x-ray of the street network and open space system). Understanding the people's values was covered earlier, but the structural review resulted in three important ideas: i) the realignment of Connally Street in the square to create better east-west relationships and better street orientations; ii) position the area immediately west of downtown for a future linear park and dense housing initiative; and iii) daylight a creek and restore a small stone channel that bounded the west (through the future linear park), south, and east sides of the downtown. This neglected and forgotten watercourse would incrementally become a green corridor, trail, feature, and logical edge to the core. Also included was building a little lake to create an amenity and reduce flooding downtown after storms. Though two of these initiatives will occur after this project, they were kept in mind. As the designer, my role was to discuss the numerous overlapping issues and opportunities for the square, streets, monuments within the square; draw the concepts, and evolve the drawings in accordance with the community values until a consensus plan emerged. As the transportation engineer, my role was to develop equitable street designs and work with the Texas DOT so they could support a lot of unfamiliar ideas.

2. Describe the project's impact on its community. Please be as specific as possible. Approximately 400 words.

The impacts of the designs on the community were numerous. However, before implementation, the impact of the process on the community was important too. It was clear to my assistant and myself, that we had the budget to only do things once. We did not have the luxury to "design, defend, and repeat." So, we worked with the City to structure the processes accordingly. We went to great lengths to hear the values and perspectives of a huge cross-section of people. This provided us a clear lens through which we could confidently draw "starter ideas." It was almost like the whole community was drawing but using our hands and using our expertise. The results were shared with stakeholders and public for feedback. We discussed and refined until we achieved a consensus which happened fairly readily. The City provided us a venue in City Hall and any support that we needed. There, we held all the meetings and did the drawings, saving us all lot of time compared to if we had to travel to meetings. The venue and process were accessible to anyone who wanted to participate. The venue was also in downtown so we could do site visits readily on foot. It was a truly collaborative effort. By treating the community's ideas and input with respect and by having open and honest discussions about the wisdom of the ideas, we ended up crafting a design that had tremendous community support. People could see their contributions to the design, they participated in the design development and had ownership in the final results. Naturally, when the project was implemented, their values were expressed in real life. There were several specific objectives such as being child-friendly and accessible. The veterans also played a large role in the design direction. The barrier-free square provided a flexible venue for multiple uses during non-event times, a scalable venue for a myriad of events, and a civic space that was integrated with the new veterans' memorial. We also strategically placed the older memorials to give them significance and respect their scales. We also hid the courthouse's utility pad behind a beautiful art wall.

PROFESSIONAL CONSULTANT PERSPECTIVE (CONT'D)

3. How might this project be instructive to others in your profession? Approximately 400 words.

4. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.


2019
RUDY BRUNER AWARD
OTHER PERSPECTIVE



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OTHER PERSPECTIVE

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Name	Myra Watson	Title	Business Owner and Resident
Organization	Coldwell Watson Realty	Telephone	903-439-8399
Address	1600 South Broadway	City/State/ZIP	Sulphur Springs TX 75482
E-mail	myra.watson1@coldwellbankerrealestate.com	Website	www.coldwellbanker.com/coldwell-banker- 

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Signature  12-11-18 Date

1. What role did you play in the development of this project? Approximately 400 words.

My company has been in business for a long time, and we have helped many people and businesses invest in homes, properties, buildings, and businesses over the years. In thinking about the number of things that have changed in Sulphur Springs since the downtown renovation began, we are overcome with gratitude. Gratitude for the designer, the city manager, the city council, and the citizenry of the town. We are thankful for the vision that all mentioned have shown and the willingness to do what it takes to make it happen! There are obvious physical modifications, of course, but those conversions that are less evident are the most exciting to me. They are also the most difficult to define or distinguish. As a real estate expert, it is special to see how the mixed-use development is working for our town. We have restaurants, shopping, and residential spaces all within walking distance. This is exciting and very different from the deserted streets of our past. We have a lovely mix of historical and new buildings. There is a very happy vibe going on downtown. People meet on the street and smile or wave or even start a conversation. This pedestrian interaction is attributed to the cool atmosphere that has been created here. The whole place is greater than the sum of the buildings, streets, and trees. The restaurants have created sidewalk dining which can be used most of the year, and this has created excitement and beauty for all who come through here. The people watching is fantastic in our city! We have a winery with outdoor seating as well. Our local brewery has been a lovely addition that most certainly would not have opened here without the excitement that the downtown renovation has created. Walking is the preferred mode of transportation in the area. It's an easy stroll to city hall, the library, the courthouse, banks, and the aforementioned restaurants, shops and housing.

