



June 13, 2023

Notice is hereby given of a Regular Meeting of Nacogdoches City Council to be held on the above date in the City Council Chambers of City Hall, 202 E. Pilar Street, Nacogdoches, Texas, beginning at 5:30 p.m. for the purpose of considering the following agenda items.

Some City Council Members may attend via videoconference but a quorum of the City Council and the Presiding Officer will be present at the above-stated physical location. The meeting will be streamed live at <https://www.nactx.us/21>. There will be an opportunity for the public to comment on agenda items either by teleconference or in person in Council Chambers.

Members of the public who wish to submit comments on a listed agenda item by telephone must contact the City Secretary's office by email at vinsonj@nactx.us or by calling 936-559-2506 and providing their name, telephone number and relevant agenda item upon which they wish to speak. All requests to make comments must be received by 12:00 p.m. on June 13, 2023. For all timely requests received, staff will call the submitted phone numbers directly during the meeting when the corresponding item comes up for comment. NOTE: The incoming phone call from City staff will be an unfamiliar number.

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

1. CALL TO ORDER.
2. PLEDGE OF ALLEGIANCE.
3. OPEN FORUM. Open Forum is an opportunity for citizens to speak about items not listed on the agenda. In order to address City Council please complete the Open Forum Form and submit it to the City Secretary prior to the start of the meeting. In accordance with the Texas Open Meetings Act, City Council shall not discuss, deliberate, or make any decisions on items discussed during Open Forum. Comments are limited to 3 minutes per person. Open Forum is limited to the first 5 citizens who submit an Open Forum Form.
4. ITEMS TO BE REMOVED FROM CONSENT AGENDA.
5. CONSENT AGENDA: Items included under Consent Agenda require little or no deliberation by Council. Approval of Consent Agenda authorizes the City Manager or his designee to proceed with conclusion of each in accordance with staff recommendations as reflected in the minutes of this meeting.
 - A. Consider approval of minutes for May 16, 2023 regular meeting and May 22, 2023 special meeting. (City Secretary)
 - B. Receive a report regarding Monthly Financial Report for April 30, 2023 (Director of Finance)
6. 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. Receive a report regarding the Downtown Master Plan and give staff direction on the Downtown and Comprehensive Planning process. (Downtown Master Plan Advisory Committee)
 - B. Hold a discussion and give staff direction regarding possible wellness exam and tobacco use surcharges. (Human Resources Director)
 - C. Receive a presentation and hold a discussion regarding emergency management. (Interim Assistant Fire Chief)
 - D. Consider appointment of Mayor Pro Tempore and Vice Mayor Pro Tempore. (Mayor)
 - E. Consider appointing members to the Deep East Texas Council of Governments Board of Directors. (Mayor)
 - F. Consider appointing a representative to the Deep East Texas Rural Transportation Planning Organization (DETRTPO) of the Deep East Texas Council of Governments (DETCOG). (City Manager)
 - G. Receive a report and give staff direction regarding the City Manager search. (Human Resource Director)
7. EXECUTIVE SESSION: Executive Sessions are for City Council to receive information and deliberate on matters specified in Subchapter D of the Texas Open Meetings Act. Council may reconvene in open session to vote on the matter.
- A. Pursuant to Texas Government Code Section 551.072, deliberations regarding the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the governmental body in negotiations with a third person. The subject of this Executive Session item is to discuss Central Heights Water System.
 - B. Personnel Matters – Pursuant to Texas Government Code Section 551.074, deliberations regarding the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee - City Attorney.
 - C. Consultation with Attorney - Pursuant to Texas Government Code Section 551.071, conduct a private consultation with its attorney regarding a settlement offer or matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with Texas Government Code Chapter 551.
8. Open for action, if any, on Executive Session item(s).
9. ADJOURN.



Jan Vinson, City Secretary



This agenda is posted as required under G. C. Section 551.041. For more information or a copy of the Open Meetings Act, please contact Attorney General of Texas at 1-800-252-8011; City Secretary at 936/559-2506 or visit City of Nacogdoches web site at www.nactx.us.

CERTIFICATION

I certify the notice of meeting was posted in the directory outside of City Hall, 202 E. Pilar Street, Nacogdoches, Texas on June 7, 2023 at 4:30 p.m. and remained posted until meeting convened.

Jan Vinson, City Secretary



City Council Meeting

Date: June 13, 2023

Agenda Item: 5.A.

PRESENTER: Jan Vinson, City Secretary

ITEM/SUBJECT: Consider approval of minutes for May 16, 2023 regular meeting and May 22, 2023 special meeting. (City Secretary)

SUMMARY/BACKGROUND:

FINANCIAL:

No financial impact associated with this item

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

Not Applicable

CITY CONTACT: Jan Vinson, City Secretary
vinsonj@nactx.us
936-559-2504

ATTACHMENTS: 1. 05.16.23 Minutes
2. 05.22.23 Minutes



Regular Session
Nacogdoches City Council
May 16, 2023 – 5:30 p.m.
City Council Room – City Hall
202 East Pilar Street

DRAFT

City Council present in person: Mayor Jimmy Mize, Council Members Roy Boldon, Kathleen Belanger and Chad Huckaby. **Absent:** Council Member Fischer

1. Called to order at 5:32 p.m.

2. Pledge of Allegiance.

3. **ELECTION:**

A. Canvass the results of the May 6, 2023 City Council Regular election and consider adopting a resolution declaring the results.

City Secretary Jan Vinson reviewed the canvass report from the Nacogdoches County Election Office and read the total number of votes each candidate received.

Council Member Chad Huckaby moved approval; motion duly seconded by Council Member Roy Boldon and carried by unanimous vote.

B. Administer the Statement of Officer and Oath of Office to newly elected Council Members.

City Secretary Jan Vinson administered the Statement of Officer and Oath of Office to Mayor Randy Johnson, Northeast Ward Council Member Kathleen Belanger and Northwest Ward Council Member Brad Maule, and each took their seat at the dais.

Mayor Johnson presented Mayor Mize with a proclamation and a plaque honoring his service to the City.

4. No one spoke during Open Forum

5. Council Member Chad Huckaby removed Items 6.C. from the Consent Agenda for further discussion.

6. **CONSENT AGENDA:** Items included under Consent Agenda require little or no deliberation by Council. Approval of Consent Agenda authorizes the City Manager or his designee to proceed with conclusion of each in accordance with staff recommendations as reflected in the minutes of this meeting.

A. Minutes for May 2, 2023 regular meeting.

B. Consider approval of a resolution supporting a Boating Access Planning Grant through Texas Parks and Wildlife.

C. Consider approval of a contract between the City of Nacogdoches and CoxJones Contractors for construction services for the Ritchie Street parking lot project in an amount of \$114,444.00.

D. Consider rejecting bids for the Lake Nacogdoches Walkway Project.

E. Consider a resolution authorizing submission of a grant application for the TxDOT Transportation Alternatives Set-Aside Program.

Council Member Chad Huckaby moved approval of Items 6.A, 6.B, 6.D, and 6.E; motion duly seconded by Council Member Roy Boldon and carried by unanimous vote.

6.C. Brian Bray stated that the Ritchie Street playground was installed in 2022 knowing that the parking lot would have to be expanded. Mr. Bray stated there is \$150,000 budgeted in park paving.

Council Member Chad Huckaby moved approval of Item 6.C; motion duly seconded by Council Member Kathleen Belanger and carried by unanimous vote.

Minutes unofficial until approved by City Council

7. **REGULAR AGENDA:**

- A. Consider approval of a resolution declaring a local state of disaster due to flooding on May 11, 2023.

Public Works Director Steve Bartlett stated that this resolution is a formal statement that the City had an emergency situation that might exceed the City's ability to respond. This declaration gives the City the ability to exercise emergency power to preserve life, property and public health, order evacuations, control access to certain areas and for purchasing purposes among other things. Mr. Bartlett went on to say that this resolution is a footprint to allow the City to request federal and state assistance for funds if certain thresholds are met.

Council Member Kathleen Belanger moved approval; motion duly seconded by Council Member Chad Huckaby and carried by unanimous vote.

- B. Receive a report from Auditors regarding the Annual Comprehensive Financial Report for fiscal year ending September 30, 2022.

Clayton Rogers, Patillo, Brown and Hill LLP CPA, stated that the Annual Comprehensive Financial Report the City produces is above and beyond which is required by the Government Finance Officers Association (GFOA) Certificate of Achievement. Mr. Rogers stated that the only way to get this award is by adding a great deal of information that is not required by GAAP (Generally Accepted Accounting Principles).

Patillo, Brown and Hill LLP rendered an unmodified opinion on the financial statement which means the City's financial statements are materially correct.

Mr. Rogers also discussed the auditor's responsibility, basic financial statements, notes to financial statement, combining and individual statements, comparative information, audit standards and audit letters.

City Council discussed bond rating, debt capacity and transfers from the Utility Fund.

- C. **Public Hearing:** Consider a Zone Change for Lot 3, City Block 54 from B-2, General Business to R-3, Two Family District, and a Zone Change request for Lot 3-C, City Block 54 from A, Agriculture to R-3, Two Family District, located at 2603 John Richardson Road. This request has been submitted by Bryan Moore. Case File ZON2023-03.

City Planner Alaina Helton stated there was a discrepancy between the zone change district that is requested in the agenda caption versus the Planning and Zoning Commissions final recommendation. Ms. Helton stated that the Planning and Zoning Commission and City Council can consider zoning districts other than what is being requested as long as they are more restrictive than what was legally advertised for.

Ms. Helton briefly discussed land use, density, residential uses, compatibility and future land use plan.

Ms. Helton stated the original request was for R-3 zoning however the Planning and Zoning Commission recommended R-2, Single Family. The requestor was in agreement with R-2, Single Family zoning.

City Council discussed the recommendation of the Planning and Zoning Commission, on-site septic on the property and property restrictions for R-1, R-2 and R-3.

Dr. Tyrrel Grohman spoke regarding any affects the rezoning may have on the school districts in the area.

Ms. Helton stated that the biggest impact will be for the 8 acres that is currently zoned B2 which allows for intense commercial uses as well as multi-family. With the requested down zoning the area will be appropriately zoned and will not impact the schools in a negative way.

Council Member Kathleen Belanger moved approval for R-2, Single Family zoning for both Lot 3 and 3-C; motion duly seconded by Council Member Chad Huckaby and carried by unanimous vote.

- D. Consider approval of a fee schedule for rental of pickleball courts.

Brian Bray, Community Services Director, stated that the proposed fee schedule is an attempt to regulate the number of tournaments and how that process works. Mr. Bray discussed market research along with City fees already in place to determine what the fee schedule might be. This information was presented to the Parks and Recreation Advisory Board and the members unanimously recommended approval of the fee schedule.

Mr. Bray stated that the next step would be creating a policy for rental of pickleball courts for tournaments. The policy will include guidelines so that all courts are not consistently reserved for tournaments and are available to the public to play on.

Council Member Kathleen Belanger moved approval; motion duly seconded by Council Member Roy Boldon and carried by unanimous vote.

- E. Receive a report, hold a discussion and give staff direction regarding repairs to the City Hall roof and the replacement of the mechanical HVAC system.

Steve Bartlett, Public Works Director, stated there is \$200,000 budgeted in the current year budget for a new roof at City Hall. Most of the HVAC units on top of City Hall are in poor condition and will need to be replaced during the roof replacement process. The total cost to replace the roof, waterproofing and replace the HVAC units is now estimated to be \$869,500.

City Council discussed the age of the HVAC units, air quality issues, repairing HVAC units, energy management and electricity cost.

Architect Army Curtis spoke about maintenance of the HVAC units, the condition of the units, the condition of the roof and the age of the roof.

Lynn Clark, who lives in the county, discussed how the City plans to pay for this project.

Director of Public Works Steve Bartlett said there is cash in the general fund but it will supplant another project.

Finance Director Pam Curbow will provide City Council with maintenance cost over the past 3-5 years on the HVAC units at City Hall as well as electricity cost comparisons for current HVAC units versus new HVAC units for City Council. Ms. Curbow will also provide both electricity and natural gas costs for City Hall.

Public Works Director Steve Bartlett stated that he can also provide a generalized percentage of energy savings with the new units versus the old units.

Staff will present more information regarding this project at a future City Council meeting, which will include delivery time of HVAC units.

Dr. Tyrrel Grohman spoke about inflation, availability and how the project is a necessity now. He suggested seeking grants to help with this project and City Council must make a decision for the safety of the staff that works in City Hall.

City Council convened into Executive Session at 7:40 p.m.

8. EXECUTIVE SESSION:

- A. Deliberation regarding Economic Development negotiations under Government Code Section 551.087 as follows:

- 1. Discuss or deliberate regarding commercial or financial information the City has received from business projects the City body seeks to have locate in the City of Nacogdoches and with which the City is conducting economic development negotiations; and
- 2. Deliberate offer of financial or other incentive to business prospects described by Subdivision 1 above.

- 9. City Council reconvened in regular session at 8:20 p.m. taking no action.

10. REGULAR AGENDA: (cont.)

- A. Consider approval of a resolution creating a Chapter 380 Economic Development Program and authorizing an agreement by and between the City of Nacogdoches and Benefield Estates regarding the development of a residential subdivision.

Larissa Philpot Brown, Economic Development Director, stated the development agreement is for a proposed subdivision on the north side of State Highway 7 East, near the intersection of Humphrey Road. This development will be a 30 lot single family subdivision with homes being marketed at approximately \$350,000. Mr. Sam Wright proposes to complete the subdivision within a five year period.

Sam Wright spoke regarding single-family homes versus rentals. Mr. Wright stated his goal is to sell all of the homes and not rent them but if he cannot sell a home then he will consider renting it to continue building.

Larissa Philpot Brown clarified a mistake in her presentation stating that the streets and drainage would be paid out of the Economic Development General Fund and not the City's Utility Fund.

Council Member Chad Huckaby moved approval with the noted change from Larissa Brown Philpot; motion duly seconded by Council Member Roy Boldon and carried by unanimous vote.

B. Consider an ordinance amending Ordinance No. 1929-09-22 appropriating various amounts in accordance with budget adopted for ensuing fiscal year beginning October 1, 2022 and ending September 30, 2023 in the amount of \$184,700 for a Chapter 380 Economic Development Program with Benefield Estates, LLC for the reimbursement of infrastructure costs associated with construction of a residential subdivision.

Larissa Philpot Brown, Economic Development Director, stated this budget amendment is associated with the 380 Agreement between the City of Nacogdoches and Benefield Estates, LLC.

Council Member Kathleen Belanger moved approval; motion duly seconded by Council Member Chad Huckaby and carried by unanimous vote.

C. Hold a discussion regarding the budget process, including proposed time frames for the budget process and the possibility of a task force to assist the budget process.

Keith Kiplinger, Interim City Manager, discussed the budget peer review process that is currently taking place. He also stated that in early June he and the Finance Director will begin reviewing departmental budgets. Mr. Kiplinger said that he is proposing to change the format of the budget work sessions to be focused on individual issues rather than individual departments.

Council Member Belanger requested that during each budget discussion City Council is informed on how each request is going to affect the budget.

City Council discussed property appraisals, preliminary valuations and new construction values.

Council Member Belanger also asked that a group of citizens be appointed by City Council to look deeper into the City budget.

Council Member Maule agreed that it would be helpful have different eyes on the budget for a different perspective.

Council Member Huckaby said that we should be very careful not to throw a large formal item at the Finance Department during the throws of the budget cycle.

Interim City Manager Keith Kiplinger recommended starting a new committee to review the budget on October 1st. Mr. Kiplinger also suggested that this committee be created the same way other City Boards and Commissions are created.

Finance Director Pam Curbow stated that nothing precludes the same people from requesting their information, meeting as a group to review the information and attending a budget work session to present their questions.

Mayor Johnson said that starting an informal process as Ms. Curbow suggested would be best and if City Council decided later, a commission could be created.

D. Receive an update and hold a discussion regarding the City's Communications Taskforce and the process for providing information, both in emergencies and non-emergencies.

Jessica Sowell, Community Services Assistant Director, provided an update on the Communications Taskforce. Mrs. Sowell discussed social media, calendars, media partners, email lists and NacWise alter system as ways to communicate with the public.

Council Member Huckaby inquired about when alerts are sent out and stated that City Council and staff need to decide collectively when alerts will be sent. Council Member Huckaby said people need the best information possible without having to go to social media to find it.

Council Member Belanger asked for this item to be placed on the agenda due to windstorms that had happened several weeks ago. She stated that people were not notified of trees in the street and that staff should increase the amount of communication through NacWise.

Interim City Manager Keith Kiplinger stated that several months ago City Council discussed the NacWise alert system. The consensus at that time was that in an emergency event, which required a

direct action, staff would use the NacWise alert system. Mr. Kiplinger stated that the straight line winds didn't require a direct action.

Assistant Director of Community Services Jessica Sowell will place an item on a future agenda for a final report of the Communications Taskforce.

E. Hold a discussion and give staff direction regarding 2023 City Council meeting dates.

Jan Vinson, City Secretary, reviewed meeting dates that were approved by resolution at the City Council Meeting of November 1, 2022.

Mayor Johnson requested a Special City Council Meeting for Monday, May 22, 2023 at 4:30 p.m. to start discussion about the hiring of a new City Manager. Bonita Hall, Human Resources Director, will assist in this meeting. Mayor Johnson requested that Rhonda Lewis, Office Assistant III and Bonita Hall, Human Resources Director be present in the Executive Session portion of the meeting.

Ms. Vinson also gave a brief demonstration of CivicClerk which is the agenda management software.

Council Member Kathleen Belanger moved approval of a resolution to reschedule the City Council Meeting of June 6, 2023 to June 13, 2023; motion duly seconded by Council Member Chad Huckaby and carried by unanimous vote.

11. Adjourned at 9:40 p.m.

Mayor Randy Johnson
City Council
City of Nacogdoches

ATTEST:

Jan Vinson, City Secretary



Special Session
Nacogdoches City Council
May 22, 2023 – 4:30 p.m.
City Council Room – City Hall
202 E. Pilar Street

Regular Session:

City Council Present: Mayor Randy Johnson; Council Members Roy Boldon; Chad Huckaby; Kathleen Belanger; and Brad Maule.

1. Called to order at 4:30 p.m.

City Council convened in Executive Session at 4:32 p.m.

2. EXECUTIVE SESSION:

- A. Personnel Matters – Pursuant to Texas Government Code Section 551.074, deliberations regarding the appointment or employment of a public officer or employee. The subject of this executive session is to discuss appointment or employment related matters concerning City Manager search.

City Council reconvened in Open Session at 5:26 p.m. taking no action.

Meeting adjourned at 5:27 p.m. .

ATTEST:

Mayor Randy Johnson
City Council
City of Nacogdoches

Rhonda Lewis, Deputy City Secretary



City Council Meeting

Date: June 13, 2023

Agenda Item: 5.B.

PRESENTER: Pam Curbow, Finance Director

ITEM/SUBJECT: Receive a report regarding Monthly Financial Report for April 30, 2023
(Director of Finance)

SUMMARY/BACKGROUND: Receive a report regarding the City's April 30, 2023 financial statements.

