



**Main Street Board  
May 18, 2026**

Notice is hereby given of a Regular Meeting of Nacogdoches Main Street Board to be held on the above date beginning at 3:30 p.m. for the purpose of considering the following agenda items.

Some Board Members may attend via videoconference. There will be an opportunity for the public to comment on agenda items in person at the specified location.

**PLEASE LIMIT PRESENTATIONS TO THREE MINUTES  
(UNLESS PRIOR APPROVAL IS OBTAINED)**

1. CALL TO ORDER.
  
2. REGULAR AGENDA: City Council will receive staff recommendations and public input on the following items, and may deliberate and take formal action on the item.
  - A. Consider Approval of the April 20th Board Minutes
  
  - B. Review and Discuss Main Street Transformation Strategies
  
  - C. Review and Discuss Board Committee Structure and Scheduling
  
3. ADJOURN.

**CERTIFICATION**

This meeting will be conducted pursuant to Chapter 551 of the Texas Government Code. The City of Nacogdoches is committed to compliance with the Americans with Disabilities Act. Reasonable modifications and equal access to communications may be provided upon request. Please contact the City Secretary at (936) 559-2506 for information. I certify the notice of meeting was posted in the directory outside of City Hall, 202 E. Pilar Street, Nacogdoches, Texas 75961, on MAY 12, 2026 by 3:30 PM pursuant to Chapter 551 of the Texas Government Code.

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Tori Proctor, Main Street Manager

Main Street Advisory Board Minutes – April 20th, 2026

**Members Present:** Henry DeKoeper, Tim Monzingo, Antonia Sanchez, Bret Arrant, Erin Windham, Hannah Willis,

**Staff/Guest Present:** Tori Proctor, Carlie Allen, Ashley Morgan

**Call to Order:** Erin Windham calls the meeting to order at 4:00 PM

**Approval of the minutes:** Antonia Sanchez made a motion to approve the March meeting minutes as presented. The motion was seconded by Henry DeKoeper and approved unanimously by the board.

**Financial Statements:** Tori Proctor provided an overview of the Main Street financials. The total account balance as of March 31st was \$70,559.94. Individual account balances included Wine Swirl – \$61,956.62; Miscellaneous Downtown Events – \$(5,329.99); Downtown Lighting – \$1,333.57; Beautification Grants – \$1,819.75; and Downtown Murals – \$10,779.99. Staff noted that the finance department was in the middle of Budget season and had not yet notated the board's recommended change of adding \$10,000 each to the Misc. Downtown Events, Downtown lighting and beautification grants accounts.

**Discuss and Consider May Board Meeting:** Tori Proctor suggested that the Board begin the May meeting at 3:30 p.m. instead of 4:00 p.m. to allow additional time to review the Board's Transformation Strategies and Committee Structure following Wine Swirl. She also recommended holding a formal Board Training in February after new board members are appointed so the Board's priorities and Transformation Strategies align more closely with the annual budget season.

**Receive Update on 2026 Wine Swirl:** Tori Proctor provided an update on the 2026 Nacogdoches Wine Swirl. Overall the event was a big success with 926 tickets sold. Tori shared that overall, expenses were around \$37,104.18 and revenue was targeted to be around \$65,672.82. There are still several outstanding invoices but the estimated profit is expected to be around \$28,568.64. Visit Nacogdoches ran a report for the event and staff shared that the event generated an estimated 2.4k people who visited the Wine swirl and the primary attendance came from Nacogdoches and surrounding communities. Visitors from outside East Texas mostly came from the DFW and Houston areas. Staff also shared that there were small items that can be tweaked for next year, including ordering less shirts for merchandise and adjusting sizing to include more smaller sizes. Another suggestion was to partner with a graphic designer for designing the event logo and shirt and include more committee feedback. Digital Billboards had a smaller impact for their price point and Tim Monzingo encouraged staff to find alternative advertising streams like Pandora and Spotify. Mancave alley was a success with lots of room for growth. While Church Street was busy, Commerce was very slow with limited programming. For future Sponsorships, Bret suggested having a smaller, \$250 level to attract individuals that might be interested. Visit Nacogdoches also shared that they partnered with Totally Texas Travel, to attend the Wine Swirl and will be receiving all of their photos and video content to share on their social media channels. Main Street will be available to use these as well for future marketing.