2. Describe the impact that this project has had on the your community. Please be as specific as possible. Approximately 400 words.

My employees and I are active in Sulphur Springs. Through our participation, our neighbors and we have protected the legacy of the city with upgrades and remodels while preserving our history. The historic downtown area is beautiful! Our courthouse is breathtaking, and the downtown was created to showcase her! Our citizens take such pride in this area, and we have pride in one another because of what we have been able to accomplish here! The veteran's memorial is a stunning tribute to those who have served our country. We have a beautiful water fountain that is packed with kids when the weather is warm and packed with adults who adore watching them play in the water. There is a market on most weekends that always provide delicious food and drink and merchants and music and so much socializing. Downtown is the lifeblood of our community—something is ALWAYS going on here. We have car shows, weddings, concerts, outdoor movies, meetings, and reunions. Trolley rides are available during our busy times for celebrants that desire a ride to the plaza from their hotels. The trolley also connects the plaza area to the park and Civic center area when activities call for more transportation destinations. Celebrations of all kinds are common in this area. There is an Independence Day celebration each year complete with symphony and fireworks. The plaza area is packed every year for this!

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them? Approximately 400 words.

4. What do you consider to be the the most and least successful aspects of this project? Approximately 400 words.

2019 RUDY BRUNER AWARD

VISUAL REPRESENTATION (25 pages)



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FOR URBAN EXCELLENCE



Main Street during the Initial Site Visit



Main Street after Reconstruction



“Missing Tooth” and Run-Down Buildings on Main Street (before picture)



New Building in the Gap and Renovated Buildings on Main Street (after picture)



Claws Crawfish Festival on Main Street



Claws Crawfish Festival on Main Street



Weddings on Main Street





The Square before the Project



The Square after the Project



Movie Night at the Square



A Day-Time Event at the Square



Vacant Building on the Square During the Initial Site Visit



The Same Building after Renovations, Following the Project



Stages of Any Size can be Accommodated in the Square



In Several Locations



Free Range Kids Routinely Enjoy Downtown



Kids Playing on the Lawn



Kids' Summer Activities in the Square



Kids' Winter Activities in the Square (yes, that is snow in Texas)



Great Food at Regionally Popular Farmers Market



Wine Tasting in the Square



Reunion of Friends at the Square (assembled by one of the two mirrored restrooms)



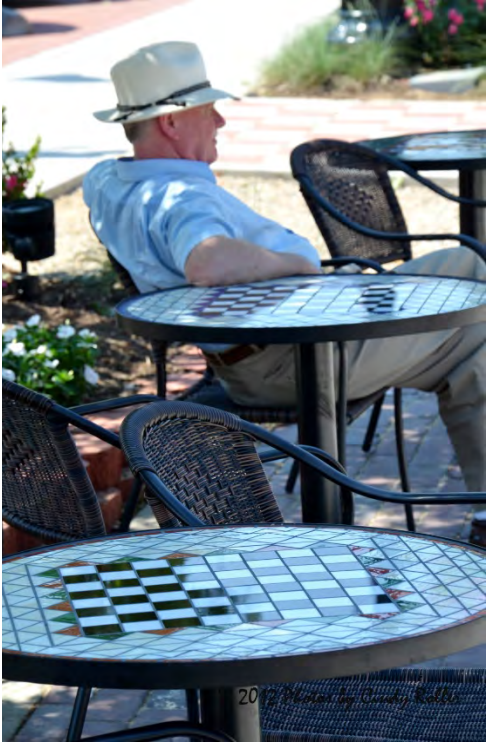
Perfect View of the Square from Inside the Restrooms (don't worry, nobody can see you from outside)