FINANCIAL:

No financial impact associated with this item

**COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE
FOLLOWING CITY COUNCIL PRIORITIES**

Not Applicable

CITY CONTACT: Pamela Curbow, Director of Finance
curbowp@nactx.us
936-559-2525

ATTACHMENTS: 1. Financial Report

Nacogdoches

the oldest town in Texas



COMPREHENSIVE MONTHLY FINANCIAL REPORT

April 2023

Prepared by: Ashley Grimes
Assistant Finance Director

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*** This report is designed for informational use only. The information is unaudited and is subject to change. For a complete audited report, please refer to the City of Nacogdoches Comprehensive Annual Financial Report, which is available on the City's website (www.nactx.us).**

Assets

Cash & Cash Equivalents	
Cash	(78,812.69)
Money Market Account	2,082,447.12
Petty Cash- Municipal Court	600.00
Petty Cash- Police	60.00
Petty Cash- Library	30.00
Petty Cash- Animal Shelter	150.00
Petty Cash- Airport	200.00
Petty Cash- Recreation	542.00
Petty Cash- Inspection	150.00
Restricted Cash - Evidence	1,099.26
Restricted Cash - Dog Park	50,940.62
Restricted Cash - Opioid Settlement	64,665.24
Restricted Cash - Court	124,101.39
Restricted Cash - Building Security	135,971.63
Restricted Cash - Technology Fund	20,250.14
Restricted Cash - Cable PEG	169.40
Restricted Cash - Main Street Events	85,025.34
Restricted Cash - Cares Funding	-
Certificates of Deposit	6,091,195.66
Investments - Pools	8,724,185.73
Investments - US Treasuries	4,056,097.42
Investments - Unamortized Premium	-
Investments - Unamortized Discount	-

Total Cash & Cash Equivalents \$ 21,359,068.26

Accounts Receivable	
Taxes Receivable	455,409.52
Allowance for Uncollectible Taxes	(159,393.00)
Penalty and Interest Receivable	-
Allowance for Uncollectible Penalty and Interest	-
Municipal Billings A/R	30,339.61
Allowance for Uncollectible A/R	(4,210.00)
Accrued Interest Receivable - Investments	3,893.63
Court Fines Receivable	1,847,994.00
Allowance for Court Fines	(1,663,194.00)
Sundry Accounts Receivable	3,118.18
Loan to Airport Operations	-
Advance to Special Grant	108,620.00
Due from Other Funds	-

Total Accounts Receivable \$ 622,577.94

Due Froms	
Due From U.S. Treasury	2,195.55
Due From County	-
Due From State	760,803.93
Due From Other	-

Total Due Froms \$ 762,999.48

Total Assets \$ 22,744,645.68

Liabilities

Accounts Payable	-
Accrued Wages	(656,882.53)
Victims Of Crime Fund	-
LEOSE Court Cost	-
Judges & Personnel Training Fund	-
State General Revenue	(3,622.56)
LEOCE Court Cost	-
Consolidated Court Cost	-
Fugitive Apprehension	-
Juvenile Crime & Delinquency	-
Time Payment	(1,519.34)
Collection Agency Fees	-
Traffic Fund Costs	(4,256.90)
Consolidated Fee	(9,834.27)
State Jury Fee	(44.29)
Judicial Fee County	(66.45)
New Collection Agency Fee	(7,041.59)
Indigent Defense Fund	(22.14)
Failure to Appear / Pay Fee	(117.78)
OMNI Fee	(389.33)
Civil Justice Fee State	(0.58)
Child Seat Belt	-
Evidence/Abandoned Money	(1,099.26)
Court Cash Bonds	(39,850.58)
Deferred Revenue	(296,016.52)
Truancy Prevention Fund	(22.14)
Liberty Hall Rental Deposits	(1,900.00)
Correctional Mgmt Inst.	-
Due to Airport FBO	-
Deferred Revenue - P&I	-
Deferred Revenue - Non Taxes	(253,458.67)
Due to Other Funds	-

Total Liabilities \$ (1,276,144.93)

Fund Balance

Unassigned Fund Balance	(16,339,470.15)
Restricted Fund Balance - Dog Park	(49,270.16)
Restricted Fund Balance - Evidence	(3,504.42)
Restricted Fund Balance - Main Street	(65,267.18)
Restricted Fund Balance - Court	(260,823.56)
Restricted Fund Balance - Cable PEG	(696,966.69)

Total Fund Balance \$ (21,468,500.75)

Total Liabilities & Fund Balance \$ (22,744,645.68)

General Fund Income Statement

April 2023



	Adopted Budget	Amended Budget	Actual YTD	Budget Less YTD	% Used
Revenues					
Taxes					
Property	10,730,114.00	10,730,114.00	10,637,513.57	92,600.43	99%
Sales	7,665,000.00	7,665,000.00	5,075,609.24	2,589,390.76	66%
Franchise	2,385,000.00	2,385,000.00	430,608.60	1,954,391.40	18%
Total Taxes	\$ 20,780,114.00	\$ 20,780,114.00	\$ 16,143,731.41	\$ 4,636,382.59	78%
Licenses & Permits	195,000.00	195,000.00	129,925.47	65,074.53	67%
Fines	414,250.00	414,250.00	268,626.31	145,623.69	65%
Charges for Services	339,860.00	339,860.00	243,159.59	96,700.41	72%
Investment Earnings	171,400.00	171,400.00	304,141.91	(132,741.91)	177%
Gain Disposal of Asset	-	-	-	-	
Miscellaneous Revenues	1,072,020.00	1,122,020.00	701,152.88	420,867.12	62%
Bond Proceeds	21,100,000.00	-	-	-	
Intergovernmental Receipts	67,500.00	67,500.00	1,400,873.03	(1,333,373.03)	2075%
Total Revenues	\$ 44,140,144.00	\$ 23,090,144.00	\$ 19,191,610.60	\$ 3,898,533.40	83%
Expenditures					
General Government					
City Council	26,500.00	26,500.00	19,631.06	6,868.94	74%
City Manager	300,471.00	300,471.00	179,150.26	121,320.74	60%
Municipal Court	312,321.00	312,321.00	167,036.20	145,284.80	53%
City Secretary	190,000.00	190,000.00	117,460.99	72,539.01	62%
Finance	670,875.00	685,375.00	394,209.32	291,165.68	58%
Information Technology	517,523.00	547,523.00	319,324.67	228,198.33	58%
Human Resources	437,665.00	437,665.00	238,112.58	199,552.42	54%
Legal	276,260.00	276,260.00	156,217.73	120,042.27	57%
Planning & Zoning	265,240.00	265,240.00	155,048.40	110,191.60	58%
Building Maintenance	376,293.00	376,293.00	240,580.76	135,712.24	64%
Communications	-	-	14,584.52	(14,584.52)	0%
Vehicle Maintenance	333,906.00	333,906.00	175,691.74	158,214.26	53%
Economic Development	265,759.00	265,759.00	148,640.21	117,118.79	56%
Conventions & Tourism	329,518.00	329,518.00	165,622.73	163,895.27	50%
Non-Departmental	1,623,516.00	1,623,516.00	917,921.34	705,594.66	57%
Total General Government	\$ 5,925,847.00	\$ 5,970,347.00	\$ 3,409,232.51	\$ 2,561,114.49	57%
Public Safety					
Police	9,250,315.00	9,250,315.00	5,165,778.39	4,084,536.61	56%
Code Enforcement	264,212.00	264,212.00	127,983.42	136,228.58	48%
Fire	6,871,138.00	6,871,138.00	3,901,322.02	2,969,815.98	57%
Inspection Services	232,960.00	232,960.00	117,599.04	115,360.96	50%
Animal Control	602,009.00	602,009.00	346,154.03	255,854.97	57%
Total Public Safety	\$ 17,220,634.00	\$ 17,220,634.00	\$ 9,658,836.90	\$ 7,561,797.10	56%
Cultural & Recreational					
Historic Sites & Main Street	389,895.00	393,395.00	218,225.00	175,170.00	55%
Library	620,276.00	632,276.00	352,070.26	280,205.74	56%
Recreation	695,799.00	695,799.00	399,651.92	296,147.08	57%
Parks & Cemetery	1,593,417.00	1,593,417.00	848,829.34	744,587.66	53%
Total Cultural & Recreational	\$ 3,299,387.00	\$ 3,314,887.00	\$ 1,818,776.52	\$ 1,496,110.48	55%

General Fund Income Statement

April 2023



	Adopted Budget	Amended Budget	Actual YTD	Budget Less YTD	% Used
Highways & Streets					
Public Works Admin	129,044.00	129,044.00	74,974.07	54,069.93	58%
Streets	1,308,938.00	1,658,938.00	546,663.36	1,112,274.64	33%
Engineering	605,363.00	605,363.00	325,260.05	280,102.95	54%
Total Highways & Streets	\$ 2,043,345.00	\$ 2,393,345.00	\$ 946,897.48	\$ 1,446,447.52	40%
Total Expenditures	\$ 28,489,213.00	\$ 28,899,213.00	\$ 15,833,743.41	\$ 13,065,469.59	55%
Excess of Revenues Over Expenditures	\$ 15,650,931.00	\$ (5,809,069.00)	\$ 3,357,867.19	\$ (9,166,936.19)	
Other Financing Sources (Uses)					
Inter-Fund Transfers In			\$ 2.00		
Transfer Water/Wastewater Franchise Fee	1,560,000.00	1,560,000.00	910,000.00	650,000.00	58%
Transfer Sanitation Franchise Fee	476,160.00	476,160.00	277,760.00	198,400.00	58%
Transfer Utility Fund Overhead Cost	1,946,807.00	1,946,807.00	1,135,638.00	811,169.00	58%
Transfer Sanitation Overhead Cost	1,783,352.00	1,783,352.00	1,040,291.00	743,061.00	58%
Transfer Economic Dev Overhead Cost	-	584,876.00	-	584,876.00	0%
Transfer Equipment Replacement Fd	-	-	-	-	0%
Total Inter-Fund Transfers In	\$ 5,766,319.00	\$ 6,351,195.00	\$ 3,363,689.00	\$ 2,987,506.00	53%
Inter-Fund Transfers Out					
Transfers	55,000.00	55,000.00	5,000.00	50,000.00	9%
Transfers - Economic Development	125,000.00	125,000.00	125,000.00	-	100%
Transfers - Special Grant	-	136,586.00	-	136,586.00	0%
Transfers - Airport Operation	50,000.00	50,000.00	-	50,000.00	0%
Transfers - Equipment Replacement	-	-	159,211.88	(159,211.88)	0%
Total Inter-Fund Transfers Out	\$ 230,000.00	\$ 366,586.00	\$ 289,211.88	\$ 77,374.12	79%
Purchase of Capital Assets	\$ 24,525,972.00	\$ 7,171,816.00	\$ 2,379,145.72	\$ 4,792,670.28	33%
Total Other Financing Sources & Uses	\$ (18,989,653.00)	\$ (1,187,207.00)	\$ 695,331.40	\$ (1,882,538.40)	-59%
Net Change in Fund Balance			\$ 4,053,198.59		
Beginning Fund Balance			(\$17,415,302.16)		
Ending Fund Balance			\$(21,468,500.75)		

Special Revenue Funds Balance Sheet

April 2023



	Economic Development Fund	Airport Construction Fund	Forfeiture Fund	Historical Fund	Hotel / Tax Fund	Public Safety Training Fund	Mayor's Committee on Disability	Special Grant Fund	Total
Assets									
Unrestricted Cash									
Cash	31.57	366.23	36,325.42	433.52	1,572.33	19,892.77	7,071.38	180,036.35	245,729.57
Investments - Pools	1,330,602.98	71,298.83	448,987.73	101,880.16	419,631.36	-	-	-	2,372,401.06
Total Unrestricted Cash	\$ 1,330,634.55	\$ 71,665.06	\$ 485,313.15	\$ 102,313.68	\$ 421,203.69	\$ 19,892.77	\$ 7,071.38	\$ 180,036.35	\$ 2,618,130.63
Restricted Cash									
Cash	-	-	-	-	44.17	-	-	16,806.81	16,850.98
Investments - Pools	-	200,000.00	-	-	33,855.39	-	-	2,999,924.62	3,233,780.01
Total Restricted Cash	\$ -	\$ 200,000.00	\$ -	\$ -	\$ 33,899.56	\$ -	\$ -	\$ 3,016,731.43	\$ 3,250,630.99
Loans Receivable									
Municipal Billings A/R	(3,104.27)	-	-	-	-	-	-	-	(3,104.27)
Loans to Berry Company	91,641.28	-	-	-	-	-	-	-	91,641.28
Loans to Southwest Scooters	135,458.01	-	-	-	-	-	-	-	135,458.01
Loan T-Rex-S, LLC	-	-	-	-	-	-	-	-	-
TCF-BMS Loan	-	-	-	-	-	-	-	-	-
Allowance for Uncollectible Loans	(135,458.01)	-	-	-	-	-	-	-	(135,458.01)
Total Loans Receivable	\$ 88,537.01	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88,537.01
Due Froms									
Due From Other	-	-	-	-	-	-	-	3,839.80	3,839.80
Due From US Treasury	-	-	-	-	-	-	-	841.98	841.98
Due From State	-	39,707.00	-	-	-	-	-	-	39,707.00
Total Due Froms	\$ -	\$ 39,707.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,681.78	\$ 44,388.78
Total Assets	\$ 1,419,171.56	\$ 311,372.06	\$ 485,313.15	\$ 102,313.68	\$ 455,103.25	\$ 19,892.77	\$ 7,071.38	\$ 3,201,449.56	\$ 6,001,687.41
Liabilities									
Accounts Payable	-	-	-	-	-	-	-	-	-
Accrued Wages	-	-	-	-	-	-	-	-	-
Aquatic Center Escrow Payable	-	-	-	-	-	-	-	-	-
Seizure Money	-	-	-	-	-	-	-	-	-
Unearned Revenues - ARPA	-	-	-	-	-	-	-	(2,381,688.18)	(2,381,688.18)
Advance from General/Utility Fund	-	-	-	-	-	-	-	(108,620.00)	(108,620.00)
Total Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,490,308.18)	\$ (2,490,308.18)
Fund Balance									
Fund Balance	(1,419,171.56)	(311,372.06)	(485,313.15)	(102,313.68)	(455,103.25)	(19,892.77)	(7,071.38)	(711,141.38)	(3,511,379.23)
Total Fund Balance	\$ (1,419,171.56)	\$ (311,372.06)	\$ (485,313.15)	\$ (102,313.68)	\$ (455,103.25)	\$ (19,892.77)	\$ (7,071.38)	\$ (711,141.38)	\$ (3,511,379.23)
Total Liabilities & Fund Balance	\$ (1,419,171.56)	\$ (311,372.06)	\$ (485,313.15)	\$ (102,313.68)	\$ (455,103.25)	\$ (19,892.77)	\$ (7,071.38)	\$ (3,201,449.56)	\$ (6,001,687.41)

Special Revenue Funds Income Statement

April 2023



	Economic Development Fund	Airport Construction Fund	Forfeiture Fund	Historical Fund	Hotel / Tax Fund	Public Safety Training Fund	Mayor's Committee on Disability	Special Grant Fund	Total
Revenues									
Hotel / Motel Occupancy Taxes	-	-	-	-	468,465.85	-	-	-	468,465.85
Licenses & Permits	-	-	-	-	-	-	-	-	-
Intergovernmental Receipts	225,000.00	-	-	25,000.00	-	-	-	-	250,000.00
Charges for Services	-	-	-	-	-	-	-	-	-
Fines	-	-	177,512.61	-	-	-	-	-	177,512.61
Investment Earnings	30,036.27	6,015.40	13,208.46	2,317.06	16,428.72	21.94	8.85	118,696.79	186,733.49
Rents & Royalties	-	-	-	-	-	-	-	-	-
Miscellaneous Grants Revenues	-	-	-	-	-	-	-	4,648.79	4,648.79
Payment on Loans	18,625.62	-	-	-	-	-	-	-	18,625.62
Contributions & Donations	-	-	-	-	-	3,263.12	-	196,935.66	200,198.78

Total Revenues \$ 273,661.89 \$ 6,015.40 \$ 190,721.07 \$ 27,317.06 \$ 484,894.57 \$ 3,285.06 \$ 8.85 \$ 320,281.24 \$ 1,306,185.14

Expenditures

Revolving Loan Program	-	-	-	-	-	-	-	-	-
Home Program	-	-	-	-	-	-	-	-	-
TCF Grant - BMS	-	-	-	-	-	-	-	-	-
TCF Grant - Pilgrims Pride	-	-	-	-	-	-	-	-	-
TCF Grant - Green Acres	-	-	-	-	-	-	-	-	-
Airport Construction	-	14,508.93	-	-	-	-	-	-	14,508.93
Forfeiture	-	-	231,540.38	-	-	-	-	-	231,540.38
Historical	-	-	-	8,591.00	-	-	-	-	8,591.00
Hotel / Motel Tax	-	-	-	-	1,084,252.26	-	-	-	1,084,252.26
Public Safety Training	-	-	-	-	-	-	-	-	-
Main Street	-	-	-	-	-	-	-	-	-
Mayor's Committee on Disability	-	-	-	-	-	-	2,063.21	-	2,063.21
Police	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	1,495.00	1,495.00
Animal Control	-	-	-	-	-	-	-	22,249.69	22,249.69
Planning & Zoning	-	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	4,611.07	4,611.07
Historic Sites & Main Street	-	-	-	-	-	-	-	-	-
Parks & Cemeteries	-	-	-	-	-	-	-	137,386.93	137,386.93
Streets	-	-	-	-	-	-	-	-	-
Non-Departmental	-	-	-	-	-	-	-	44,960.00	44,960.00

Total Expenditures \$ - \$ 14,508.93 \$ 231,540.38 \$ 8,591.00 \$ 1,084,252.26 \$ - \$ 2,063.21 \$ 210,702.69 \$ 1,551,658.47

Excess of Revenues Over Expenditures \$ 273,661.89 \$ (8,493.53) \$ (40,819.31) \$ 18,726.06 \$ (599,357.69) \$ 3,285.06 \$ (2,054.36) \$ 109,578.55 \$ (245,473.33)

Other Financing Sources (Uses)

Inter-Fund Transfers In

Transfer - General Fund	-	-	-	-	-	-	5,000.00	-	5,000.00
Transfer - Utility Fund	-	-	-	-	-	-	-	-	-
Transfer - Sanitation Fund	-	-	-	-	-	-	-	-	-
Transfer - Hotel/Motel Fund	-	-	-	-	-	-	-	-	-

Total Inter-Fund Transfers In \$ - \$ - \$ - \$ - \$ - \$ - \$ 5,000.00 \$ - \$ 5,000.00

Inter-Fund Transfers Out

Transfers - Capital Proj	97,000.00	-	-	-	-	-	-	-	97,000.00
Transfers - General Fund	-	-	-	-	-	-	-	-	-
Transfers - Historical	-	-	-	-	25,000.00	-	-	-	25,000.00

Total Inter-Fund Transfers Out \$ 97,000.00 \$ - \$ - \$ - \$ 25,000.00 \$ - \$ - \$ - \$ 122,000.00

Total Other Financing Sources & Uses \$ (97,000.00) \$ - \$ - \$ - \$ (25,000.00) \$ - \$ 5,000.00 \$ - \$ (117,000.00)

Net Change in Fund Balance \$ 176,661.89 \$ (8,493.53) \$ (40,819.31) \$ 18,726.06 \$ (624,357.69) \$ 3,285.06 \$ 2,945.64 \$ 109,578.55 \$ (362,473.33)

Beginning Fund Balance \$(1,242,509.67) \$(319,865.59) \$(526,132.46) \$(83,587.62) \$(1,079,460.94) \$(16,607.71) \$(4,125.74) \$(601,562.83) \$(3,873,852.56)

Ending Fund Balance \$(1,419,171.56) \$(311,372.06) \$(485,313.15) \$(102,313.68) \$(455,103.25) \$(19,892.77) \$(7,071.38) \$(711,141.38) \$(3,511,379.23)

Assets

Restricted Cash	
2020 G.O. Refunding Sinking Fund	-
2021 Tax Notes	5,206.13
2022 Certificates of Obligation	-
Investments - Pools	499,472.43

Total Cash \$ 504,678.56

Accounts Receivable	
Taxes Receivable	71,791.00
Penalty & Interest Receivable	-
Allowance for Uncollected Taxes	(25,128.00)
Allowance for Uncoll. Penalty & Interest Recv'b	-

Total Accounts Receivable \$ 46,663.00

Total Assets \$ 551,341.56

Liabilities

Deferred Revenue - P&I	(46,663.00)

Total Liabilities \$ (46,663.00)

Fund Balance

Fund Balance	\$ (504,678.56)
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Total Fund Balance \$ (504,678.56)

Total Liabilities & Fund Balance \$ (551,341.56)