**Adjourn:** 4:50 PM.



## Main Street Advisory Board

Date: May 18, 2026

Agenda Item: 2.B.

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**PRESENTER:** Tori Proctor, Main Street Manager

**ITEM/SUBJECT:** Review and Discuss Main Street Transformation Strategies

**SUMMARY/BACKGROUND:** The Main Street Advisory Board reviews its Transformation Strategies annually to ensure the program's goals, committee structure, and work plan continue to align with the needs of Downtown Nacogdoches and the requirements of the Texas Main Street Program. This review also allows the Board to refocus committee priorities following Wine Swirl and identify projects that may need to be considered during the upcoming budget season. The Board will review current Transformation Strategies, discuss whether they still reflect downtown priorities, and consider how committees can best support implementation moving forward.

**FINANCIAL:**

**CITY CONTACT:** Tori Proctor  
Main Street Manager  
936-559-2562  
proctort@nactx.us

**ATTACHMENTS:** 1. 2025 NAC MS Transformation Strategies

# TRANSFORMATION STRATEGY WORK PLAN

## 2024-2027 (2025 Edit)

<b>Organization Name:</b> Nacogdoches Main Street <b>Town, State:</b> Nacogdoches, TX	<b>Date:</b> 04/22/2025 <b>Completed by:</b> City of Nacogdoches Main Street Program Manager
<b>Vision:</b> Preserve and promote historic downtown Nacogdoches through economic, historic and cultural revitalization. Envisioning a year-round destination where visitors and locals experience the heart of our community rich with history, commerce, entertainment, cultural, and educational opportunities.	
<b>Annual Responsibilities</b>	
<b>Wine Swirl</b> – Promotion, Organization, Economic Vitality <b>Wassail Fest</b> - Promotion <b>Merry Christmas Market</b> - Promotion <b>Lighted Window Contest</b> – Promotion, Design <b>Brick Street Burger Battle</b> – Promotion, Economic Vitality <b>2<sup>nd</sup> Restaurant challenge</b> – Promotion, Economic Vitality <b>Merchant Meetings</b> – Organization <b>National Heritage Month</b> – Promotion, Design, Economic Vitality	<b>Downtown Business Assistance</b> – Organization, Economic Vitality <b>City Website</b> - Organization <b>Quarterly / Annual Reports</b> - Organization <b>Downtown TX Website/ Downtown Database</b> – Economic Vitality <b>Holiday lights</b> – Design, Organization <b>Year-Round Tree Lights</b> - Design <b>Beautification Grants</b> – Design, Economic Vitality <b>Downtown Brochures</b> – Promotion, Design <b>Downtown Wayfinding Signs</b> - Design
<b>Partnering Events &amp; Projects:</b> Blueberry Festival, Old Town Rig Down, Freedom Fest, Dia de los Muertos, 9 Flags Christmas Parade, Red Brick Bluegrass Festival, Summer Squash, Interact with the Jacks, Farmer’s Market, Visit Nacogdoches Nac Snack Friday,	

<b>Transformation Strategy #1: Beautification &amp; Placemaking</b>		<b>Transformation Strategy #2: Promotion &amp; Economic Growth</b>	
<b>Goal 1:</b> Commerce Alley and Church Street Activation	<b>Goal 2:</b> Updated Wayfinding Signage	<b>Goal 1:</b> New Businesses in Vacant Buildings	<b>Goal 2:</b> Shop Downtown Ads and Social Media Campaign
<i>Continue improving the sense of place in downtown. Add string lights across Commerce Alley and Church Street. Lights would be attached to poles next to current lamp posts. Activate Commerce Alley and Church Street as a visually appealing space for events.</i>	<i>Take inventory and update the wayfinding signage in downtown. Signage includes the dark signs that list business names, panels with the Main Street/ CVB and SFA Logos, and downtown map by CVB and Main &amp; Mound Parking lot</i>	<i>Continue working with property owners of vacant buildings to attract new businesses to downtown.</i>	<i>Market the mission of Main Street and downtown. Create a more cohesive look of all downtown promotions.</i>
<b>Lead:</b>	<b>Lead:</b>	<b>Lead:</b>	<b>Lead:</b>
<b>Goal 3:</b> Window Coverings in Vacant Buildings		<b>Goal 3:</b> Holiday Destination and Christmas Festival	
<i>Partner with vacant building owners to install window coverings to improve the look of their building.</i>		<i>Coordinate with partnering organizations to create a cohesive holiday season and a “main event”. Improve holiday décor to create a more festive environment.</i>	
<b>Lead:</b>	<b>Lead: CVB</b>	<b>Lead:</b>	<b>Lead:</b>