Dad and Daughter Play Checkers in the Square



A little girl chases bubbles, that magically come out of the base of the flag pole, as the band sets up for the evening event in the square



Lots of Places to Sit and Relax with a Variety of Seating Types (e.g., seating walls, movable chairs, picnic tables)



People Hanging Out on a Weekday by the Splash Fountain



The Splash Fountain is Popular for Kids of all Ages



2012 Photos by Cindy Roller

Cool Fun on a Hot Day



View of the Courthouse Across the Parking Lot (before picture)



View of the Courthouse Across the Public Open Space and Square (after picture)



Utility Pad for the Courthouse Located on a Concrete Pad in the Square (before picture)



Artist Sculpting the Art Wall that Hides the Utility Pad and Creates a Backdrop for the New Veterans Memorial



The Walls of Veterans' Names at the New Veterans' Memorial



To the right of the memorial and art wall are the ugly and noisy utilities for the Courthouse. However, people don't notice them. In this contemplative space between the memorial and the art wall is pleasant due to the art wall, landscape, and the water feature (i.e., part of the art wall has water running down it for a visual effect and to create a pleasant sound to mask the noise of the utilities).



Finding the Names of Your Family Members Who Served



Remembering Your Friends



The Old Memorial Statue was Removed Away During Construction for Safe Keeping



And Brought Back and Placed with Care



Old Veterans Memorial in Parking Lot



Veterans Visiting the Old Memorial



The Old Memorial Given a Significant Location in the Square



Big Views like down Connally Street of the Courthouse



Intimate Views like this Donated Sculpture and Flower Garden in the Square



Poor Accessibility (before picture)



Ugly Signal Pole and Control Box (before picture)



Completely Accessible Public Realm (after picture)



The renovated Post Office that is now City Hall. Previously people were talking about tearing it down.



Entrance area of City Hall. This renovation of this once-dilapidated building would have been infeasible without the public confidence that was created by the project to do the square, Main Street, and Connally Street.



Marc Maxwell giving a tour of downtown to a group of design professionals who were at a conference in Dallas. They took a bus to Sulphur Springs for the afternoon and supper.



In March 2016, Mayoral Candidate Wyatt Williams visited Sulphur Springs from Commerce, Texas, and toured downtown with Marc Maxwell. In May 2016, Mr. Williams was elected Mayor of the City of Commerce, another small city in rural Texas. In July 2017, Mayor Williams kicked off a design charrette to reimagine Commerce. The success in Sulphur Springs was his inspiration.