Debt Service Fund Income Statement

April 2023



	Adopted Budget	Amended Budget	Actual YTD	Budget Less YTD	% Used
Revenues					
Taxes					
Current Property Taxes					
2020 General Obligation Refunding Bond:	-	-	-	-	0%
2021 Tax Note	223,465.00	223,465.00	222,906.82	558.18	100%
2022 Certificates of Obligation	1,371,537.00	-	-	-	0%
Total Current Property Taxes	\$ 1,595,002.00	\$ 223,465.00	\$ 222,906.82	\$ 558.18	100%
Delinquent Property Taxes					
2020 General Obligation Refunding Bond:	-	-	-	-	0%
2021 Tax Note	4,603.00	4,603.00	1,472.96	3,130.04	32%
2022 Certificates of Obligation	27,879.00	-	-	-	0%
Total Delinquent Property Taxes	\$ 32,482.00	\$ 4,603.00	\$ 1,472.96	\$ 3,130.04	32%
Total Taxes	\$ 1,627,484.00	\$ 228,068.00	\$ 224,379.78	\$ 3,688.22	98%
Investment Earnings	10,000.00	10,000.00	9,014.38	985.62	90%
Total Investment Earnings	\$ 10,000.00	\$ 10,000.00	\$ 9,014.38	\$ 985.62	90%
Proceeds from Bond Sale	-	-	-	-	
Total Revenues	\$ 1,637,484.00	\$ 238,068.00	\$ 233,394.16	\$ 4,673.84	98%
Expenditures					
Debt Services					
Debt Service - Principal Payments					
2022 Certificates of Obligation	640,000.00	-	-	-	0%
2021 Tax Note	212,000.00	212,000.00	-	212,000.00	0%
2020 General Obligation Refunding Bond:	-	-	-	-	0%
Total Debt Service - Principal Payments	\$ 852,000.00	\$ 212,000.00	\$ -	\$ 212,000.00	0%
Debt Service - Interest Expense					
2022 Certificates of Obligation	745,533.00	-	-	-	0%
2021 Tax Note	14,063.00	14,063.00	6,872.25	7,190.75	49%
2020 General Obligation Refunding Bond:	-	-	-	-	0%
Total Debt Service - Interest Expense	\$ 759,596.00	\$ 14,063.00	\$ 6,872.25	\$ 7,190.75	49%
Total Expenditures	\$ 1,611,596.00	\$ 226,063.00	\$ 6,872.25	\$ 219,190.75	3%
Net Change in Fund Balance	\$ 25,888.00	\$ 12,005.00	\$ 226,521.91	\$ (214,516.91)	
Beginning Fund Balance			\$ (278,156.65)		
Ending Fund Balance			\$ (504,678.56)		

Equipment Replacement Fund
Balance Sheet

April 2023



Assets

Cash & Cash Equivalents	
Cash	100,153.75
Investments - Pools	1,295,221.41
Investments - US Treasuries	1,993,414.46
Accrued Interest Receivable - Investments	409.98

Total Cash & Cash Equivalents \$ 3,389,199.60

Fixed Assets

Computer Equipment	469,392.52
Special Equipment	36,326.82
Radios & Communication Equipment	46,240.03
Equipment & Machinery	557,763.10
Vehicles	4,749,537.67
Accumulative Depreciation	(4,538,751.08)

Total Fixed Assets \$ 1,320,509.06

Total Assets \$ 4,709,708.66

Liabilities

Advance from General Fund	
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Total Liabilities \$ -

Fund Balance

Fund Balance	
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Total Fund Balance \$ (4,709,708.66)

Total Liabilities & Fund Balance \$ (4,709,708.66)

Equipment Replacement Fund
Income Statement

April 2023



Revenues

Rental Receipts	327,280.00
Investment Earnings	54,618.81
Oil / Gas Lease Revenue	298.79
Gain on Disposal of Assets	-
Miscellaneous Revenue	-

Total Revenues \$ 382,197.60

Expenditures

Capital Outlay	
Office & Data Processing Equipment	49,000.00
Vehicles	346,587.78
Equipment & Machinery	152,576.32
Depreciation	-

Total Expenditures \$ 548,164.10

Excess of Revenues Over Expenditures \$ (165,966.50)

Other Financing Sources (Uses)

Inter-Fund Transfers In/Out	
Transfer from General Fund	259,211.88

Total Inter-Fund Transfers In/Out \$ 259,211.88

Total Other Financing Sources & Uses \$ 259,211.88

Net Change in Fund Balance \$ 93,245.38

Beginning Fund Balance \$ (4,616,463.28)

Ending Fund Balance \$ (4,709,708.66)

Employee's Health Insurance Fund
Balance Sheet

April 2023



Assets

Cash & Cash Equivalents

Cash	699,225.33
Investments - Pools	1,611,505.43
Sundry Accounts Receivable	<u>-</u>

Total Cash \$ 2,310,730.76

Total Assets \$ 2,310,730.76

Liabilities

Accounts Payable	-
Miscellaneous Payable	-
Insurance Claims Payable	45,356.00
Due to Other Funds	-
IBNR Claims Payable	<u>-</u>

Total Liabilities \$ (45,356.00)

Fund Balance

Fund Balance	<u>\$ (2,265,374.76)</u>
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Total Fund Balance \$ (2,265,374.76)

Total Liabilities & Fund Balance \$ (2,310,730.76)

Employee's Health Insurance Fund
Income Statement

April 2023



Revenues

Employers Insurance Contributions - Dental	69,940.00
Employee Insurance Contributions - Dental	33,643.78
Employers Insurance Contributions - Health	1,661,505.00
Employee Insurance Contributions - Health	261,264.57
Retiree Insurance Contributions	77,732.24
Interest Income	35,545.50
Miscellaneous Revenue	-

Total Revenues \$ 2,139,631.09

Expenditures

Health & Dental Insurance Claims	1,064,406.62
Health & Dental Insurance Administrative Fee	349,720.01
Special Services	9,214.80

Total Expenditures \$ 1,423,341.43

Excess of Revenues Over Expenditures \$ 716,289.66

Other Financing Sources (Uses)

Inter-Fund Transfers Out	
Transfer to General Fund	-

Total Inter-Fund Transfers Out \$ -

Total Other Financing Sources & Uses \$ -

Net Change in Fund Balance \$ 716,289.66

Beginning Fund Balance \$ (1,549,085.10)

Ending Fund Balance \$ (2,265,374.76)

Capital Projects Fund
Income Statement

April 2023



Assets

Cash & Cash Equivalents	
Cash	-
Restricted Cash	3,143.40
Investments - Pools	<u>1,133,296.29</u>

Total Cash \$ 1,136,439.69

Fixed Assets	-
Computer Equipment	-
Special Equipment	-
Radios & Communication Equipment	-
Equipment & Machinery	-
Vehicles	-
Accumulative Depreciation	<u>-</u>

Total Fixed Assets \$ -

Total Assets \$ 1,136,439.69

Liabilities

Advance from General Fund	<u>-</u>
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Total Liabilities \$ -

Fund Balance

Fund Balance	<u>(1,136,075.88)</u>
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Total Fund Balance \$ (1,136,075.88)

Total Liabilities & Fund Balance \$ (1,136,075.88)

Capital Projects Fund
Income Statement

April 2023



Revenues

Investment Earnings	25,584.68
Intergovernmental Receipts	97,000.00
Street Maintenance Fees	-

Total Revenues \$ 122,584.68

Expenditures

Capital Outlay	
Street Capital Expense	-
Vehicles	-
Equipment & Machinery	-
Park Improvements	-
Depreciation	-

Total Expenditures \$ -

Excess of Revenues Over Expenditures \$ 122,584.68

Other Financing Sources (Uses)

Inter-Fund Transfers	
Transfer to Utility Fund	-

Total Inter-Fund Transfers Out \$ -

Total Other Financing Sources & Uses \$ -

Net Change in Fund Balance \$ 122,584.68

Beginning Fund Balance \$(1,013,491.20)

Ending Fund Balance \$(1,136,075.88)

Street Maintenance Fund
Balance Sheet

April 2023



<u>Assets</u>	
Cash & Cash Equivalents	
Accounts Receivable	67,384.59
Restricted Cash	38,298.80
Investments - Pools	<u>1,035,463.32</u>

Total Cash \$ 1,141,146.71

Fixed Assets	-
Computer Equipment	-
Special Equipment	-
Radios & Communication Equipment	-
Equipment & Machinery	-
Vehicles	-
Accumulative Depreciation	<u>-</u>

Total Fixed Assets \$ -

Total Assets \$ 1,141,146.71

<u>Liabilities</u>	
Accounts Payable	8.00
Advance from General Fund	<u>-</u>

Total Liabilities \$ 8.00

<u>Fund Balance</u>	
Fund Balance	<u>(1,141,502.52)</u>

Total Fund Balance \$(1,141,502.52)

Total Liabilities & Fund Balance \$(1,141,510.52)

Street Maintenance Fund
Income Statement

April 2023



Revenues

Investment Earnings	20,018.60
Street Maintenance Fees	<u>445,310.48</u>

Total Revenues \$ 465,329.08

Expenditures

Capital Outlay	
Street Capital Expense	107,977.96
Vehicles	-
Equipment & Machinery	-
Depreciation	-
Bad Debits	<u>-</u>

Total Expenditures \$ 107,977.96

Excess of Revenues Over Expenditures \$ 357,351.12

Other Financing Sources (Uses)

Inter-Fund Transfers	
Transfer to Economic Development Fund	<u>-</u>

Total Inter-Fund Transfers In \$ -

Total Other Financing Sources & Uses \$ -

Net Change in Fund Balance \$ 357,351.12

Beginning Fund Balance \$ (784,151.40)

Ending Fund Balance \$ (1,141,502.52)

Enterprise Funds Balance Sheet

April 2023



	Water & Sewer Fund	Sanitation Fund	Airport Operations Fund	Total
Assets				
Current Assets				
Cash & Cash Equivalents				
Cash	695,202.12	800,044.96	214,174.69	1,709,421.77
Restricted Cash - Depreciation, Equipment & CIP	1,780.87	1,844.93	-	3,625.80
Investments - Pools	3,750,541.56	2,141,810.63	-	5,892,352.19
Investments - Money Market Account	2,547,914.68	2,076,899.16	-	4,624,813.84
Investments - Certificates of Deposit	-	-	-	-
Accounts Receivable (net of allowance for uncollectibles)				
Municipal Billings A/R	98,889.42	164,499.47	-	263,388.89
Airport A/R	189.29	-	12,070.64	-
Allowance for Uncollectible A/R	(18,702.80)	(19,692.83)	(9,369.58)	(47,765.21)
Garbage Charges Account Receivable	-	539,452.62	-	539,452.62
Allowance for Uncollectible Garbage A/R	-	(68,499.83)	-	(68,499.83)
Water / Sewer Accounts Receivable	1,419,468.02	-	-	1,419,468.02
Allowance for Uncollectible Water / Sewer A/R	(192,197.06)	-	-	(192,197.06)
Unbilled Water / Sewer Accounts Receivable	1,280,416.37	-	-	1,280,416.37
Sundry Accounts Receivable	(8,047.44)	-	-	(8,047.44)
Accrued Interest Receivable - Investments	4,303.62	3,483.65	-	7,787.27
Bad Checks Accounts Receivable	-	-	-	-
Fuel Inventory	-	-	57,976.83	57,976.83
Total Current Assets	\$ 9,579,758.65	\$ 5,639,842.76	\$ 274,852.58	\$ 15,494,453.99
Noncurrent Assets				
Restricted Cash & Cash Equivalents				
Restricted Cash - Future CIP	1,898.54	499.92	-	2,398.46
Restricted Cash - Revenue Bond Reserve & Bond Construction	163.23	-	-	163.23
Restricted Cash - Landfill	-	3,305.55	-	3,305.55
Restricted Investments - Pools	19,232,943.06	4,288,450.00	-	23,521,393.06
Restricted Investments - Treasuries	6,049,512.86	2,062,682.96	-	8,112,195.82
Restricted Investments - Sinking Fund	263.31	-	-	263.31
Restricted Investments - Money Market Account	9,081,310.80	-	-	9,081,310.80
Restricted Investments - Certificates of Deposit	9,152,774.80	6,071,822.86	-	15,224,597.66
Unamortized Premium Investments	-	-	-	-
Unamortized Discount Investments	-	-	-	-
Total Restricted Assets	\$ 43,518,866.60	\$ 12,426,761.29	\$ -	\$ 55,945,627.89
Capital Assets				
Water Real Estate	477,140.56	-	-	477,140.56
Sewer Real Estate	240,559.84	-	-	240,559.84
Landfill Real Estate	-	966,890.98	-	966,890.98
Office Building	40,102.98	284,108.61	-	324,211.59
Water Plant	45,377,448.37	-	-	45,377,448.37
Sewer Plant	33,452,236.39	-	-	33,452,236.39
Computer System	440,741.22	94,267.38	-	535,008.60
Special Equipment	467,696.33	-	-	467,696.33
Radios & Communication Equipment	1,082,526.21	89,016.87	-	1,171,543.08
Vehicles	1,736,014.77	5,178,151.53	-	6,914,166.30
Street Lights	6,356.75	-	-	6,356.75
Equipment & Machinery - Water Plant	1,488,250.10	-	-	1,488,250.10
Equipment & Machinery - Water Distribution	3,053,645.89	-	-	3,053,645.89
Lab Equipment	68,969.00	-	-	68,969.00
Other Equipment & Machinery	3,199,938.45	1,397,373.60	259,424.40	4,856,736.45
Mains & Taps - Water Distribution	32,177,282.42	-	-	32,177,282.42
Mains & Taps - Sewer Distribution	24,398,675.11	-	-	24,398,675.11
Meters & Meter Boxes	534,227.68	-	-	534,227.68
Tanks & Wells	25,114,911.07	-	-	25,114,911.07
Reservoirs	110,000.00	-	-	110,000.00
Fire Hydrants	387,439.64	-	-	387,439.64
Manholes	485,922.27	-	-	485,922.27
Maps	165,000.00	-	-	165,000.00
AMR System	5,281,658.22	-	-	5,281,658.22
Landfill Equipment	-	2,081,463.55	-	2,081,463.55
Dumpsters	-	1,023,750.23	-	1,023,750.23
Landfill Improvements	-	5,988,576.05	-	5,988,576.05
Airport Improvements	-	-	5,875.00	5,875.00

	Water & Sewer Fund	Sanitation Fund	Airport Operations Fund	Total
Construction in Progress (CIP)				
CIP - Tanks and Wells	(260,421.00)	-	-	(260,421.00)
CIP - Water Facilities	157,133.45	-	-	157,133.45
CIP - Wastewater Facilities	12,863.50	-	-	12,863.50
CIP - Water Mains	1,955,277.03	-	-	1,955,277.03
CIP - Sewer Mains	1,121,986.87	-	-	1,121,986.87
CIP- Block P Liner	-	182,135.80	-	182,135.80
Less Accumulated Depreciation				
Depreciation - Buildings	(2,673.52)	(157,851.25)	-	(160,524.77)
Depreciation - Water Plant	(20,697,583.94)	-	-	(20,697,583.94)
Depreciation - Sewer Plant	(26,742,851.67)	-	-	(26,742,851.67)
Depreciation - Tanks & Wells	(10,570,620.77)	-	-	(10,570,620.77)
Depreciation - Equipment	(6,356.75)	(2,223,868.35)	-	(2,230,225.10)
Depreciation - Computer System	(317,686.83)	(94,267.38)	-	(411,954.21)
Depreciation - Mapping System	(165,000.00)	-	-	(165,000.00)
Depreciation - Radios / Communication Equipment	(1,082,526.21)	-	-	(1,082,526.21)
Depreciation - Dumpster	-	(1,023,750.23)	-	(1,023,750.23)
Depreciation - Vehicles	(1,528,441.37)	(4,304,966.52)	-	(5,833,407.89)
Depreciation - Improvements	-	(1,984,575.95)	228.67	(1,984,347.28)
Depreciation - Special Equipment	(365,395.33)	-	-	(365,395.33)
Depreciation - Lab Equipment	(68,969.00)	-	-	(68,969.00)
Depreciation - Water Treatment Equipment	(795,944.17)	-	-	(795,944.17)
Depreciation - Water Distribution Equipment	(1,790,631.58)	-	-	(1,790,631.58)
Depreciation - Manholes	(485,922.27)	-	-	(485,922.27)
Depreciation - Water Mains	(16,609,510.27)	-	-	(16,609,510.27)
Depreciation - Sewer Mains	(12,543,851.91)	-	-	(12,543,851.91)
Depreciation - Fire Hydrants	(387,439.64)	-	-	(387,439.64)
Depreciation - Meters & Meter Boxes	(302,410.83)	-	-	(302,410.83)
Depreciation - AMR System	(5,293,018.66)	-	-	(5,293,018.66)
Depreciation - City Lake	(39,349.42)	-	-	(39,349.42)
Depreciation - Other	(2,756,750.61)	-	(258,570.52)	(3,015,321.13)
Total Capital Assets (net of accumulated depreciation) \$	80,220,648.37	\$ 7,496,454.92	\$ 6,957.55	\$ 87,724,060.84
Deferred Outflow of Resources				
Deferred Charge on Refunding	-	-	-	-
Deferred Outflows - Pensions	315,861.00	144,435.00	14,070.00	474,366.00
Deferred Outflows - TMRS SDBF	31,820.00	14,551.00	1,417.00	47,788.00
Deferred Outflows - GRS OPEB	86,142.00	42,090.00	4,633.00	132,865.00
Total Deferred Outflow of Resources \$	433,823.00	\$ 201,076.00	\$ 20,120.00	\$ 655,019.00
Total Noncurrent Assets \$	124,173,337.97	\$ 20,124,292.21	\$ 27,077.55	\$ 144,324,707.73
Total Assets \$	133,753,096.62	\$ 25,764,134.97	\$ 301,930.13	\$ 159,819,161.72
<u>Liabilities</u>				
Current Liabilities				
Accounts Payable	(59,008.72)	(273.98)	-	(59,282.70)
Accrued Wages	(72,048.74)	(36,751.66)	(5,893.14)	(114,693.54)
Misc Payable	-	-	-	-
State Sales Tax Payable	-	(37,076.69)	(26.39)	(37,103.08)
Due to Nacogdoches Proud	-	(395.00)	-	(395.00)
Due to Splash Kingdom	(1,850.00)	-	-	(1,850.00)
Compensated Absences	(19,111.47)	(8,659.19)	(24,380.32)	(52,150.98)
Employees Long Term Compensation	(193,233.27)	(87,565.00)	(680.01)	(281,478.28)
Deferred Revenue - Prepaid Fuel Card	-	-	(52,597.96)	(52,597.96)
Premium on 2008 CO Bonds	-	-	-	-
Premium on 2003 Refunding Bonds	-	-	-	-
Premium on 2010 Refunding Bonds	-	-	-	-
Premium on 2012 Refunding Bonds	-	-	-	-
Due to Other Funds	-	-	-	-
Advance from General Fund	-	-	-	-
Total Current Liabilities \$	(345,252.20)	\$ (170,721.52)	\$ (83,577.82)	\$ (599,551.54)

	Water & Sewer Fund	Sanitation Fund	Airport Operations Fund	Total
Current Liabilities Payable from Restricted Assets				
Landfill Pit Liability	-	-	-	-
Unearned Revenue - ARPA	(5,780,870.44)	-	-	(5,780,870.44)
Revenue Bonds Payable				
2002 SRF Certificates of Obligation Current Bonds Payable	-	-	-	-
2000 Certificates Obligation Current Bonds Payable	-	-	-	-
2001 SRF Certificates of Obligation	-	-	-	-
2003 General Obligation Current Bonds Payable	-	-	-	-
2004 SRF Certificates Obligation Current Bonds Payable	(550,000.00)	-	-	(550,000.00)
2006 SRF Certificates Obligation Current Bonds Payable	(699,999.85)	-	-	(699,999.85)
2020 Refd Bond Payable Current	(2,195,000.00)	-	-	(2,195,000.00)
Accrued Interest Payable				
2004 SRF Certificates Obligation Bonds Accrued Interest	(4,812.58)	-	-	(4,812.58)
2006 SRF Certificates Obligation Bonds Accrued Interest	(5,426.59)	-	-	(5,426.59)
2008 W/S Certificates Obligation Bonds Accrued Interest	(41,986.49)	-	-	(41,986.49)
2010 General Obligation Refunding Bonds Accrued Interest	-	-	-	-
2012 General Obligation Refunding Bonds Accrued Interest	-	-	-	-
Total Current Liabilities Payable from Restricted Assets	\$ (9,278,095.95)	\$ -	\$ -	\$ (9,278,095.95)
Noncurrent Liabilities				
General Obligation Bonds Payable				
2012 General Obligation Refunding Bond Payable	-	-	-	-
2020 General Obligation Refunding Bond Payable	(16,985,000.00)	-	-	(16,985,000.00)
Revenue Bonds Payable				
2004 SRF Certificates of Obligation Bonds Payable	(1,100,000.00)	-	-	(1,100,000.00)
2006 SRF Certificates of Obligation Bonds Payable	-	-	-	-
2008 W/S Certificates of Obligation Bonds Payable	-	-	-	-
OPEB Liability				
Net Pension Liability	(393,053.00)	(179,733.00)	(17,509.00)	(590,295.00)
OPEB Liability	(612,041.00)	(293,450.00)	(31,268.00)	(936,759.00)
Deferred Inflows	(822,946.00)	(377,406.00)	(36,982.00)	(1,237,334.00)
Capital Leases Payable	-	(358,006.00)	-	(358,006.00)
Landfill Closure & Post Closure Liability	-	(5,034,369.00)	-	(5,034,369.00)
Total Noncurrent Liabilities	\$ (19,913,040.00)	\$ (6,242,964.00)	\$ (85,759.00)	\$ (26,241,763.00)
Total Liabilities	\$ (29,536,388.15)	\$ (6,413,685.52)	\$ (169,336.82)	\$ (36,119,410.49)
Net Assets				
Invested in Capital Assets, Net of Related Debt	(77,149,263.15)	(10,656,964.97)	(109,611.95)	(87,915,840.07)
Restricted for Construction	(1,482,818.77)	-	-	(1,482,818.77)
Restricted for Debt	(2,747,465.96)	-	-	(2,747,465.96)
Restricted for Equipment Replacement	-	-	-	-
Restricted for Landfill Closure	-	-	-	-
Unrestricted	(22,837,160.59)	(8,693,484.48)	(22,981.36)	(31,553,626.43)
Total Net Assets	\$ (104,216,708.47)	\$ (19,350,449.45)	\$ (132,593.31)	\$ (123,699,751.23)
Total Liabilities & Net Assets	\$ (133,753,096.62)	\$ (25,764,134.97)	\$ (301,930.13)	\$ (159,819,161.72)