**Transformation Strategy #1: *Beautification and Placemaking***

**Goal 1: Commerce Alley and Church Street Activation**      **Define Success:** *An attractive, functional public space that supports ongoing foot traffic and encourages event use.*

**Partners: City of Nacogdoches, Property Owners, Partnering Organizations**

<b>Task</b>	<b>Volunteer Responsible</b>	<b>Staff Responsible</b>	<b>Due Date</b>	<b>Progress</b>	<b>Budget</b>
<i>1. Conduct a walk-through to identify uneven surfaces, potential hazards, and opportunities for lighting and event activation.</i>					
<i>2. Coordinate with City Departments to review proposed improvements and obtain necessary approvals.</i>					
<i>3. Design a layout including string lights, pole placement and utilities for events and ADA accessibility</i>					
<i>4. Coordinate Utility Providers to remove outdated infrastructure such as abandoned boxes, wires, or poles.</i>					
<i>5. Assess areas that cause tripping hazards and determine the best method for leveling the area.</i>					
<i>6. Identify locations with tall curbs or stairs and work with City departments to install decorative and functional handrails for public safety.</i>				<i>Done</i>	
<i>7. Request quotes from contractors and city departments for construction needs.</i>					
<i>8. Apply for grants, allocate city funds, or pursue sponsorships and donations to finance the improvements.</i>					
<i>9. Coordinate with city crews and/or contractors to complete the work in logical phases to minimize business disruption.</i>					
<i>10. Host pilot events in the newly improved area.</i>					
				<b>Total</b>	

**Transformation Strategy #1: *Beautification and Placemaking***

**Goal 2: Updated Wayfinding Signage** **Define Success:** *Clearly branded, well-maintained, and up-to-date wayfinding system that helps visitors and locals easily navigate downtown.*

**Partners:** *Main Street Board, City of Nacogdoches Sign Shop and Public Works*

<b>Task</b>	<b>Volunteer Responsible</b>	<b>Staff Responsible</b>	<b>Due Date</b>	<b>Progress</b>	<b>Budget</b>
1. Inventory and Photograph All Existing Wayfinding Signs Document locations, condition, and current listings for directional signs, logo panels, and map kiosks.					
2. Map Sign Locations in GIS - Work with the City's GIS Department to create a mapped inventory of all wayfinding signage downtown.					
3. Review and Update Sign Content - Compare existing listings with current business and attraction data; compile corrected content while keeping the current design.					
4. Secure Funding or Apply for Grants - Identify funding sources (city budget, TDA grants, tourism funds, etc.) to cover panel replacement and installation costs.					
5. Secure Funding or Apply for Grants Identify funding sources (city budget, TDA grants, tourism funds, etc.) to cover panel replacement and installation costs.					
6. <i>Schedule with public works for installation needs.</i>					
7.					
				<b>Total</b>	<i>\$1100</i>

## Transformation Strategy #1: *Beautification and Placemaking*

**Goal: 3 Window Coverings in Vacant Buildings**

**Define Success:** *Installing high-quality, visually cohesive window coverings on priority vacant buildings that improve curb appeal, reflect downtown's identity, and increase interest from potential tenants and visitors.*