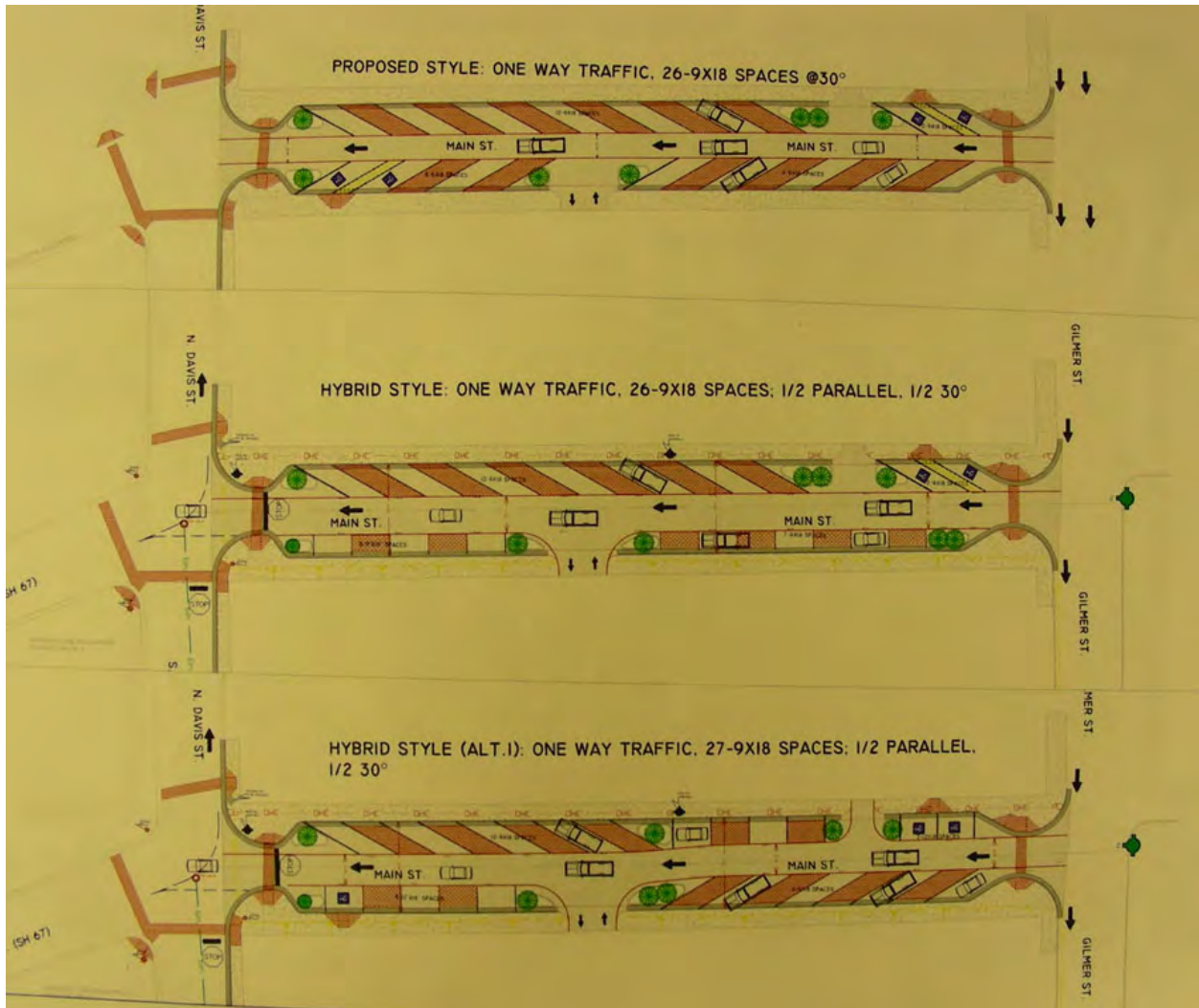
2019

RUDY BRUNER AWARD

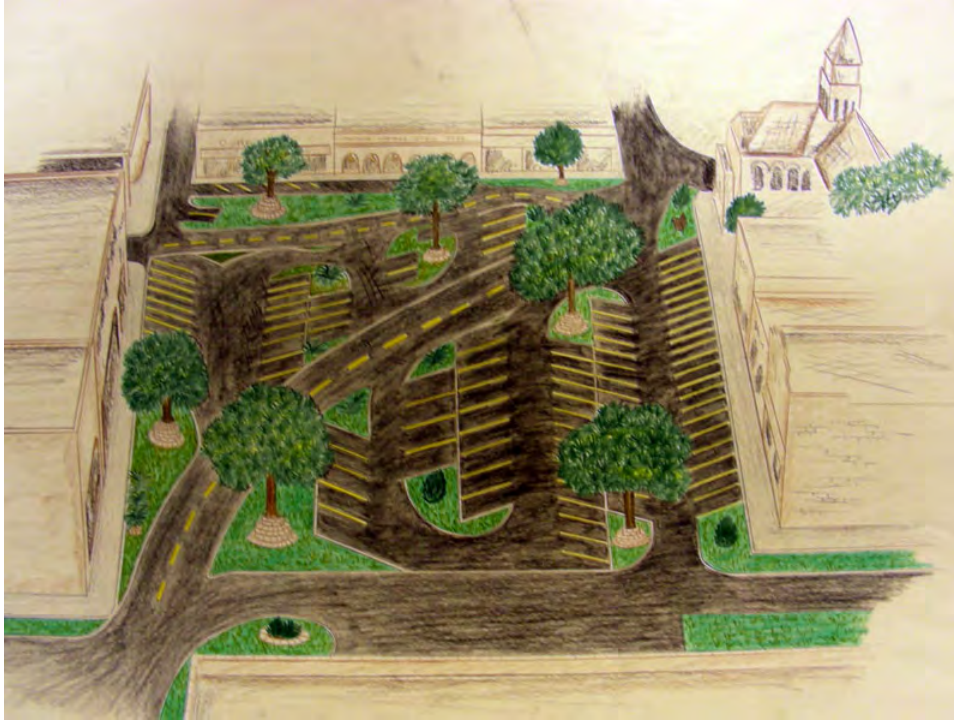
SUPPLEMENTARY PAGES (4 pages)