	Water & Sewer Fund	Sanitation Fund	Airport Operations Fund	Total
<u>Operating Revenues</u>				
Charges for Sales & Services				
Water Sales	5,913,407.08	-	-	5,913,407.08
Sewer Sales	4,986,510.15	-	-	4,986,510.15
Sanitation Charges	-	3,303,377.99	-	3,303,377.99
Landfill Gates Receipts	-	462,207.30	-	462,207.30
Sanitation Fuel Charge	-	236,036.93	-	236,036.93
Hangar Lease Fees	-	-	36,262.40	36,262.40
FBO Fuel Sales	-	-	400,001.87	400,001.87
FBO Miscellaneous Sales	-	-	2,281.44	2,281.44
Plumbing Permits	6,630.50	-	-	6,630.50
Water / Wastewater Permits - Inspections	13,500.00	-	-	13,500.00
Water Taps	12,890.00	-	-	12,890.00
Sewer Taps	6,745.00	-	-	6,745.00
Utility Service Fees	55,747.09	-	-	55,747.09
Gain from Disposal of Assets	-	4,332.00	-	4,332.00
Late Payment Penalties Fees	206,487.62	-	-	206,487.62
Rental Receipts	-	-	-	-
Water Miscellaneous Receipts	2,332.04	-	-	2,332.04
Sewer Miscellaneous Receipts	113,880.52	-	-	113,880.52
Receipt on Bad Accounts	16,052.49	-	-	16,052.49
Intergovernmental Receipts	-	-	-	-
Grant Receipts	189,371.12	338,171.99	-	527,543.11
Miscellaneous Receipts	75.00	415,444.29	10.11	415,529.40
Total Operating Revenues	\$ 11,523,628.61	\$ 4,759,570.50	\$ 438,555.82	\$ 16,721,754.93
<u>Operating Expenses</u>				
Water Billing	819,721.40	-	-	819,721.40
Water Production	1,736,725.16	-	-	1,736,725.16
Utility Construction	1,184,073.52	-	-	1,184,073.52
Wastewater Treatment	1,589,396.57	-	-	1,589,396.57
Sanitation Collection	-	1,450,865.18	-	1,450,865.18
Sanitation Disposal	-	604,521.00	-	604,521.00
Sanitation Administration	-	155,178.45	-	155,178.45
Airport Operations	-	-	433,493.44	433,493.44
Non - Departmental	300,109.96	256,952.60	-	557,062.56
Depreciation	-	-	-	-
Total Operating Expenses	\$ 5,630,026.61	\$ 2,467,517.23	\$ 433,493.44	\$ 8,531,037.28
Operating Income	\$ 5,893,602.00	\$ 2,292,053.27	\$ 5,062.38	\$ 8,190,717.65
<u>Nonoperating Revenues / (Expenses)</u>				
Investment Earnings				
Water / Sewer Interest	473,922.02	-	-	473,922.02
Water / Sewer Reserve Interest	33,839.19	-	-	33,839.19
Water Fund Money Market	117,418.11	-	-	117,418.11
Water / Sanitation Certificate of Deposit	142,939.77	47,276.82	-	190,216.59
Water / Sewer US Treasuries Interest	70,260.36	25,406.89	-	95,667.25
Water / Sewer Debt Service Interest	62,793.52	-	-	62,793.52
Water / Sewer Construction Interest	29,418.85	-	-	29,418.85
Sanitation Fund Interest	-	174,234.36	-	174,234.36
Sanitation Fund Money Market	-	49,363.63	-	49,363.63
Airport Fund Interest	-	-	525.66	525.66
Total Investment Earnings	\$ 930,591.82	\$ 296,281.70	\$ 525.66	\$ 1,226,873.52

	Water & Sewer Fund		Sanitation Fund		Airport Operations Fund		Total
Investment Expenses							
Principal Payments	1,250,000.00		-		-		1,250,000.00
Interest Expense	178,155.50		-		-		178,155.50
Total Investment Expenses	\$ 1,428,155.50	\$ -	\$ -	\$ -	\$ -	\$ -	1,428,155.50
Total Nonoperating Revenues / (Expenses)	\$ (497,563.68)	\$ 296,281.70	\$ 525.66	\$ -	\$ -	\$ -	(201,281.98)
Income before Contributions & Transfers	\$ 5,396,038.32	\$ 2,588,334.97	\$ 5,588.04	\$ -	\$ -	\$ -	7,989,435.67
Other Financing Sources (Uses)							
Transfers In							
Transfer From General & Utility Fd	-	-	-	-	-	-	-
Transfer From Capital Projects	-	-	-	-	-	-	-
Total Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers Out							
Transfer to General Fd - Overhead Cost	1,135,638.00	1,040,291.00	-	-	-	-	2,175,929.00
Transfer to General Fd - Franchise Fee	910,000.00	277,760.00	-	-	-	-	1,187,760.00
Transfer to Economic Development Fund	50,000.00	50,000.00	-	-	-	-	100,000.00
Transfer to Capital Projects Fund	-	-	-	-	-	-	-
Transfer to Airport Operations Fund	-	-	-	-	-	-	-
Total Transfers Out	\$ 2,095,638.00	\$ 1,368,051.00	\$ -	\$ -	\$ -	\$ -	3,463,689.00
Change in Assets	\$ 3,300,400.32	\$ 1,220,283.97	\$ 5,588.04	\$ -	\$ -	\$ -	4,525,746.67
Beginning Net Assets	\$ (100,916,308.15)	\$ (18,130,165.48)	\$ (127,005.27)	\$ -	\$ -	\$ -	(119,173,478.90)
Ending Net Assets	\$ (104,216,708.47)	\$ (19,350,449.45)	\$ (132,593.31)	\$ -	\$ -	\$ -	(123,699,225.57)

Pledged Securities:**SOUTHSIDE BANK**

Deposits Insured by FDIC	500,000.00
Securities Pledged amount at 4/30/2023:	<u>18,436,078.56</u>

Total Coverage **\$ 18,936,078.56**

VERITEX BANK

Deposits Insured by FDIC	250,000.00
Securities Pledged amount at 4/30/2023:	<u>6,961,898.00</u>

Total Coverage **\$ 7,211,898.00**

BANK OZK

Deposits Insured by FDIC	250,000.00
Securities Pledged amount at 4/30/2023:	<u>4,300,000.00</u>

Total Coverage **\$ 4,550,000.00**

EAST WEST BANK

Deposits Insured by FDIC	250,000.00
Securities Pledged amount at 4/30/2023:	<u>10,290,000.00</u>

Total Coverage **\$ 10,540,000.00**

INDEPENDENT FINANCIAL

Deposits Insured by FDIC	250,000.00
Securities Pledged amount at 4/30/2023:	<u>5,379,228.11</u>

Total Coverage **\$ 5,629,228.11**

WALLIS BANK

Deposits Insured by FDIC	250,000.00
Securities Pledged amount at 4/30/2023:	<u>3,000,000.00</u>

Total Coverage **\$ 3,250,000.00**

CITIZENS STATE BANK

Deposits Insured by FDIC	250,000.00
Securities Pledged amount at 4/30/2023:	<u>5,950,580.00</u>

Total Coverage **\$ 6,200,580.00**

Total Pledge Securities at 4/30/2023: **\$ 46,138,556.56**

Account Balances:

Cash Balance in Southside at 4/30/2023:	\$ 7,805,069.67
Cash Balance in Veritex at 4/30/2023:	\$ 6,707,260.96
Cash Balance in Ozk Bank at 4/30/2023:	\$ 4,014,613.00
Cash Balance in East West at 4/30/2023:	\$ 10,218,813.22
Cash Balance in Independent Financial at 4/30/2023:	\$ 5,018,493.14
Cash Balance in Wallis at 4/30/2023:	\$ 3,033,224.39
Cash Balance in Citizens State at 4/30/2023:	<u>\$ 4,049,142.48</u>

Total Account Balances at 4/30/2023: **\$ 40,846,616.86**

Pledged Securities Exceeding Bank Balances at 4/30/2023: **\$ 5,291,939.70**

Investment Summary**April 2023****General Fund**

	<u>Amount</u>	<u>Rate</u>
General Fund Account	(77,080.69)	0.650%
Restricted Cash Account	482,223.02	0.650%
Veritex Money Market Account	2,082,447.12	4.760%
Certificates of Deposit	6,091,195.66	3.573%
Texpool	8,724,185.73	4.798%
US Treasury Note	<u>4,056,097.42</u>	2.059%

Total: 21,359,068.26**Special Revenue Fund Type**

Airport Construction Fund Account	366.23	0.650%
Economic Development Fund Account	31.57	0.650%
Forfeiture Fund Account	36,325.42	0.650%
Historical Fund Account	433.52	0.650%
Mayor's Committee on Disability Fund Account	7,071.38	0.650%
Public Safety Training Fund Account	19,892.77	0.650%
Hotel/Motel Tax Fund Account	1,616.50	0.650%
Special Grant Fund Account	196,843.16	0.650%
Street Maintenance Fund Account	38,298.80	0.650%
RLF Fund Account	3,143.40	0.650%
Texpool - Economic Development Fund	1,330,602.98	4.798%
Texpool - Hotel / Motel Fund	453,486.75	4.798%
Texpool - Forfeiture Fund	448,987.73	4.798%
Texpool - Historical Fund	101,880.16	4.798%
Texpool - Airport Construction Fund	271,298.83	4.798%
Texpool - Special Grant Fund	2,999,924.62	4.798%
Texpool - Street Maintenance Fund	1,035,463.32	4.798%
Texpool - RLF Fund	<u>1,133,296.29</u>	4.798%

Total: 8,078,963.43**Debt Service Fund Type**

2016 Tax Notes Fund	-	0.650%
2020 GO Refunding Bond Fund	-	0.650%
2021 Tax Notes Bond Fund	5,206.13	0.650%
Texpool - 2012 Refunding Bond Fund	-	4.798%
Texpool - 2016 Tax Notes Fund	-	4.798%
Texpool - 2020 GO Refunding Bond Fund	-	4.798%
Texpool - 2021 Tax Notes Fund	<u>499,472.43</u>	4.798%

Total: 504,678.56**Proprietary Fund Type**

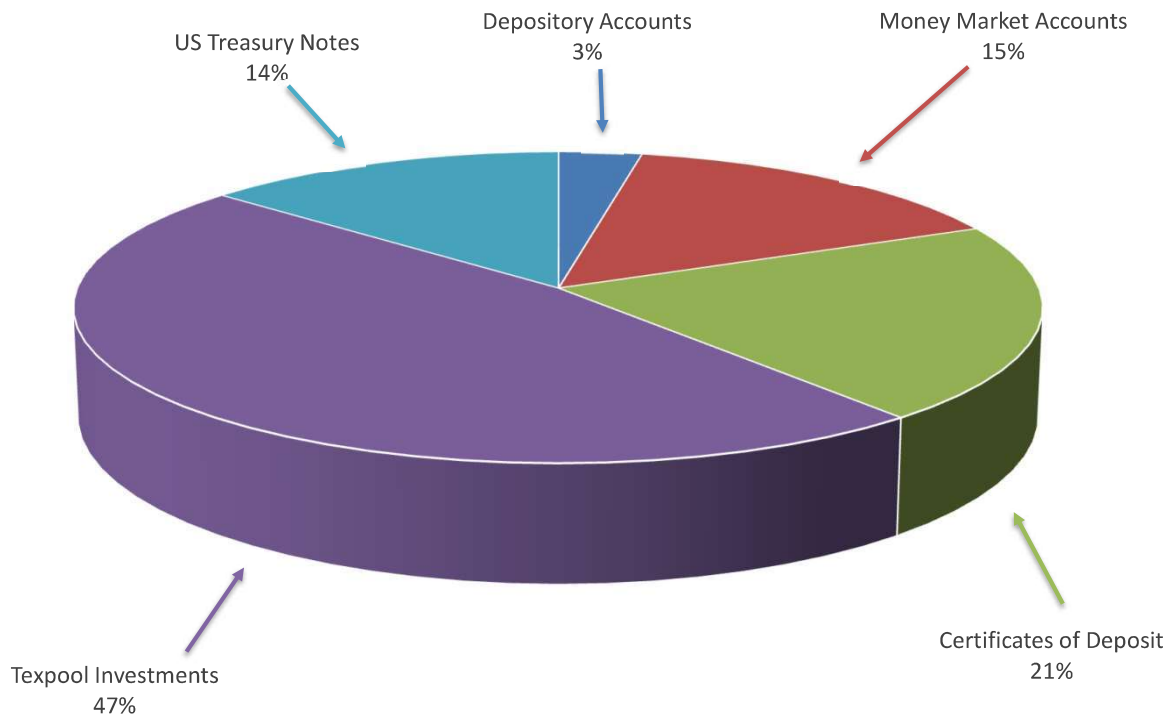
Utility Fund Checking Account	695,202.12	0.650%
Utility Fund Restricted Cash Account	3,679.41	0.650%
Sanitation Fund Account	800,044.96	0.650%
Sanitation Fund Restricted Cash Account	5,650.40	0.650%
Sinking Fund Account	263.31	0.650%
W/S Revenue Bond Reserve Fund Account	163.23	0.650%
Airport Operations Account	214,174.69	0.650%
2004 SRF Construction Bond Account	-	0.650%
Southside Money Market Account	4,062,817.66	2.220%
Independent Financial Money Market Account	5,018,494.14	5.000%
Veritex Money Market Account	4,624,813.84	4.760%
Regions/Fidelity Money Market Account	-	4.230%
Certificates of Deposit - Utility Fund	9,152,774.80	3.573%
Certificates of Deposit - Sanitation Fund	6,071,822.86	3.573%
Texpool - Utility Fund	17,835,007.00	4.798%
Texpool - W/S - Utility Fund	1,443,913.10	4.798%
Texpool - S/F - Utility Fund	3,704,564.52	4.798%
Texpool - Sanitation Fund	6,430,260.63	4.798%
US Treasury Note - Utility Fund	6,049,512.86	2.059%
US Treasury Note - Sanitation Fund	<u>2,062,682.96</u>	2.059%

Total: 68,175,842.49

	<u>Amount</u>	<u>Rate</u>
<u>Internal Service Fund Type</u>		
Equipment Replacement Fund Account	100,153.75	0.650%
FSA Cafeteria Plan Fund Account	262.87	0.650%
Employees Self Insurance Fund Account	699,225.33	0.650%
Texpool - Equipment Replacement Fund	1,295,221.41	4.798%
Texpool - Employees Self Insurance Fund	1,611,505.43	4.798%
US Treasury Note - Equipment Replacement Fund	1,993,414.46	2.059%
Total:	<u>5,699,783.25</u>	

<u>Account Type</u>	<u>Amount</u>	<u>Fund Total</u>	<u>% of Total</u>
<u>Totals of All Investments</u>			
Depository Accounts	3,233,191.28		3.11%
Money Market Accounts	15,788,572.76		15.21%
Certificates of Deposit	21,315,793.32		20.53%
Texpool Investments	49,319,070.93		47.51%
US Treasury Notes	14,161,707.70		13.64%
Total:	<u>103,818,335.99</u>	<u>103,818,335.99</u>	<u>100%</u>

Investment Portfolio



PRESENTER: Jessica Sowell, Community Services Asst Director

ITEM/SUBJECT: Receive a report regarding the Downtown Master Plan and give staff direction on the Downtown and Comprehensive Planning process. (Downtown Master Plan Advisory Committee)

SUMMARY/BACKGROUND: The Downtown Master Plan Advisory Committee (DTAC) was appointed on November 2, 2021 by Nacogdoches City Council to assist with the Downtown Master Plan project. This committee of 19 members has held and participated in over 22 meetings, outreach events and planning activities since that time. They have assisted with creating surveys, conducting outreach activities and spreading the word about the NacTogether initiative.

On May 10, 2023, the DTAC voted to endorse the DRAFT Downtown Vision Plan and take the DRAFT to the public for feedback. The committee's directive to City staff is to present the plan to the public for feedback, incorporate that feedback where possible and present the final Downtown Vision Plan to the Nacogdoches City Council for adoption.

The public outreach phase, as is currently planned, includes the following items:

- Presentations to multiple City Council appointed boards
- Feedback survey on the NacTogether website
- Poster exhibit during the Texas Blueberry Festival inside the Convention & Visitors Bureau
- Emails to Focus Group and Interview participants
- Social media posts to all City channels - Facebook, Instagram, NextDoor and Twitter
- Town Hall style meetings for live feedback

The DTAC are looking for direction from City Council on the Downtown Vision Plan's public feedback stage.

FINANCIAL:

No financial impact associated with this item

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

*Downtown Entertainment and Destination District, Community Engagement/Diverse Environment, Economic Development, Infrastructure
Neighborhood Revitalization and Attainable Housing*

CITY CONTACT: Jessica Sowell, Community Services Assistant Director

sowellj@nactx.us

936-559-2940

- ATTACHMENTS:**
1. DRAFT Downtown Vision Plan
 2. PowerPoint Presentation

City of Nacogdoches

2023 Downtown Vision Plan

May 17th, 2023
DRAFT



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Executive Summary

Purpose + Intent

The 2023 Downtown Vision Plan establishes the City's official goals and strategies for the future of Downtown Nacogdoches. The Plan includes the area from the Stephen F. Austin State University campus to the Downtown core.

The Vision Plan is endorsed by the Downtown Advisory Committee (DTAC) and Nacogdoches City Council and provides direction for decisions affecting land uses, economic development, mobility and access, public reinvestments, partnerships, and the fiscal and operational management for the Downtown area.

Vision Statement

Downtown Nacogdoches embraces its unique cultural and historic roots, while celebrating the diversity of its people and traditions. The preservation of our natural landscape, built environments, and historic resources along with the promotion of economic vitality will serve as the backbone to a thriving Downtown Nacogdoches for generations to come.