**Partners:** *Main Street Board, Nacogdoches Historic Sites, Partnering Business*

<b>Task</b>	<b>Volunteer Responsible</b>	<b>Staff Responsible</b>	<b>Due Date</b>	<b>Progress</b>	<b>Budget</b>
<i>1. Survey and Identify Priority Buildings - Walk the downtown district to determine which vacant buildings would most benefit from window coverings.</i>					
<i>2. Determine Content and Style - Decide what content the coverings will include what material will be used.</i>					
<i>3. Research and Select Materials - Choose the most durable and visually effective materials for long-term or seasonal use.</i>					
<i>4. Draft Property Owner Agreements - Create a simple agreement outlining permissions for installation and maintenance of the coverings.</i>					
<i>5. Reach Out to Property Owners - Meet with building owners to explain the project and gain written consent for participation.</i>					
<i>6. Coordinate with Historic Sites for Content - Gather images or historical information that could be featured on the coverings.</i>					
<i>7. Obtain Vendor Quotes - Request pricing for design, printing, and installation from local or regional vendors.</i>					
<i>8. Schedule and Complete Installation - Coordinate logistics with vendors and property owners to install the window coverings.</i>					
				<b>Total</b>	

**Transformation Strategy #2:** *Promotion & Economic Growth*

**Goal 1: New Businesses in Vacant Buildings**

**Define Success:** *Increased occupancy in priority vacant properties through targeted outreach, stronger partnerships, and resource sharing.*

**Partners:** *Main Street Staff, NEDCO, CVB, Historic Sites, Main Street Board, Realtors*

Task	Volunteer Responsible	Staff Responsible	Due Date	Progress	Budget
1. Create and maintain a list of high-impact vacant buildings that the board would like to see reactivated.					
2. Partner with Historic Sites to collect historical photos or facts that can be used in marketing materials. Partner with local real estate companies to compile a complete list of for-sale or for-lease properties in the district.					
3. Work with the CVB to gather data on pedestrian counts near each property during major events.					
4. Design a simple, informative flyer including property benefits, reinvestment stats, grant opportunities, foot traffic, and contact info.					
5. Streamline the Process for New Businesses - Collaborate with NEDCO, HLPC, Permitting, Code Enforcement, and Planning & Zoning to outline a step-by-step guide for opening downtown.					
6. Work with NEDCO to research business types or investors that align with downtown needs and building suitability.					
7. Mail or hand-deliver the "one sheet" and Main Street contact information to property owners.					
				<b>Total</b>	

**Transformation Strategy #2: Promotion & Economic Growth**

**Goal 2: Shop Downtown Ads and Social Media Improvement**      **Define Success:** *Consistent and branded marketing presence multiple channels that increases engagement, promotes downtown events and businesses, and reinforces the identity of the Main Street district.*

**Partners:** *Mani Street, CVB, Nac Historic Sites, Partnering Organizations*

<b>Task</b>	<b>Volunteer Responsible</b>	<b>Staff Responsible</b>	<b>Due Date</b>	<b>Progress</b>	<b>Budget</b>
<i>1. Identify key themes (e.g., shop local, event highlights, merchant spotlights) and create a seasonal or monthly ad calendar.</i>					
<i>2. Research Billboard Options - Gather pricing and availability for billboard placements in high-traffic areas, focusing on major entry points into Nacogdoches.</i>					
<i>3. Secure Funding for Billboard Ads - Explore city funding, or potential sponsorships to cover ad costs.</i>					
<i>4. Research Social Media Best Practices - Study successful campaigns from other Main Street communities to gather inspiration for engaging content formats.</i>					
<i>5. Develop a branded, consistent posting calendar for Facebook, Instagram, and other platforms—featuring downtown merchants, events, and visitor experiences.</i>					
<i>6. Work with the CVB, Historic Sites, and downtown merchants to amplify each other's posts and maintain consistent messaging.</i>					
				<b>Total</b>	

**Transformation Strategy #2:** *Promotion & Economic Growth*

**Goal 3: Holiday Destination and Christmas Festival**

**Define Success:** *a well-branded and highly attended holiday season downtown, featuring a signature event aligned with the 9 Flags Christmas Parade, improved and coordinated décor, and strong collaboration among community partners.*