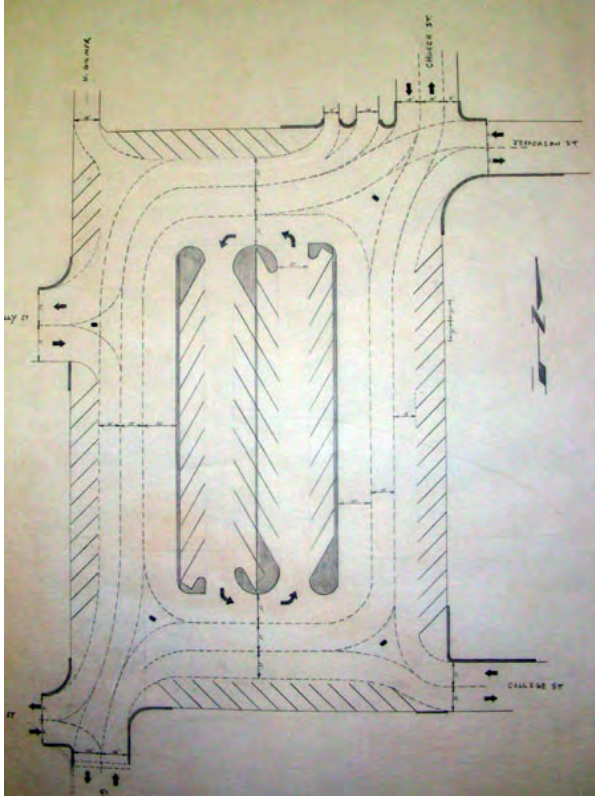
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The Finalists for the Design of Main Street in 2007 Before Getting Some Professional Help
(The goal was to maximize on-street parking)



Concept for the Square (before getting some professional help)



Other Concept for the Square (before getting professional help; the focus was on traffic flow and parking supply)



“Take a Hike” was the headline when Marc Maxwell first walked downtown with his consulting team in 2007. There was plenty of skepticism.



NEWS
SPORTS
OPINION
MYSSLIFE
E-EDITION
SERVICES
CLASSIFIEDS

Main Street Magician: Marc Maxwell named Citizen of the Year for work on downtown

Feb 14, 2009

[f](#)
[t](#)
[e](#)
[m](#)
[p](#)

Maxwell, who spearheaded the redevelopment of Main Street from a collection of potholes and drab storefronts into a dazzling, inviting streetscape, was honored for his "inspired vision and an abundance of passion." Carolyn Stewart was presenter, filling in for 2007 Citizen of the Year Dr. Joe Minter, who was unable to attend due to health problems. I know you all will join me in wishing Joe a speedy recovery, and if you have time to send him a card, that would be nice, too, she said before launching into the presentation.

[f](#)
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View (0) comments

Latest News

- Dena Lloyd will lead salute to all veterans buried in City Cemetery
- Equipment approved for county fire department
- Council OKs expanding development control
- IRS filings will have big changes
- Como-Pickton to unveil honor wall
- SSHS Wildcat Theatre to perform "A Doublewide, Texas Christmas"
- Lady Cats third in tournament
- Cats drop finale, play Guyer next

After the Main Street implementation, Marc Maxwell was named Citizen of the Year.



When Walmart was built the highway bypass, it helped kill the downtown. It's site plan, superimposed on the downtown, shows that just its building is larger in area than the square.