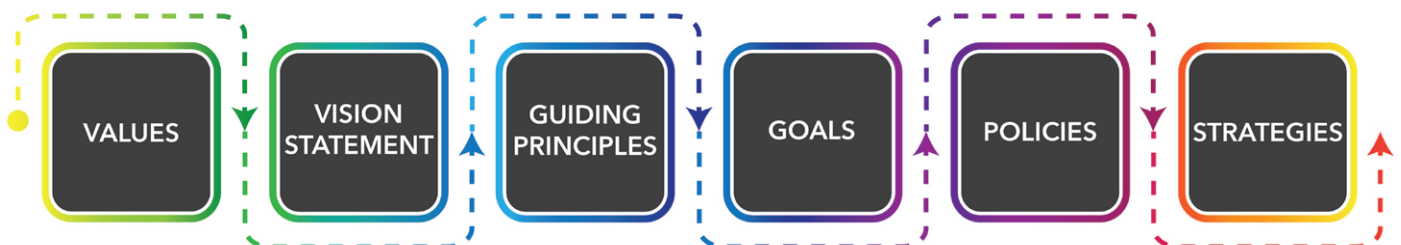


Figure 1. Plan Process Outline

Downtown Design Principles



Downtown
Destination as
a Place



Blocks +
Streets



SFA Strategic
Long-Range
Planning



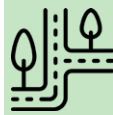
Balance Local
Interests with
Tourism and
Services



Walkable
Neighborhoods



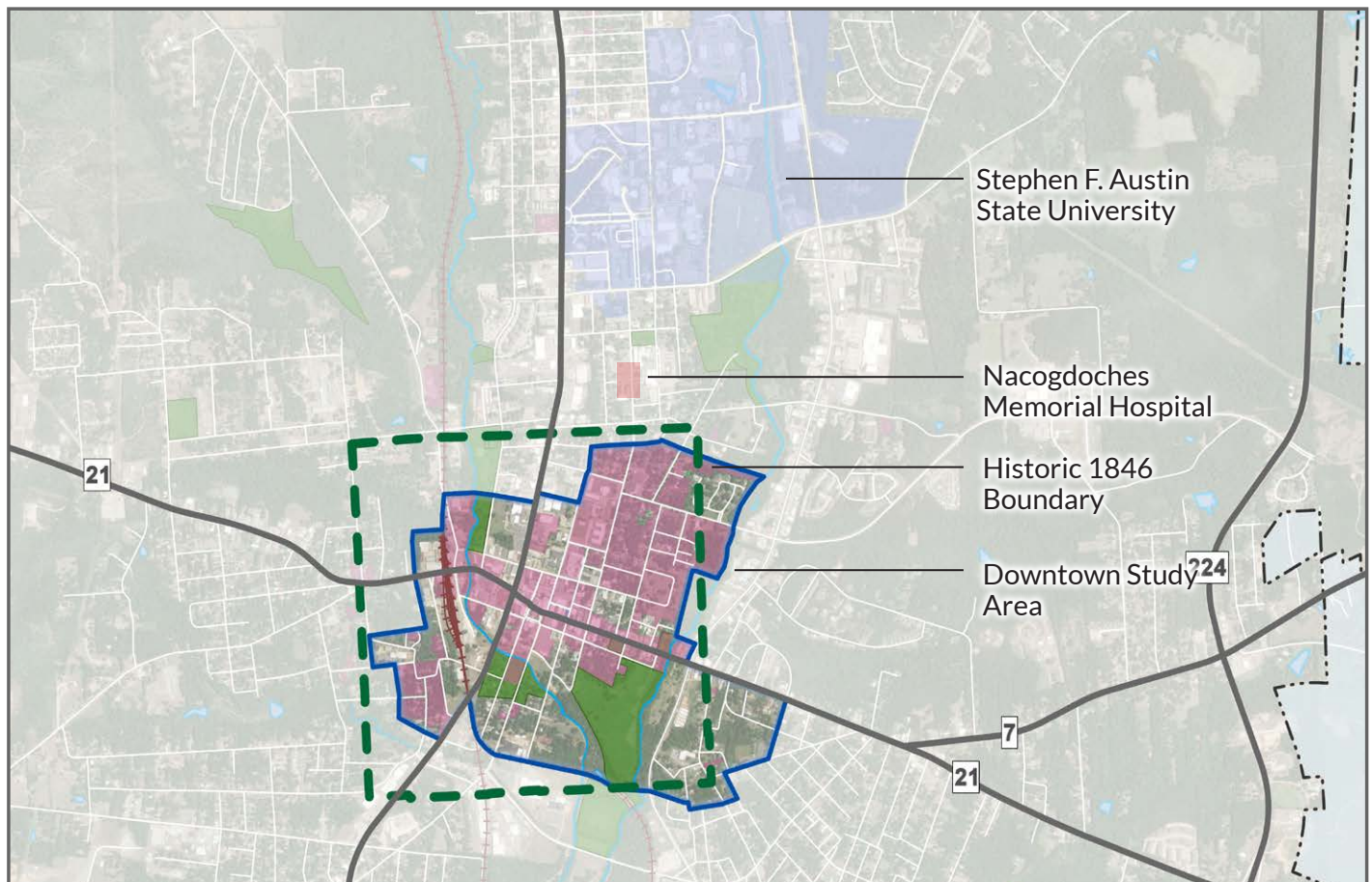
Public Safety



Complete
Street Policy



Bridges as
Gateways



Map 1. Downtown Vicinity Context Map

Downtown Priorities

- Maintain and upgrade infrastructure to support future growth in the Downtown.
- Balance new development with protecting cultural and historic resources and build upon the Downtown's rich history, character and scale.
- Downtown Nacogdoches should develop in a manner consistent with community ideals and values.
- Focus on underutilized Downtown areas by advancing public investments, community spaces, and redevelopment of important properties.
- Create flexible policies to encourage new development in the Downtown (i.e. update zoning code requirements and streamline the development review process.)
- Update design standards and guidelines to address pedestrian-oriented scale, streets, and parking in the Downtown.

Opportunity Areas

The Vision Plan identified several proposed Opportunity Areas that serve as catalyst reinvestment projects. The Opportunity Areas focus on public infrastructure reinvestments to leverage new development and attract new businesses, housing, and people to Downtown as a destination place.

- 1 Town Square Activation
- 2 Pecan Street Destination Festival Park
- 3 Main Street / North Street Downtown Gateway Entry
- 4 Banita Creek / Lanana Creek and Neighborhood Connector
- 5 Washington Square / Mound Street Re-imagined
- 6 Downtown District Gateway Features
- 7 Downtown Enhancements
- 8 Historic Shawnee Neighborhood Assessment

Downtown Initiatives

Strategic Downtown Initiatives serve as public investment opportunities to encourage private redevelopment. Initiatives include City leadership and a variety of partnerships with non-profit groups, private property owners, developers, and philanthropic contributions.

- East Pilar Street / Town Square Enhancements
- Commerce Alley Activation
- Farmers Market (Hitch Lot)
- Pecan Street / Festival Park Destination
- Liberty Hall
- Regions Bank Parking Lot Redevelopment
- City Garage Cox Street
- E. Main Street + North Street Intersection Enhancements
- Mound Street + Statue Trail
- Redevelopment of Vacant Parcels
- Development Code Update
 - Land Use
 - Street Standards
 - Parking Standards
 - Landscape + Architectural Standards

Estimated Development Program

The following table represents a summary of the anticipated future development program that may occur over time. The values are represented by the number of expected housing units and the square footage of commercial space that may be realized as part of the plan forecast.

ITEM	UNITS
Residential Units	
Single Family Detached (Small Lot Cottage Homes)	
Attached Townhome/ Row House	30
Multifamily (3-Story Walk Up)	50
Loft Conversions (Over Storefronts)	160
TOTAL	240
ITEM	Sq.Ft.
Commercial	
Retail / Services	60,000
Grocer	24,000
Office	15,000
TOTAL	99,000

Vision Plan Timeline

This timeline illustrates a high-level estimated project phase schedule and key milestones anticipated over the next five to seven years. The project timeline will likely be adjusted depending on any number of variables. Phase I will culminate with the City Council’s adoption of the Downtown Vision Plan. Following adoption, City staff will develop a list of high-priority initiatives and continue to work with various groups and stakeholders to update the City’s Capital Improvement Program and policies and regulations (Phase III) to allow for future project implementation.

Phase	Description	Timeline
PHASE I	Adopt the Downtown Vision Plan	Spring 2023
PHASE II	Establish Organizational Programming	2024
	• Establish an ongoing Downtown working group • Define role and program responsibilities • Review Downtown Plan initiatives, assignments, and timelines • Define funding programs, incentives, and strategies • Ongoing programming and promotions	
PHASE III	Revise the City Capital Improvement Program	2024-2025
	• Include funding for Code Audit • Prioritize Opportunity Area initiatives	
PHASE IV	Land Use Codes and Policy Update	2023-2025
	• Conduct a Code Audit of Downtown development regulations • Revise Downtown City development policies and regulations • Updated Downtown design guidelines	
PHASE V	Initiate High Priority Opportunity Area Projects	2024-2035
	• Conduct initial feasibility studies and concept designs • Program funding for design and implementation	

Figure 2. Implementation Timeline

Acknowledgments

Nacogdoches City Council

Jimmy Mize, Mayor
Kathleen Belanger, Council Member
Amelia Fischer, Council Member
Chad Huckaby, Council Member
Roy Boldon, Council Member

Nacogdoches Planning and Zoning Commission

Ruth Carroll
Margaret Forbes
Matt Perry
Lily Phou
Shannon Conklin

Nacogdoches Main Street Board

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Lynn Myers (Vice-Chair)
Hollie Atherton (Sec.)
Karen Harris
Erin Windham
Bethany Orheim
Rebecca Calahan
Danielle LaBauve
Miles Bradshaw
CC Conn
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Catalyst Commercial
Livable Plans and Codes
CivicBrand
LEE Engineering
KSA
TwoFifteen Consulting



I. Introduction



Overview

The Nacogdoches 2023 Downtown Vision Plan (Vision Plan) provides a framework for recommendations and decisions by the Main Street Board, Planning & Zoning Commission, the City Council, Historic Landmark Preservation Committee, and all those who have an interest in the Downtown. The Vision Plan is intended to be an expression of community values for the benefit of current and future residents and businesses, and sets a plan for implementation over time.

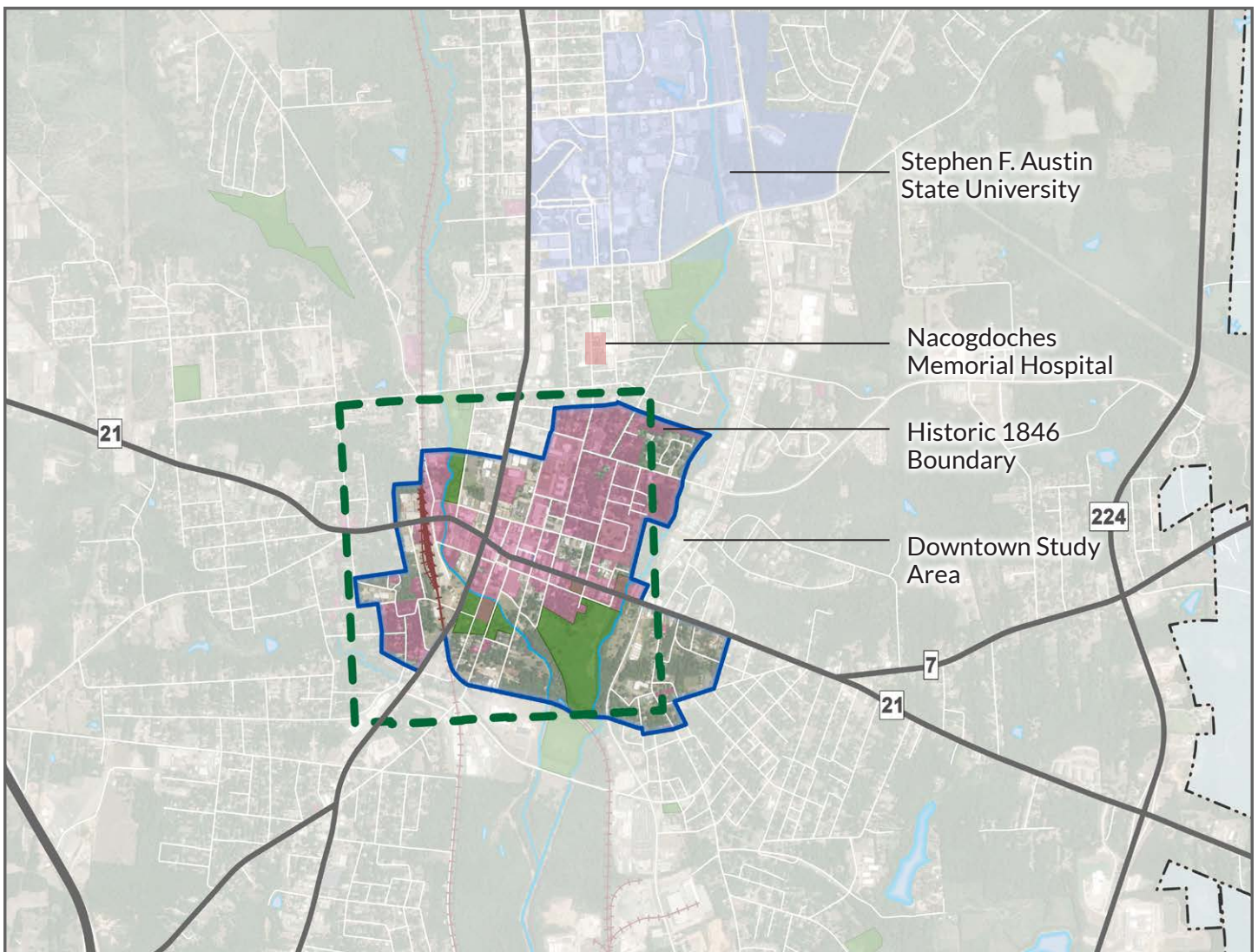
This Vision Plan combines the relevant elements from previous studies and establishes new priorities and recommendations consistent with the 2023 Comprehensive Plan. This Chapter provides an introduction to the Vision Plan's purpose and intent and sets the groundwork for the long-range Vision for Downtown Nacogdoches.

Plan Purpose + Intent

Why is a 2023 Downtown Vision Plan important?

The 2023 Downtown Vision Plan establishes the City's official goals and strategies for the future of Downtown Nacogdoches. The Plan includes the area from the Stephen F. Austin State University campus to the Downtown core.

The Vision Plan is endorsed by the Downtown Advisory Committee (DTAC) and the Nacogdoches City Council and provides direction for decisions affecting land uses, economic development, mobility and access, public reinvestments, partnerships, and the fiscal and operational management for the Downtown area.



Map 3. Downtown Vicinity Context Map

The Vision Plan addresses the following considerations:

- Establishes a vision for how future development should proceed in and around the Downtown central business district in Nacogdoches. The Plan provides guidance for future uses and opportunity developments that serve as a catalyst for revitalizing Downtown. The Plan is **NOT** intended to provide legal review criteria for specific development proposals and does **NOT** include specific changes to ordinances and practices.
- Provides a framework for future revisions to the City's Development Code in support of redevelopment in Downtown Nacogdoches.
- Assists property owners and developers, and guides future development opportunities in the Downtown. The Vision Plan does **NOT** define site specific designs nor guarantee development proposals will be approved if they are not in the best interest of the community or is otherwise contrary to the goals of the Plan.
- Provides direction for future public improvement planning such as streetscape enhancements, infrastructure, civic park, and open space areas. It does **NOT** provide specific proposals to develop a park or preserve an open space on a given parcel or area.
- Provides advice for future mobility and access needs serving the Downtown. It is **NOT**, however, an official document authorizing the construction or improvement of any road, trail, or other transportation facility in the Downtown.
- Serves as a general guide for the expansion and maintenance of utility infrastructure needs for Downtown. It is **NOT** a detailed utility plan or infrastructure study.
- Instills overarching goals for economic development strategies in the Downtown. However, it does **NOT** establish any formal economic development tool such as a tax incentive, tax credit, or rebate program.

How will the community use this Plan?

The following describes how various community groups and organizations will use the Downtown Vision Plan.

City Staff and Constituent Groups

City staff will use the Vision Plan to guide their day-to-day functions, plan for future improvements and initiatives, and provide a framework for future development and regulatory code changes. The City staff will use the Vision Plan as a motivating force to shape future, more detailed plans and studies to advance high priority and ongoing planning efforts in the Downtown.

Elected and Appointed Leaders

These bodies will use the Vision Plan to guide their long-term strategic planning for the City and to consider proposals and ideas that come before them regularly. Each group will use the Plan recommendations to inform and guide other City plans and programs.

Boards and Commissions

Various city appointed boards and commissions, as well as community groups, will use the Vision Plan to guide their ongoing oversight of topics and to inform updates to the plans and procedures under their review.

Developers and Property Owners

Developers and property owners will use the Vision Plan to understand how future public infrastructure investments and redevelopments may advance over time. As part of the Vision Plan, key Opportunity Areas have been identified that can facilitate a series of proposed catalyst projects. When considering individual projects, property owners and local developers can utilize Opportunity Areas to advance initiatives to improve both public and private realms collectively. Additional refinements to each Opportunity Area may be required to help further define project scope, implementation timelines, project costs, budget requirements, and potential partnerships.

General Public

Residents and visitors to Nacogdoches will use the Vision Plan to understand the long-term Downtown vision and the recommendations and strategies the City is pursuing in order to achieve the goals of the Plan. The public will use the Vision Plan as a reference to understand the framework behind various City led programs and initiatives and to self-promote Downtown Nacogdoches over the next several years.



Example public space enhancements; active alleys, gathering places and design details for Downtown
- columbus.in.us, worldlandscapearchitect.com, indyculturaltrail.org



Artist rendering of the future Downtown Nacogdoches Festival Park

The Heart of Nacogdoches



Sunset in Downtown Nacogdoches - www.thebatdrone.com/photos

Nacogdoches recognizes its Downtown core as the historic, cultural, and tourism center of the community. As the 'Heart of Nacogdoches', the diverse range of communities that comprise Downtown desire an active and vibrant place that represents all of its community members.

As a result of a year-long assessment of community values and needs, plan participants acknowledged the need to preserve the historic integrity as the foundation to pursue a diverse central core economy that includes a variety of small, startup, and creative businesses, professional services and civic uses that provide local jobs, retail and entertainment opportunities, and new infill housing. Community members reinforced the assumption that new tourism markets, jobs, and a mix of housing types are all critical to support the quality of life for local residents, as well as the history and culture of the the Downtown core.

**“Preserving
the past,
building a
future.”**

**- Nacogdoches Community
Member**

History, Multiculturalism, & Tourism

Nacogdoches is a multi-racial and multi-generational community that celebrates its unique history, culture, and traditions. The Downtown Vision Plan is intended to inclusively respond to the needs of all residents, local businesses, and visitors alike, as well as multi-generational aspects of the community.

Being recognized as the “Oldest Town in Texas”, the history and culture in Nacogdoches is strong and vibrant. The historic and cultural influences of Nacogdoches are a key component to promoting the community as one of the most unique places in Texas and beyond. With the presence of Stephen F. Austin State University, and a strong concentration of locally owned business, retail, hospitality, and unique artisan / makerspaces, the City, and more specifically, the Downtown, is well-positioned to focus on supporting the needs and opportunities for the Downtown community.

A goal of any community is to diversify its employment and tax base in order to mitigate the impacts of economic downturns and to provide employment and economic opportunities across a broader range of fields and industries. As part of the Downtown Plan process, a number of participants indicated that it was a priority to encourage new businesses to locate in Nacogdoches and to promote Downtown as a destination for local employment opportunities. Over 84% of respondents in a NacTogether Survey indicated that it was a priority to increase employment opportunities in the Downtown so more residents can live and work in the Downtown area.

Subsequent survey responses also confirmed that Downtown and Stephen F. Austin State University are the most important economic drivers in the community. This input helped shape the recommendations of the Downtown Vision Plan to build upon the multi-cultural qualities of the community and to diversify the Downtown economy.

The components of the Downtown Vision Plan are designed to help maintain the quality of life for Nacogdoches residents and local businesses through a supportive, independent, and resilient local economy. It also outlines key strategies designed to enhance the economic viability and power of the Downtown area.

For more information and key takeaways, refer to Appendix A.4 : Community Engagement Process.



Dia de Los Muertos Festival - www.visitnacogdoches.org

Downtown Vision

The Downtown Vision provides a framework for community members to envision a future of Downtown Nacogdoches that is adaptable, resilient, and reflects the core values of all community members. The Vision defines a Downtown community where residents, workers and visitors thrive in an environmentally responsible way while celebrating the rich history and culture of Nacogdoches.

The Vision embraces inclusivity and unbiased access to housing choices that promote local businesses, health, wellness, and entertainment opportunities. The Vision helps build capacity to implement the community's highest priorities in the Downtown.

Vision Statement

Downtown Nacogdoches embraces its unique cultural and historic roots, while celebrating the diversity of its people and traditions. The preservation of our natural landscape, built environments, and historic resources along with the promotion of economic vitality will serve as the backbone to a thriving Downtown Nacogdoches for generations to come.

Downtown Vision Plan Process

On May 10, 2023, the Downtown Advisory Committee unanimously voted to endorse the 2023 Downtown Vision Plan. The Downtown Vision Plan was created to focus on establishing a collective vision and Plan that is supported by all community members, businesses, and property owners of the Downtown. Throughout the 15-month process, dozens of meetings, focus group sessions, workshops, and surveys were conducted, resulting in an array of participation from community members, property owners, and stakeholders who all have an interest in Downtown.

In September 2022, a multi-day design charrette was held to explore the Downtown vision and goals. As part of this event, participants discussed the current state of development and regulations in the Historic Overlay District (HO) zone to understand what factors may be inhibiting project development and redevelopment in the Downtown. At the time, participants identified a series of ‘Opportunity Areas’ for potential reinvestment in the Downtown.

Community sentiment also suggested that Downtown vitality may be affected if additional, competing retail and commercial uses are developed in outlying peripheral areas beyond the Downtown. The competing economic forces of auto-centric retail and commercial uses, coupled with land availability and low land costs in the suburban fringe beyond Downtown, could potentially impact the ability for Downtown businesses to reach their full potential.