**Partners:** *Main Street, CVB, Downtown Businesses, City Departments, Nac Historic Sites, Partnering Organizations*

<b>Task</b>	<b>Volunteer Responsible</b>	<b>Staff Responsible</b>	<b>Due Date</b>	<b>Progress</b>	<b>Budget</b>
<i>1. Outline all Main Street-led and partner – led holiday events into a single shared calendar.</i>					
<i>2. Work with event partners to align holiday themes for consistent design and messaging across all downtown promotions.</i>					
<i>3. Assess the condition, quantity, and lifespan of existing lights, garlands, wreaths, and displays.</i>					
<i>4. List areas that lack festive impact and research potential new décor to fill the gaps.</i>					
<i>5. Compare long-term costs and benefits of renting seasonal decorations versus purchasing permanent ones.</i>					
<i>6. Work with partners to develop a flagship holiday event on the same weekend as the 9 Flags Christmas Parade to draw larger crowds downtown.</i>					
<i>7. Explore grants, city funding, or business sponsorships to cover new décor purchases or rentals.</i>					
<i>8. Seek financial support for entertainment, staging, lighting, and logistics associated with the downtown signature event.</i>					
				<b>Total</b>	

<b>Future Goals and objectives</b>	
<p><b>Improved Streetscape</b></p> <ul style="list-style-type: none"> <li>Improved sidewalks/ more accessibility and seating</li> <li>Green spaces</li> <li>Street repairs</li> <li>Water front plaza near Banita Creek</li> <li>Improved parking</li> </ul>	<p><b>Promotions and Economic Development</b></p> <ul style="list-style-type: none"> <li>Business Partnerships</li> <li>2<sup>nd</sup> floor activation</li> <li>Secondary Main Street Fundraiser</li> <li>Oktober fest type event</li> <li>Arts in downtown</li> <li>Writers and Comedians event</li> </ul>

Economic Vitality	Promotion	Design	Organization
<b><u>Annual Projects</u></b>	<b><u>Annual Projects</u></b>	<b><u>Annual Projects</u></b>	<b><u>Annual Projects</u></b>
Downtown Business Assistance	Wassail Fest	Lighted Window Contest	Merchant Meetings
Beautification Grants	Merry Christmas Market	Holiday Lights	City Website
Downtown Property Database	Brick Street Burger Battle	Year-Round Tree Lights	Quarterly / Annual Reports
Downtown TX Website Updates	2 <sup>nd</sup> Restaurant Challenge	Downtown Wayfinding & Signage	Partnering events and Projects
National Heritage Month	Downtown Brochures		
	Wine Swirl		
<b><u>Transformation Strategies</u></b>	<b><u>Transformation Strategies</u></b>	<b><u>Transformation Strategies</u></b>	<b><u>Transformation Strategies</u></b>
New Business in Vacant Buildings	Shop Downtown Ads and Social Media Campaign	Commerce Alley Transformation	Holiday Destination & Christmas Festival
Window Coverings in Vacant Buildings		Updated Wayfinding Signage	
<b>Board Members</b>	<b>Board Members</b>	<b>Board Members</b>	<b>Board Members</b>
<ul style="list-style-type: none"> <li>• Janie Huggins</li> <li>• Brandon Rowell</li> </ul>	<ul style="list-style-type: none"> <li>• Janie Huggins</li> <li>• Bret Arrant</li> <li>• Brandon Rowell</li> <li>• Erin Windham (Wine Swirl Specifically)</li> <li>• Bailey McLain</li> </ul>	<ul style="list-style-type: none"> <li>• Erin Windham</li> <li>• Antonia Sanchez</li> <li>• Bret Arrant</li> <li>• CC Conn</li> </ul>	<ul style="list-style-type: none"> <li>• Brandon Rowell</li> <li>• Erin Windham</li> <li>• Hollie Atherton</li> </ul>



## Main Street Advisory Board

Date: May 18, 2026

Agenda Item: 2.C.

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**PRESENTER:** Tori Proctor, Main Street Manager

**ITEM/SUBJECT:** Review and Discuss Board Committee Structure and Scheduling

**SUMMARY/BACKGROUND:** Following Wine Swirl and the onboarding of new board members, the Main Street Advisory Board will review its current committee structure and discuss committee participation, leadership, and meeting schedules moving forward. This discussion will provide an opportunity to evaluate committee goals, determine member assignments, establish regular meeting schedules, and identify ways for committees to take a more active role in advancing Main Street projects and initiatives. Board members will be encouraged to take leadership within their committees and help guide committee discussions, projects, and implementation efforts throughout the year.

**FINANCIAL:**

**CITY CONTACT:** Tori Proctor  
Main Street Manager  
936-559-2562  
proctort@nactx.us

**ATTACHMENTS:**