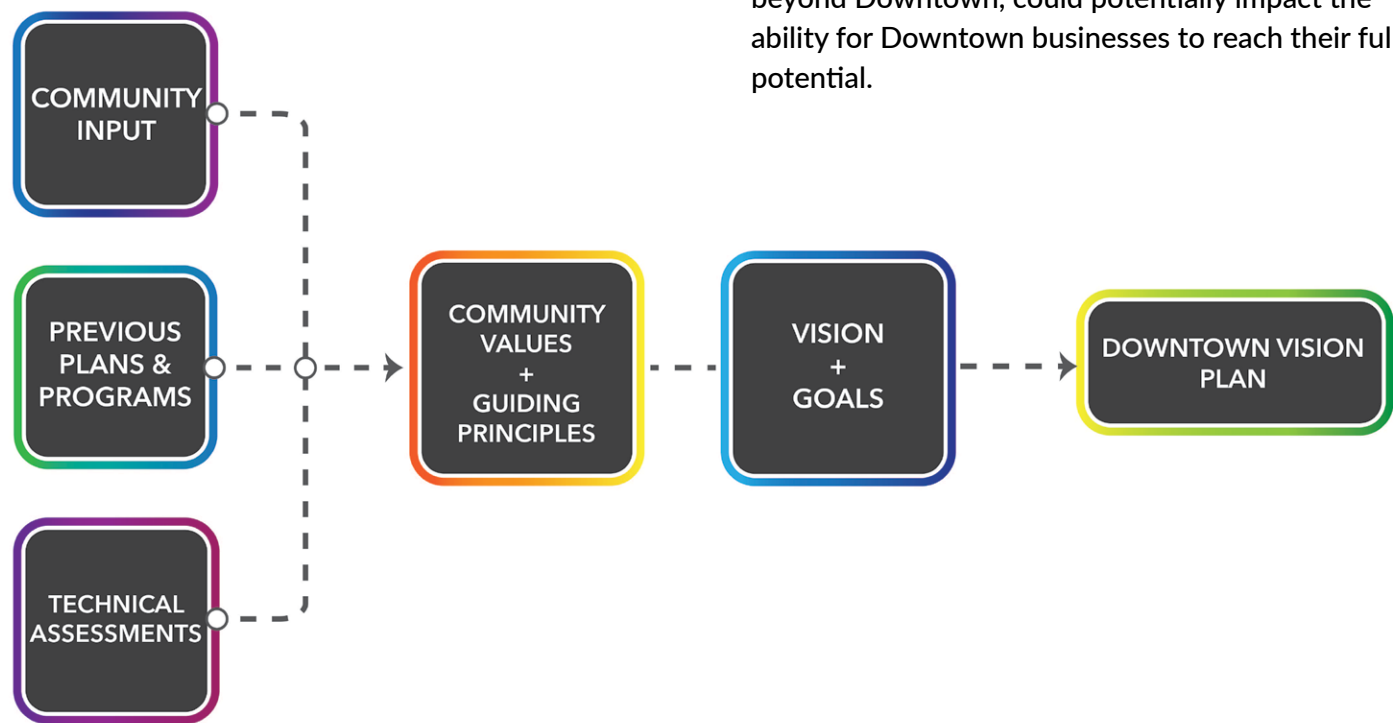


Figure 3. Plan Process Outline

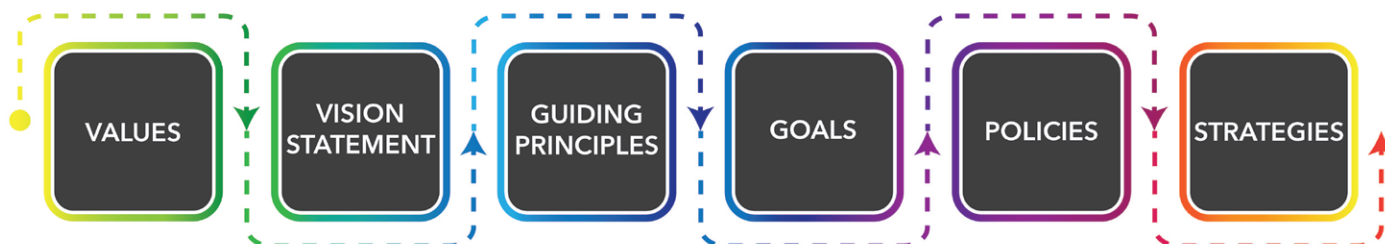


Figure 4. Values Process Outline

As part of the Downtown Vision Plan, community members were asked to comment on many topics. Key questions included:

- Is Downtown Nacogdoches threatened by competing markets and activity elsewhere in the region, and if so, how can Nacogdoches redirect energy back toward Downtown?
- What is preventing Downtown property owners and developers from pursuing new project development in Downtown Nacogdoches?
- What tools should be developed to ensure that new development meets the goals of maintaining the character and scale of the Downtown?
- Are historic preservation mechanisms effective and adequate?

Seven Step Process

The graphic below illustrates the seven step process taken to create the Downtown Vision Plan. The initial steps encompass preliminary community outreach, existing conditions research, and initial visioning and goal setting with community stakeholders. Subsequent steps included initial iterations of policy and strategy recommendations and the means required to implement them. The planning process is completed with a draft plan that is revised before being formally approved into a final plan.



Figure 5. Plan Process Diagram

Community Outreach + Engagement

The Community Outreach + Engagement process included a robust and meaningful community effort that was led by the volunteer Downtown Advisory Committee (DTAC). The DTAC was instrumental in refining core community values, needs and desires. Each outreach event provided valuable direction that ultimately informed the renewed Vision, goals, and priorities. The following information is an overview of key Community Outreach and Engagement events. For more detailed information, refer to Appendix A.4: Community Engagement Process.



Figure 6. Overview of Engagement

Community Response

Community responses reflected an understanding that redevelopment of the Downtown will ultimately benefit the greater goals and objectives of the Nacogdoches community, and that when executed correctly, all community members may benefit from such investments.

Members of the DTAC also acknowledged that, going forward, review, modifications, and possible expansion to the development code and the Historic Overlay District (HO) zone may be required to ensure future projects will further community objectives for the Downtown.

Three overarching themes surfaced as the Downtown Vision Plan evolved:

- Development should be promoted and enabled through flexible standards that further Downtown's vibrancy and sense of place while retaining the Downtown character and scale.
- Developing available vacant land in the Downtown should consider parking, public gathering spaces, additional parks, or green spaces.
- Reinvestment in Downtown infrastructure should be selective in order to leverage new private sector investments that work to achieve broader community goals wherever feasible.

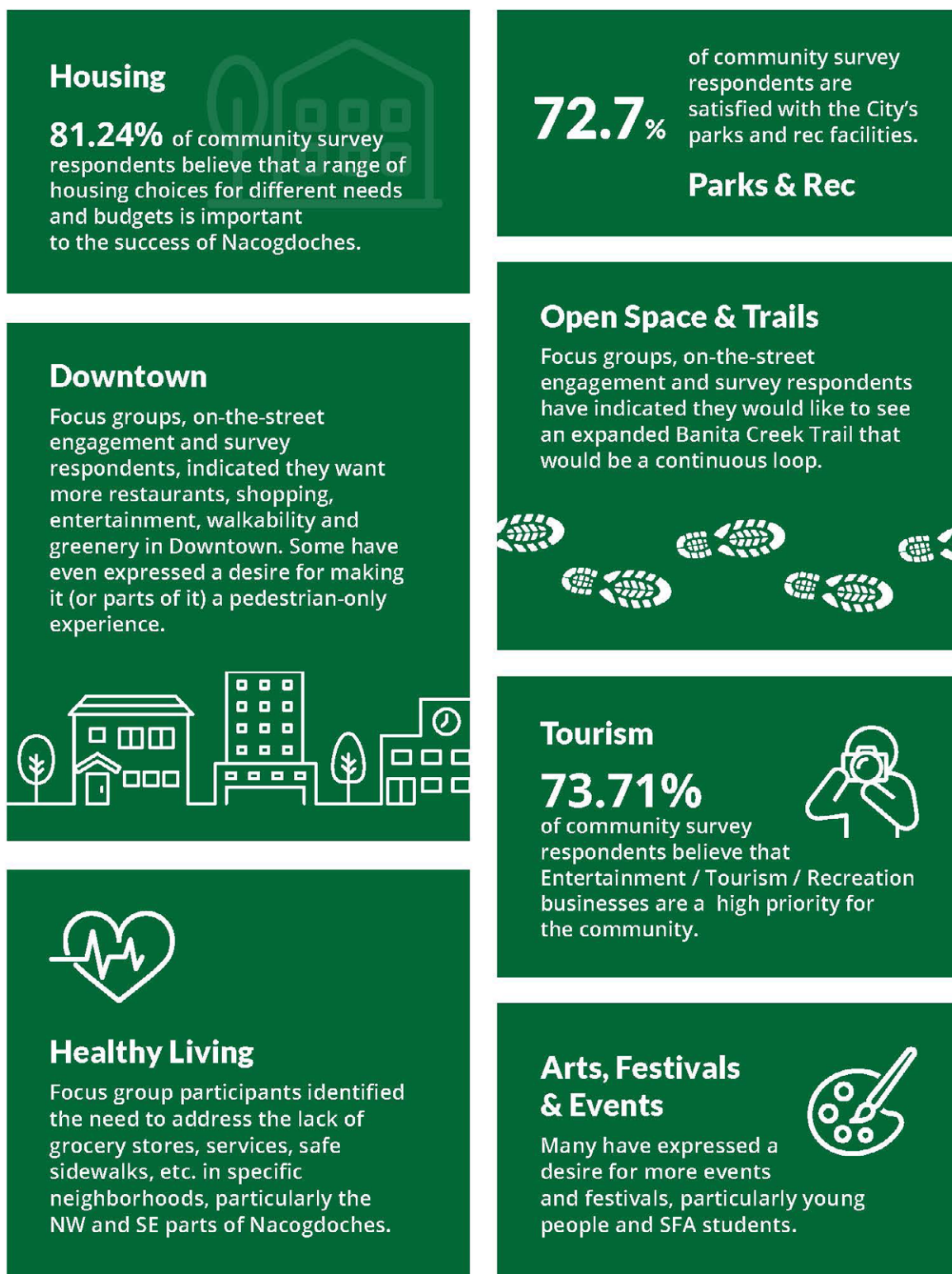


Figure 7. Engagement Summary Snapshot

*Snapshot Summary includes input from the Comprehensive Plan and Downtown Vision Plan process.

Downtown Priorities

Downtown is the heart and soul of Nacogdoches. Despite the economic impacts resulting from the COVID-19 pandemic, the Downtown core has maintained its charm, character, and vibrancy through uncertain times. This area is the historic and cultural center of the City, and locals and special interest organizations who believe in the Downtown continue to build upon the core values that makes Nacogdoches uniquely different. While unforeseen challenges may continue to threaten the economic vitality and resiliency of Nacogdoches' small-town, pedestrian-oriented commercial, and cultural core, the community continues to support its Downtown.

As a part of the 2023 Downtown Vision Plan outreach and engagement process, community members confirmed several key priorities.



Downtown walking tour and discussion

- Downtown Nacogdoches should develop in a manner consistent with community ideals and values.
- There is a need to maintain and upgrade critical infrastructure to support future growth in the Downtown.
- New development in the Downtown should be balanced with protecting historic and cultural resources while building upon Downtown Nacogdoches' rich history, character and scale.
- Focus energy on underutilized Downtown areas to support public realm investments, community gathering spaces, and the redevelopment of important properties.
- Streamline Downtown development and zoning requirements and create flexible development policies to encourage new development in the Downtown.
- Update current design standards and guidelines to address parking and the protection of existing pedestrian-oriented and historic resources in the Downtown.



Downtown Design Charrette

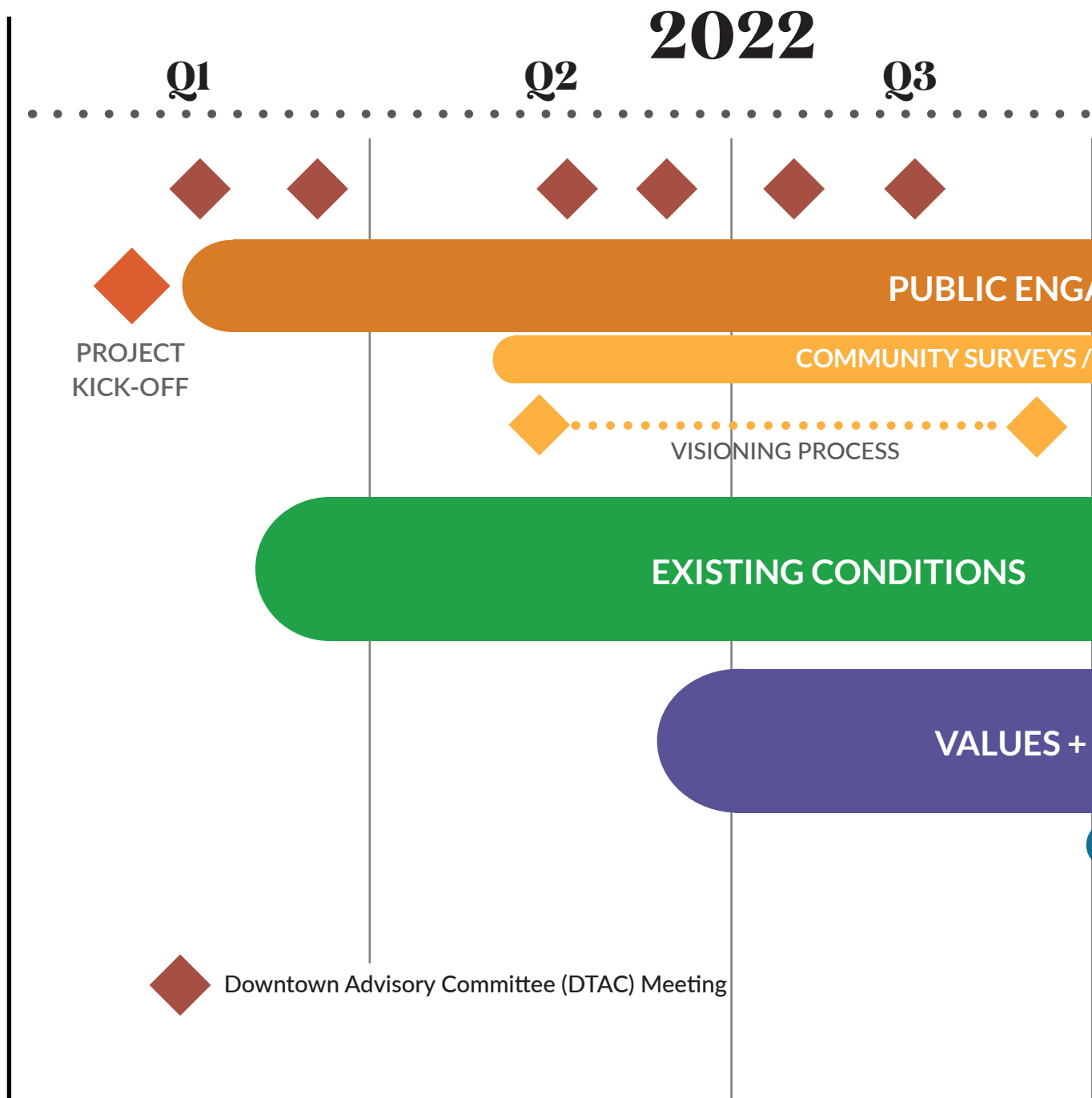
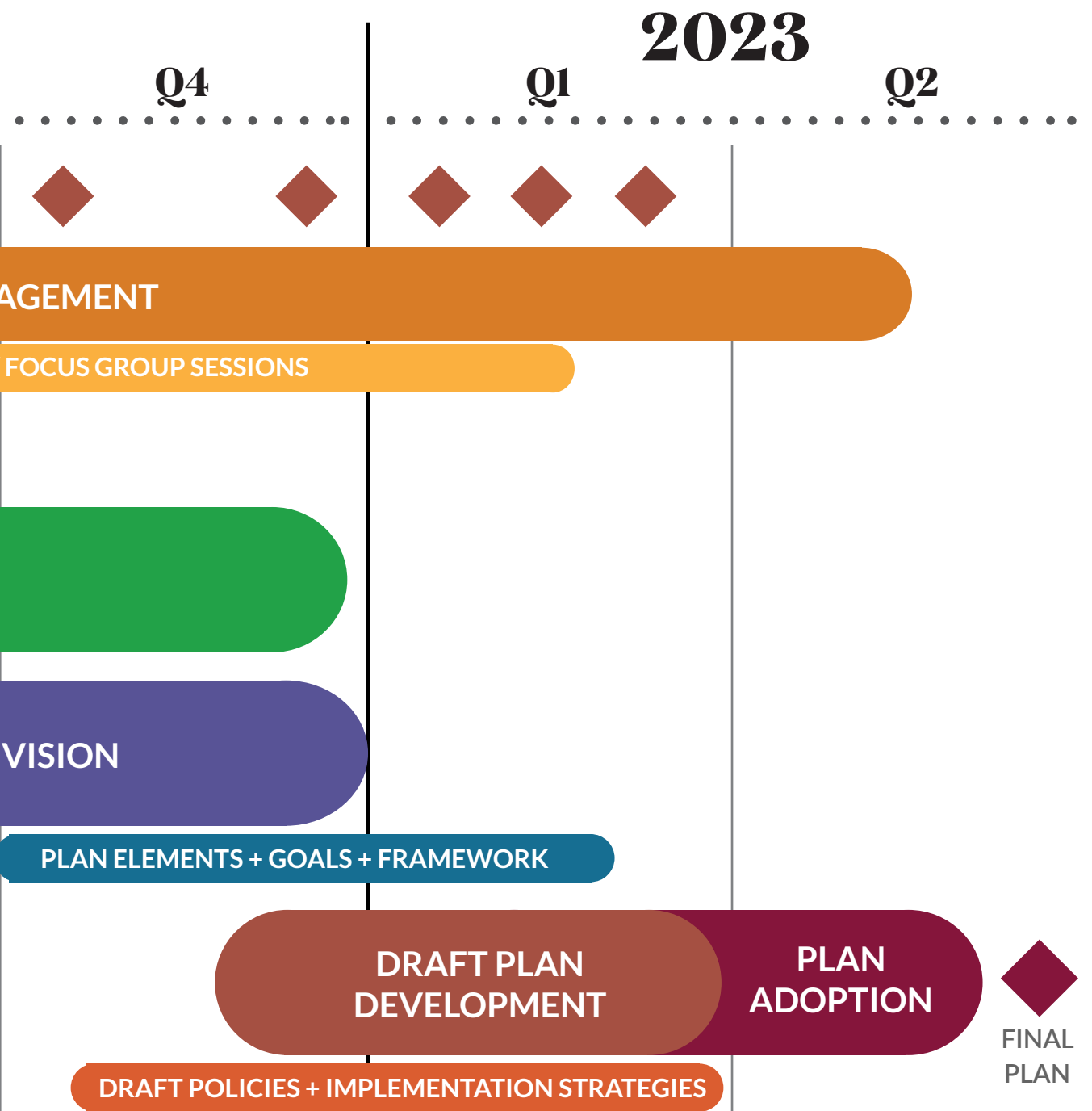


Figure 8. Downtown Vision Plan Timeline



Historic 1846 One-Mile Township

Nacogdoches is influenced by centuries of settlement periods including early Native American tribes, Spanish, French, and Anglo-American settlements. With its early Spanish influences, Nacogdoches received designation from Spain as a “pueblo” in the late 1700s, thereby making it the first “town” in Texas. The Spanish mission was the first European construction in the area. Rules of governance were established and key streets such as El Camino Real de los Tejas and La Calle del Norte were laid out.

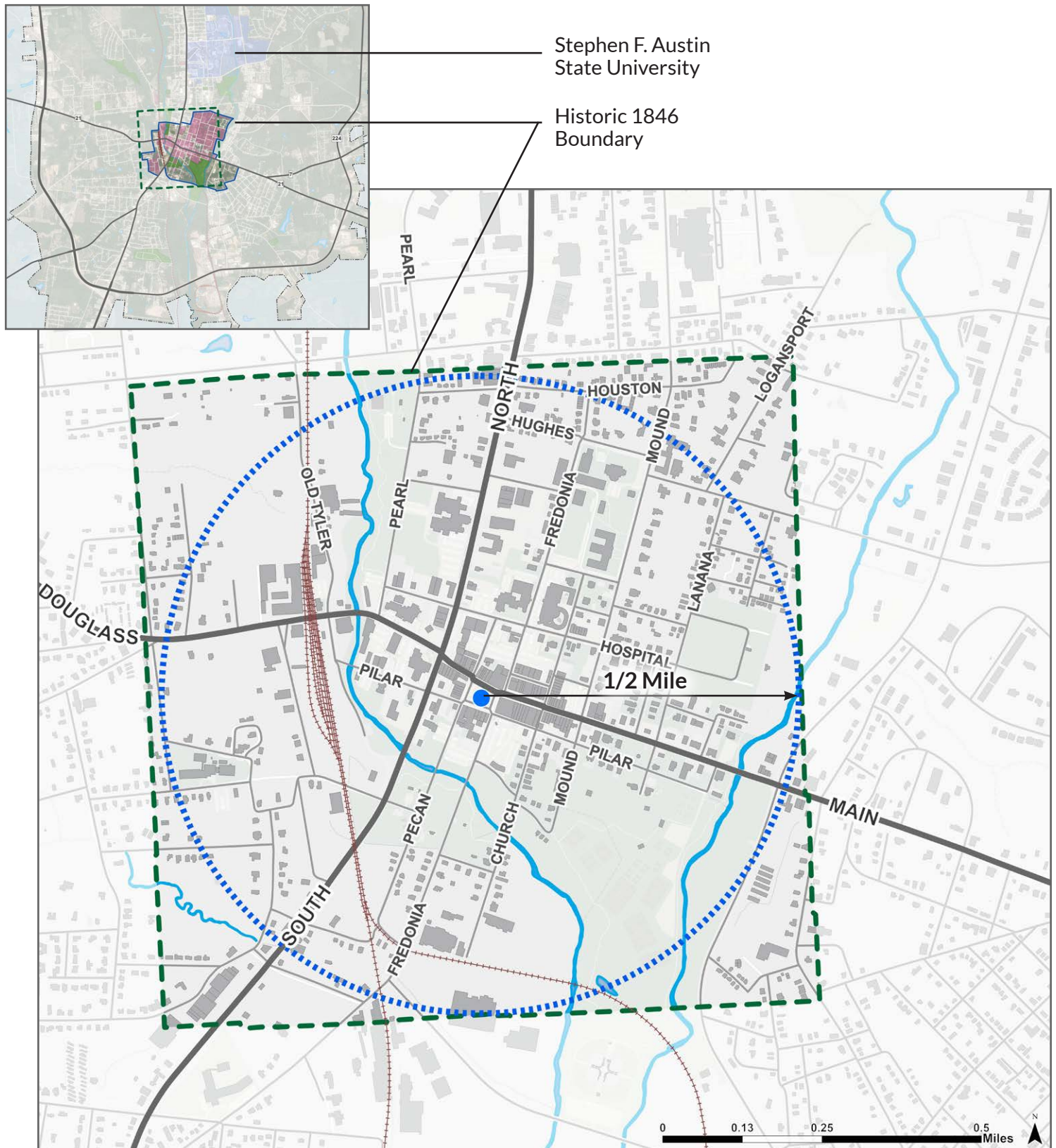
The “town” of Nacogdoches truly began its formation after the few remaining French vacated the region and Spanish officials ultimately decided that maintaining the mission was too costly.

A veteran of the Texas Revolution, Thomas Jefferson Rusk, was president of the Texas Statehood Commission and served as one of the first two Texas U.S. Senators alongside Sam Houston. Rusk worked to establish Nacogdoches University, which operated from 1845 to 1895. The Old Stone Fort, which served as the original county courthouse, became a gateway between the United States and the Texas frontier.

In December 1845, Texas was officially annexed as the 28th state of the union. The following year, Texas legislature reduced Nacogdoches county to its current size and shape. The legislature then reincorporated the city of Nacogdoches and reduced the city corporate limit to one square mile with the center located at the Plaza Principal. The 1846 square mile corporate boundary clearly outlines the downtown economic area and will be used within the Downtown plan as a guide for downtown economic development. The current Vision Plan recognizes this historic boundary and integrates it as a key feature of this plan.



Christmas decor in Downtown Nacogdoches - enchantingtexas.com



Map 4. Historic 1846 One-Mile Township Map

Downtown Historic Preservation

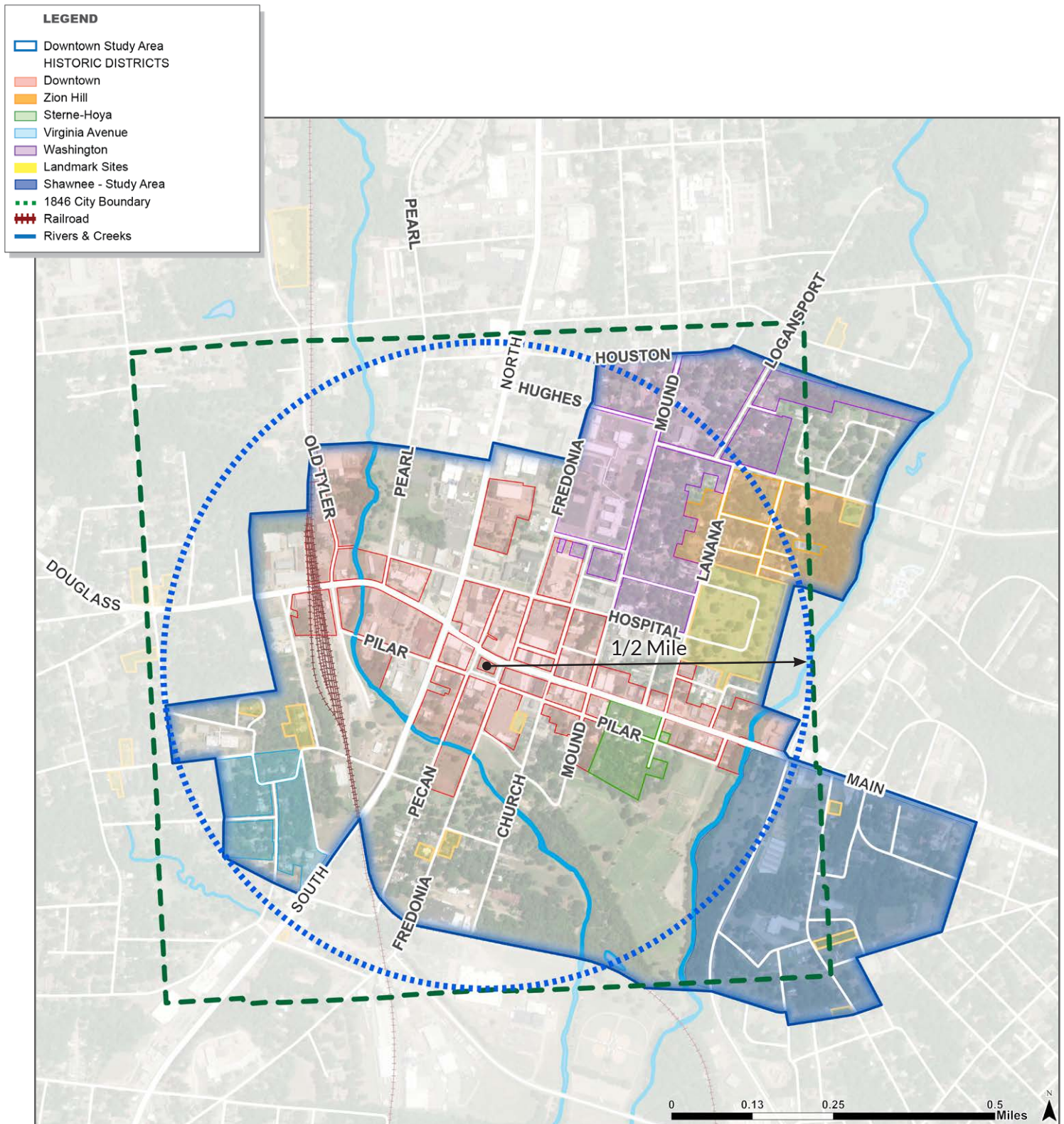
Nacogdoches has five National Register of Historic Districts, and several individually listed landmarks and parcels within the immediate vicinity of the Downtown area. Each designated Historic District and landmark contribute to the overall unique character of Downtown and Main Street, where several commercial and mixed-use blocks on either side are zoned as a Historic Overlay District (HO). Properties located in any of these historic overlay districts are eligible for an annual Historic Restoration Grant for work done on the

exterior of the property and are eligible for the Historic Preservation Award and/or Main Street Beautification Grant.

The city has identified the historic Shawnee Neighborhood as a priority area in the Downtown. The Plan recommends that additional historic and cultural assessments of the Shawnee Neighborhood be conducted to determine if all or part of the neighborhood is eligible for consideration as an official National Registered Historic District.



Charm and character of Downtown

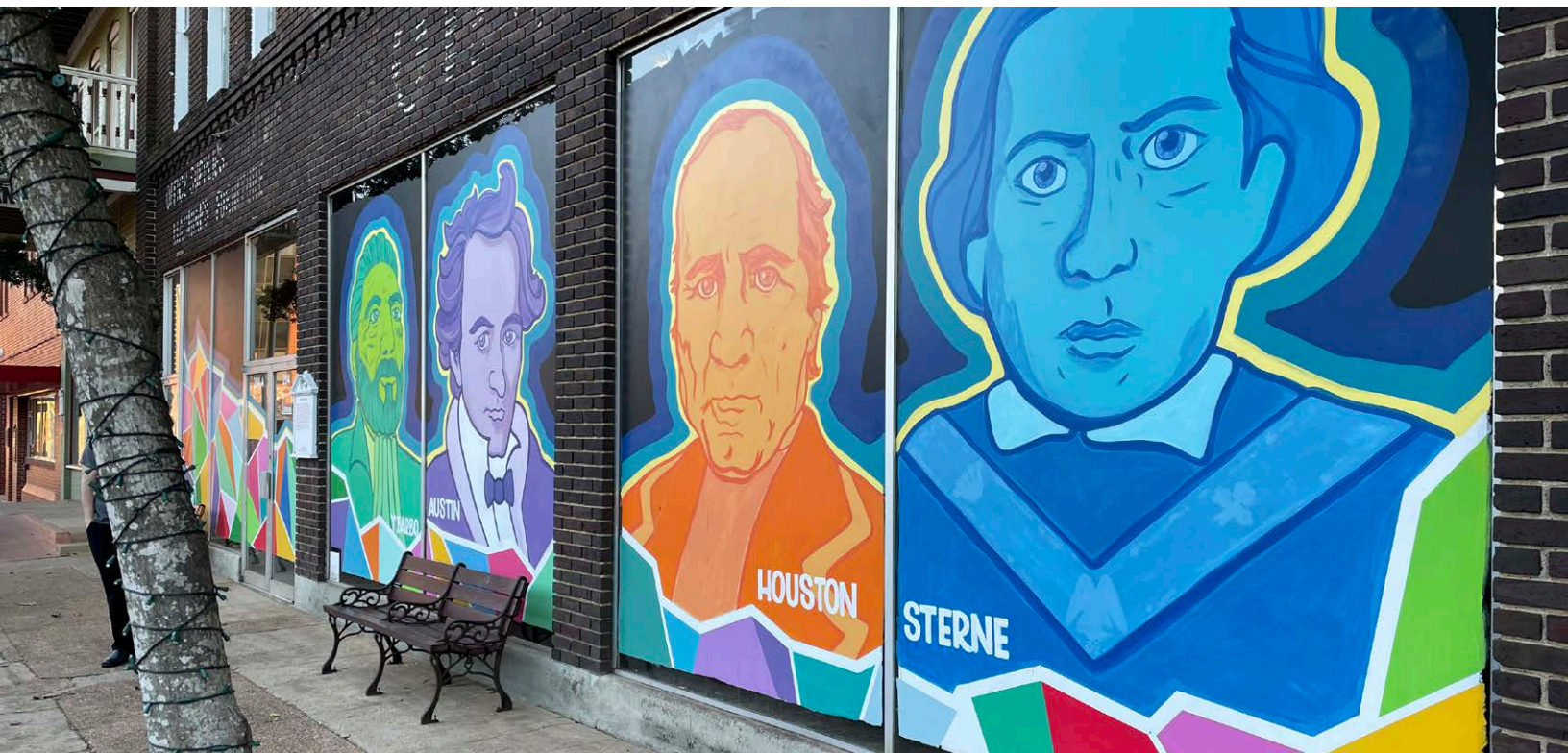


Map 5. Downtown Study Area Map

Downtown Design Principles

Design Principles serve as overarching design drivers that inform the Vision Plan and subsequent decision-making processes. Design Principles are intended to build upon the unique qualities of Nacogdoches while providing guidance on future development. The Design Principles do not affect current ordinances or replace existing design guidelines or standards.

As the Downtown business district continues to develop, the City and decision makers will need to review ongoing projects to ensure that the integrity and character of the Downtown reflects the values of the community and the next generations of development in the Downtown. New infill development will need to find a balance between physical space and the emergence of contemporary architectural styles in order to minimize intrusions from new adjacent development and structures with valued historic resources in the Downtown community.



Colorful Downtown Murals

Concurrently, it is important to realize that physical changes over time are necessary and may improve the historic and overall environment of a Downtown. Revisions to the City's development code should address the issue of flexibility, particularly if change may directly or indirectly impact the historic character of Downtown. New tools such as residential infill development standards or hybrid form-based codes* may help to address the inherent conflicts of balancing a historic Downtown Nacogdoches with a new Downtown Nacogdoches, as expressed by newer generations who wish to invest in Downtown.

*Form Based Code Institute (FBCI)

Form Based Code is a technical development code approach that places an emphasis on 'urban form' more so than conventional zoning that tends to emphasize the regulation of 'uses.'

The Form Based Code Institute (FBCI) is a non-profit resource for communities seeking to consider a new development code approach that places stronger emphasis on preserving the integrity of the urban form in their community.

www.formbasedcodes.org



Downtown Spirit - sapnumedniece.lv

Downtown Design Principles



Downtown as a Destination Place

Ensure the Downtown is accessible for businesses to flourish and enhance the Downtown as an active and vibrant place. The Downtown street network should accommodate all modes of travel with a focus on pedestrian safety, bicycle, and transit access. All streets should be maintained in a safe and inclusive way.



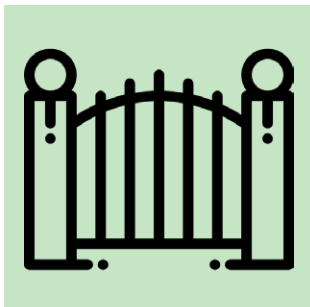
Walkable Neighborhood

The Walkable Neighborhood concept is about identifying and removing physical barriers that may prevent people from walking from their homes to important neighborhood services and amenities within a reasonable and safe walk time. Neighborhood services and amenities may include food sources, childcare, jobs, places of worship, and community gathering places.



Balance Local Interests with Tourism and Services

Access to Downtown should be possible with fun and interesting wayfinding and signage to direct people to destinations and activities. Streets and intersections in Downtown should safely accommodate pedestrian and bicycle movement.



Bridges as Gateways

Key gateways and physical infrastructure, such as bridges, are features that make Downtown Nacogdoches unique. Designing around these interesting landmarks with contextual and thematic ideas that resonate with locals and visitors alike can serve as an effective placemaking strategy.



Blocks + Streets

The organization of streets and blocks in Downtown reinforces fundamental principles of urban design, such as mobility, access, safety, and urban form. The street network, street hierarchy (principal streets, collectors, connectors, and alleyways), and block size design standards are a direct response to good urban form, walkability, and safety.



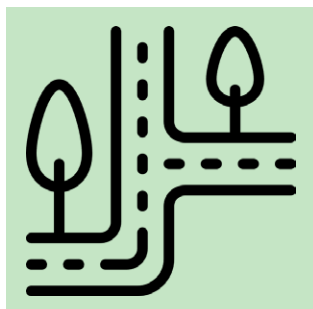
Public Safety

Continuing to improve public safety shall be prioritized. This will include identifying gaps in networks of sidewalk, bicycle paths, lighting, and infrastructure as a whole to ensure the safety of pedestrians and bicyclists. This should be prioritized in the community square as traffic flow will be altered in this area to provide for a more people centered area.



Stephen F. Austin State University Strategic Long-Range Planning

The City of Nacogdoches should proactively engage with SFA leadership to define how future campus growth may impact the City and Downtown collectively. It should be considered how both entities can work together to identify strategies to address mobility, access, off-campus housing, and utility infrastructure demand.



Complete Streets Policy

Communities throughout the United States are developing and adopting Complete Street policies to ensure that all future public rights-of-way meet 'pedestrian first' design standards. A Complete Street Policy is intended to look toward the future and rethink how streets and public-rights-of-way may balance the needs of all modes of transportation in order to ensure the safety of pedestrians, bicyclists, and motorists equally.

Previous Comprehensive Plan Policies

The previous 2003 Comprehensive Plan references several policies and actions that pertain to the current 2023 Downtown Vision Plan effort. These previous policies serve as a historical reference and are highlighted because they are still relevant today and apply to the future of Downtown Nacogdoches.

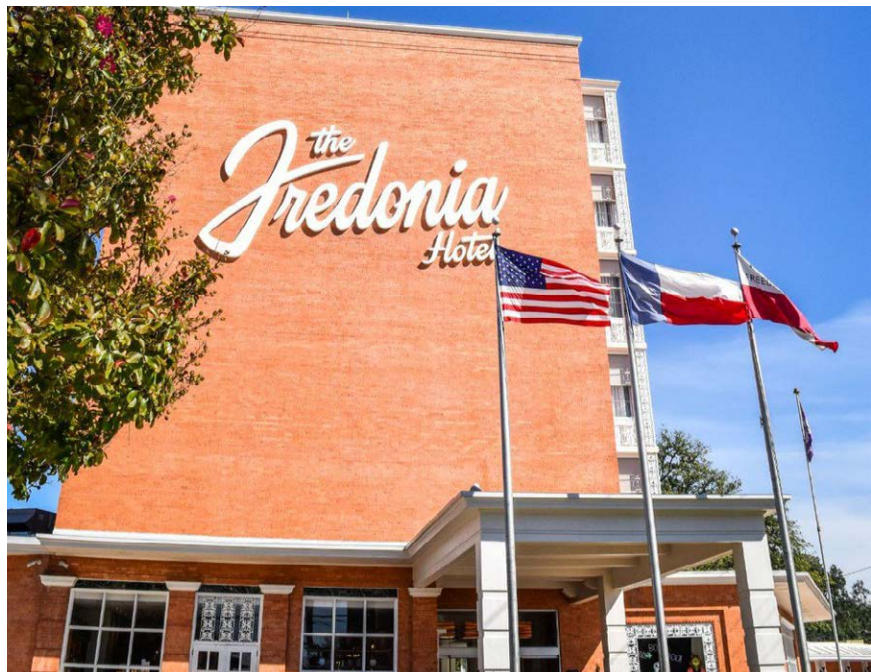
Key Highlights from the previous 2003 Plan include:

- Enhance the vitality of Downtown by:
 - * Increasing the supply of residential units and diversity of housing types in Downtown.
 - * Encouraging new retail and entertainment venues, activities, art galleries, and restaurants that draw people to Downtown.
 - * Considering multi-generational needs.
 - * Improving access to Downtown.
 - * Creating more flexibility for property owners, developers, and tenants to do business in Downtown.
- Evaluate the potential for long-term redevelopment and enhancement of the North Street corridor (proposed North Street Corridor as a future Sub-Area Plan).
- Evaluate the potential demand for affordable off-campus student housing with renewed enrollment growth at Stephen F. Austin State University.

A summary of key highlights from the 2003 Comprehensive Plan is available in Appendix A.9: 2003 Comprehensive Plan Policy Summary.

“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

-Jane Jacobs



Historic Downtown Nacogdoches architecture and landmarks - fredoniabrewery.com, www.thefredonia.com

Previous Downtown Plan Policies

During the mid-1970s, downtown communities across the U.S., including downtown Nacogdoches, were experiencing an economic decline, due in part to increasing competitive pressure largely developed by new outlying retail shopping centers. Much of the shift in retailing was attributed to the rise of the automobile as a primary means of transportation in urban communities. At the time of the Plan, Downtown Nacogdoches had not been confronted with serious competition from outlying shopping areas. However, it was only a matter of time as several new retail centers were under development that served as the basis of concern and the need to plan for the future of Downtown Nacogdoches.

The 1974 Downtown Plan was, by all accounts, a progressive plan. The Plan assessed current conditions for the Downtown and the economic significance of the Downtown to the region beyond the City of Nacogdoches. The Plan focused on identifying improvements of infrastructure as a mean to revitalize the business heart of the community. Specific recommendations of the Plan addressed existing buildings, pedestrian comfort (canopy coverage for public sidewalks), parking and vehicular circulation and access.

The Plan identified a 'Responsibility For an Action Program' that highlighted twelve strategies to improve Downtown Nacogdoches. At the top of the list was the need for 'full cooperation with the City' on Plan elements and the need to 'achieve collective agreement on steps to be taken to pursue such Actions.'

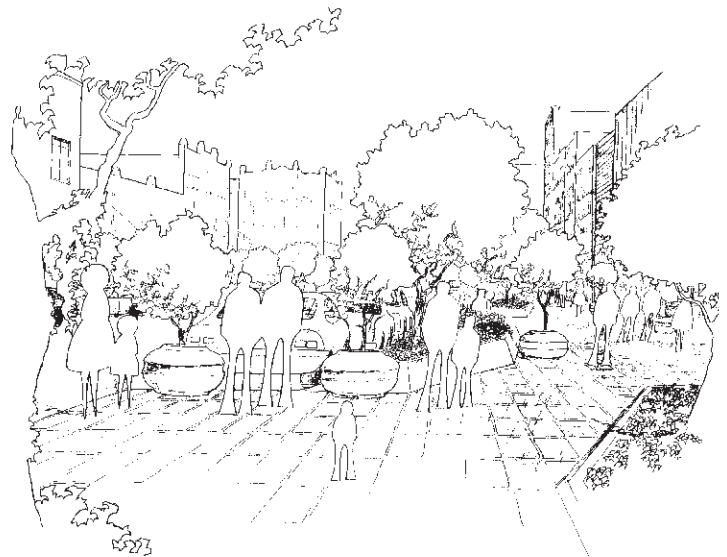
The 1974 Plan for Downtown Nacogdoches is a useful reference document that should be viewed in context to its time and place in the downtown planning movement during the mid-1970s. Many, not all, of the Plan's recommendations may be viewed as a guide that applies today in Downtown Nacogdoches. A link to the Plan for Downtown Nacogdoches is provided below.

“The problem which Downtown Nacogdoches is presently experiencing and those which will occur in the future result from change which, if left to run its normal course without guidance, could result in serious disruption to the area.”

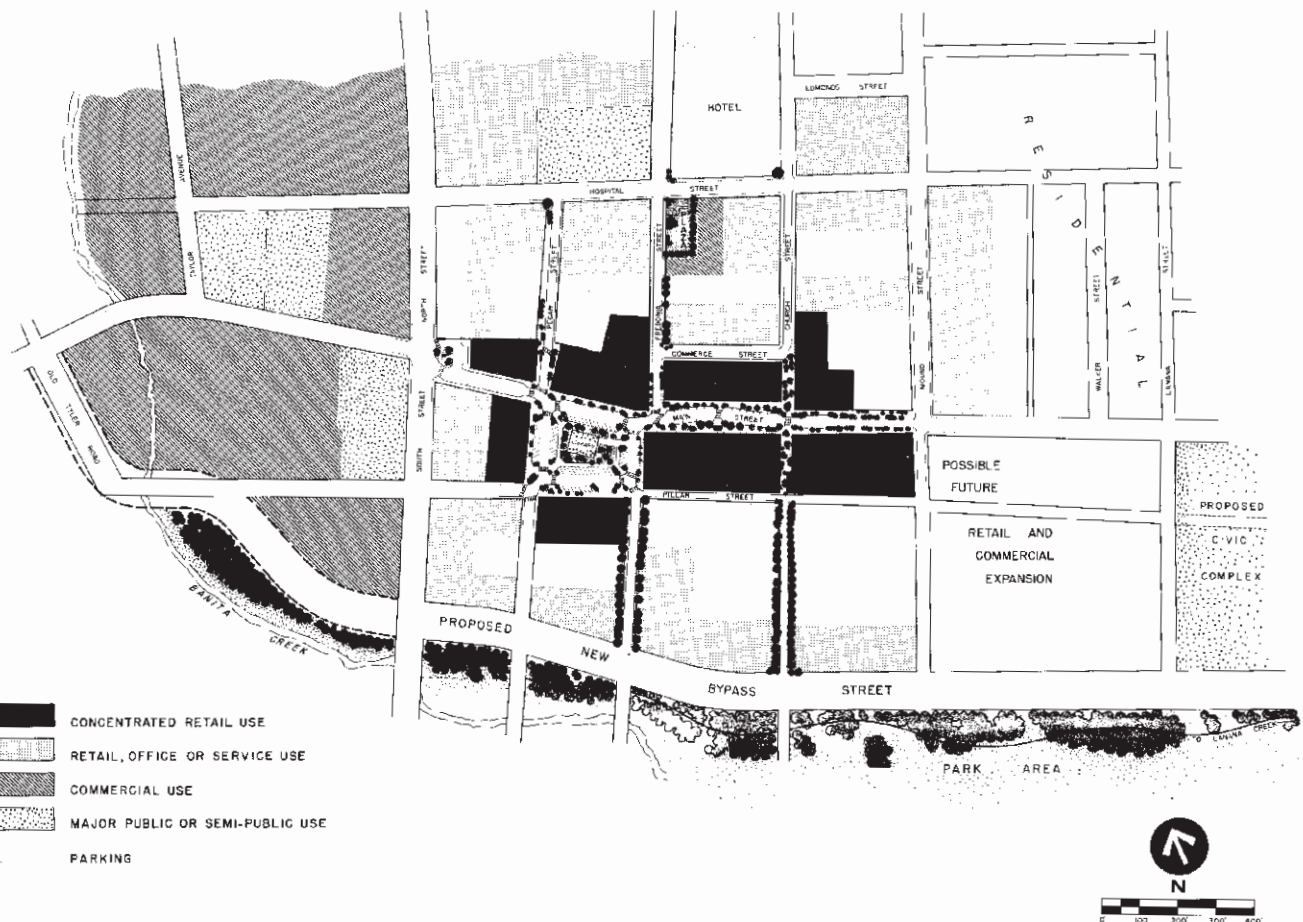
-Plan for Downtown Nacogdoches 1974

“Decisions concerning the utilization of Downtown street space and the routing of through traffic are of major significance to the improvement of the entire Downtown area.”

-Plan for Downtown Nacogdoches 1974



Perspective View of Shopping Park (Plate 11) - 1974 Plan for Downtown Nacogdoches



Overall Downtown Improvement Concept A (Plate 8A) - 1974 Plan for Downtown Nacogdoches

II. Land Use, Character, + Built Form



Overview

The following Chapter reinforces the character and placemaking value of Downtown Nacogdoches as a unique community and destination place. Overarching strategies include:

- Maintain the quality of Downtown as a significant historic and cultural destination in the region.
- Continue the City's successful Historic Preservation Program and process to preserve Nacogdoches' historic Downtown.
- Transform Festival Park into a regional destination for events and festivals. Define this space as a community amenity that brings all community members together to celebrate the people of Nacogdoches.
- Connect the historic Shawnee Street neighborhood as an integrated part of Downtown.
- Transform the Town Square into a regional destination for dining and entertainment.
- Re-envision Mound Street as a multi-modal corridor that links the Stephen F. Austin State University, and Nacogdoches Memorial Hospital to the Downtown.
- Advance a conceptual feasibility study (recommended but not required) to evaluate the potential redevelopment of the Washington Square area north of Downtown.

Location + Character

The City of Nacogdoches is approximately 140 miles (225 km) north-northeast of Houston in East Texas, near the Angelina River. Nacogdoches is the County seat of Nacogdoches County. The Sam Rayburn Dam and Reservoir and the Angelina, Davy Crockett, and Sabine National Forests are within a radius of 35 miles (55 km).

The Downtown area is framed by the Banita Creek to the west and the Lanana Creek to the east. These important watersheds provide historical and environmental context to Nacogdoches and Downtown. The existing streets and blocks in Downtown are organized around the Banita Creek and Lanana Creek watersheds and the gentle upland slope areas that extend beyond the immediate floodplain areas. The street network represents a tight grid formation with its distinctive smaller blocks in the historic core and larger blocks within the outlying Character Areas.

North Street and South Street provide direct access to the Downtown core area on the west, and Main Street West and Main Street East provide access from the west and east connecting outlying neighborhoods to Downtown.

Downtown Nacogdoches includes a variety of uses and building types that all contribute to the unique character of Downtown, reflecting the historic and contextual city core. The core is defined by a compact street and block grid, varying lot sizes, building types, scales, a mix and intensity of uses, building height, materials, and fenestration. The area is also characterized by five designated Historic Districts and a variety of landmarks and older structures, some of which have been restored, rehabilitated, and re-purposed, along with new buildings that provide flexible uses in response to the market demand of Downtown.



Details of Downtown



Downtown mercantile

The Power of Placemaking



Historic East Main Street - Source: City of Nacogdoches

What if we built our communities around places?

As both an overarching idea and a hands-on approach for improving a neighborhood, city, or region, ‘placemaking’ inspires people to collectively re-imagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm to maximize shared value. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.

With community-based participation at its center, an effective placemaking process capitalizes on a local community’s assets, inspiration, and potential, and it results in the creation of quality public spaces that contribute to people’s health, happiness, and well-being.

When asked what placemaking means to them, people respond that placemaking is a crucial and deeply valued process for those who feel intimately connected to the places in their lives. Placemaking shows people just how powerful their collective vision can be. It helps them to re-imagine everyday spaces, and to see the potential of parks, downtowns, waterfronts, plazas, neighborhoods, streets, markets, campuses, and public buildings.

- Source: *Projects for Public Spaces*

History + Culture

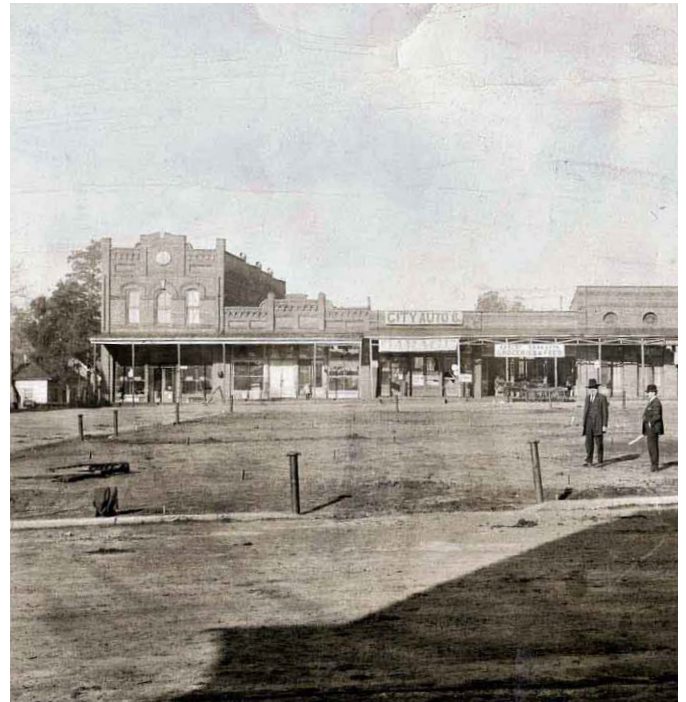
Nacogdoches is considered one of the most historic towns in Texas and offers a wide variety of attractions for visitors. It is nestled at the intersection of the historic El Camino Real de los Tejas and La Calle del Norte and attracts people from all over the world, just like it did in the 1800s when Nacogdoches was considered the “Gateway to Texas”.

Hasinai Tribe

The earliest settlers of Nacogdoches were a local Caddo tribe called the Hasinai, who came to East Texas around 800 A.D. The Caddos were travelers and traders that built grass houses and burial mounds between the Banita and Lanana Creeks. Nacogdoches remained a Caddo Indian settlement until 1716, when the Spanish began to build missions in the area and force assimilation to maintain their claim on East Texas. Around that same time, the French began to explore East Texas from Louisiana to set up trade with the Native Americans.

Founded in 1779

Considered to be the oldest town in Texas, Nacogdoches was founded in 1779 by Don Antonio Gil Y'Barbo. This quaint little town is booming with history and stories from years past, beginning with the Caddo Indians through the present day. Over the course of its history, Nacogdoches has had nine different flags rather than six like the rest of Texas. The flags represented Spain, France, the Gutierrez-Magee Rebellion, the Dr. James Long Expedition, Mexico, the Fredonia Rebellion, Republic of Texas, Confederate States of America and the United States of America.



Surveying the square, 1916 - texastimetravel.oncell.com



Bustling Downtown - ETRC SFASU

Spain, Mexico, & Revolution

The Spanish lost ownership of Texas and Mexico in 1821, after the Mexican Revolution. To prevent Anglos from the United States from settling in Texas, the Mexican Government passed colonization laws and granted empresario grants to individuals to settle families in Texas. Disagreements over land titles led to the Fredonia Rebellion. By the early 1830s, relations between Mexico and Texas began to spiral out of control. The first clash between Mexicans and Texans occurred on August 2, 1832 at the Battle of Nacogdoches. Aided by local resident Adolphus Sterne, a group of Texas revolutionaries forced the Mexican garrison out of Nacogdoches, freeing East Texas from military rule. The first battle of the Texas Revolution was fought at Gonzales in October of 1835. The Texas Revolution lasted until the Battle of San Jacinto on April 21, 1836. Texas became a republic in 1836, and then in 1845 successfully joined the United States of America as the 28th state to the Union. The historic 1846 City Limit line delineates what was generally referred to as the original American town of Nacogdoches.

The Railroad + Western Expansion

After the Civil War, by the 1880s, the Town of Nacogdoches was booming. In 1882, the Houston East and West Texas Railroad came to Nacogdoches and changed the economy drastically from agriculture to trade and commerce.

Agriculture, Tourism, + Education

Historically, the City's economy depended chiefly on agriculture (cotton, truck crops, dairy, poultry, and feed processing), lumber, and tourism. In 1882 the Houston East and West Texas Railroad came to Nacogdoches and changed the economy drastically from agriculture to trade and commerce.

After the turn of the century, local citizens began to lobby the state for a teacher's college in Nacogdoches. In 1923 Stephen F. Austin State Teachers College opened with an enrollment of 158 students. Over the next several decades, the college began to expand to accommodate a large student body. The college achieved university status in 1969 with a student population of nearly 11,000. Today, Stephen F. Austin State University is comprised as of Fall 2021, student enrollment was at 11,946, there were 737 faculty, and 895 staff (total 1,632 employees) this equates to 13,578 people, or 42% of the city of Nacogdoches.

Sources:

- https://jackfactsnew.sfasu.edu/ibi_apps/bip/portal/JackFacts8
- <https://www.census.gov/quickfacts/nacogdochescitytex-as>)
- *History of Nacogdoches | Nacogdoches, TX - Official Website* (nactx.us)

“**Restoring the
charm of being
the oldest city in
Texas**”

- Nacogdoches Community
Member

Downtown Land Uses

Downtown Nacogdoches' current land uses, character, and built form are a result of a combination of influences. Historical precedence, traditional planning, and community values have retained the contextual importance of the area and preserved a land use framework that has functioned for decades. The historical Downtown remains a compact and intact town-site that is based on a walkable scale. Land use patterns reflect Nacogdoches' historical role as a hub for commerce and housing, with clearly defined civic uses, businesses, and neighborhood districts. While Downtown has adapted over time to accommodate the automobile, the physical structure (or "bones") of Downtown is still in place. This serves as a fundamental reason why Downtown will not only survive but will flourish over the years to come.

In recent decades, the role of Downtown Nacogdoches has shifted as other outlying and competing communities have expanded. As a result, the local jobs and housing markets have leveled off and been driven away from Downtown to areas further from the core. While this trend continues today, with the right policies, incentives, and infrastructure investments in Downtown, new infill development may likely shift back toward the Downtown core area. Ultimately, new City redevelopment incentive programs and development code updates aimed at encouraging new development toward the Downtown core area should be balanced with other community wide strategies beyond the Downtown core area.



Historic Redland Hotel - texashistory.unt.edu



Historic Fredonia Hotel - www.thefredonia.com

The 2023 Comprehensive Plan envisions the Downtown core area and Historic Overlay (HO) zone as a mixed-use hub of activity with small local businesses, food and beverage establishments, entertainment destinations, and a diverse mix of housing and employment. The Comprehensive Plan notes that redevelopment in Downtown should balance the protection of Nacogdoches' small-town character and preservation of historic resources with new development that offers a variety of human-scale architectural design. Reinforcing Main Street with a mix of uses in each building will add diverse housing types and interest to the Downtown core.

There are currently an estimated 439 housing units Downtown and about four acres of Downtown are vacant or undeveloped. Despite the availability of vacant land, Downtown has not seen significant development as anticipated. A variety of reasons include property ownership decisions, market and financing viability, physical property constraints and positioning (parcel size and development standards/requirements), and a lack of capacity to focus new infill development in the Downtown.

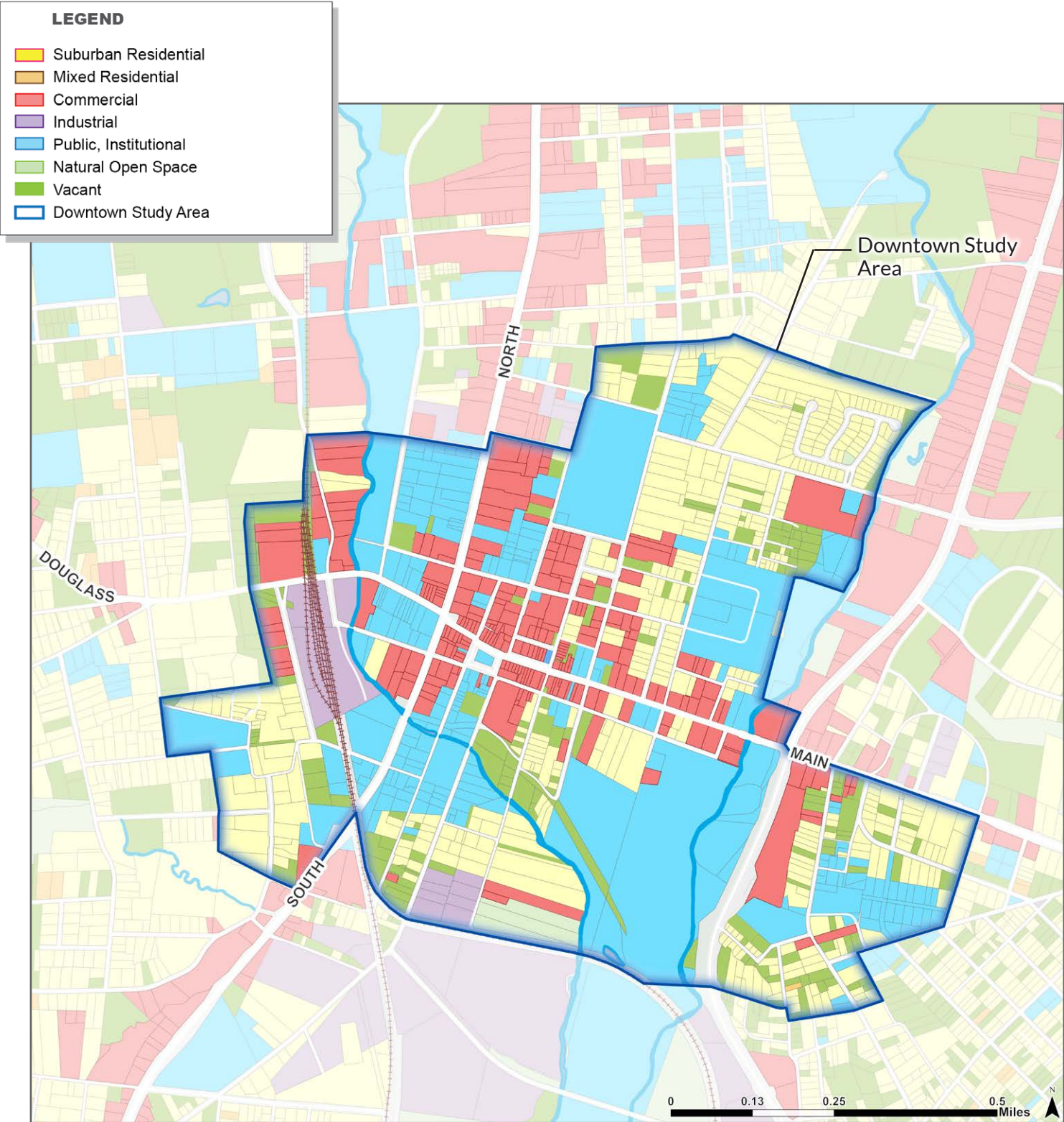


Downtown Neighborhood Destinations

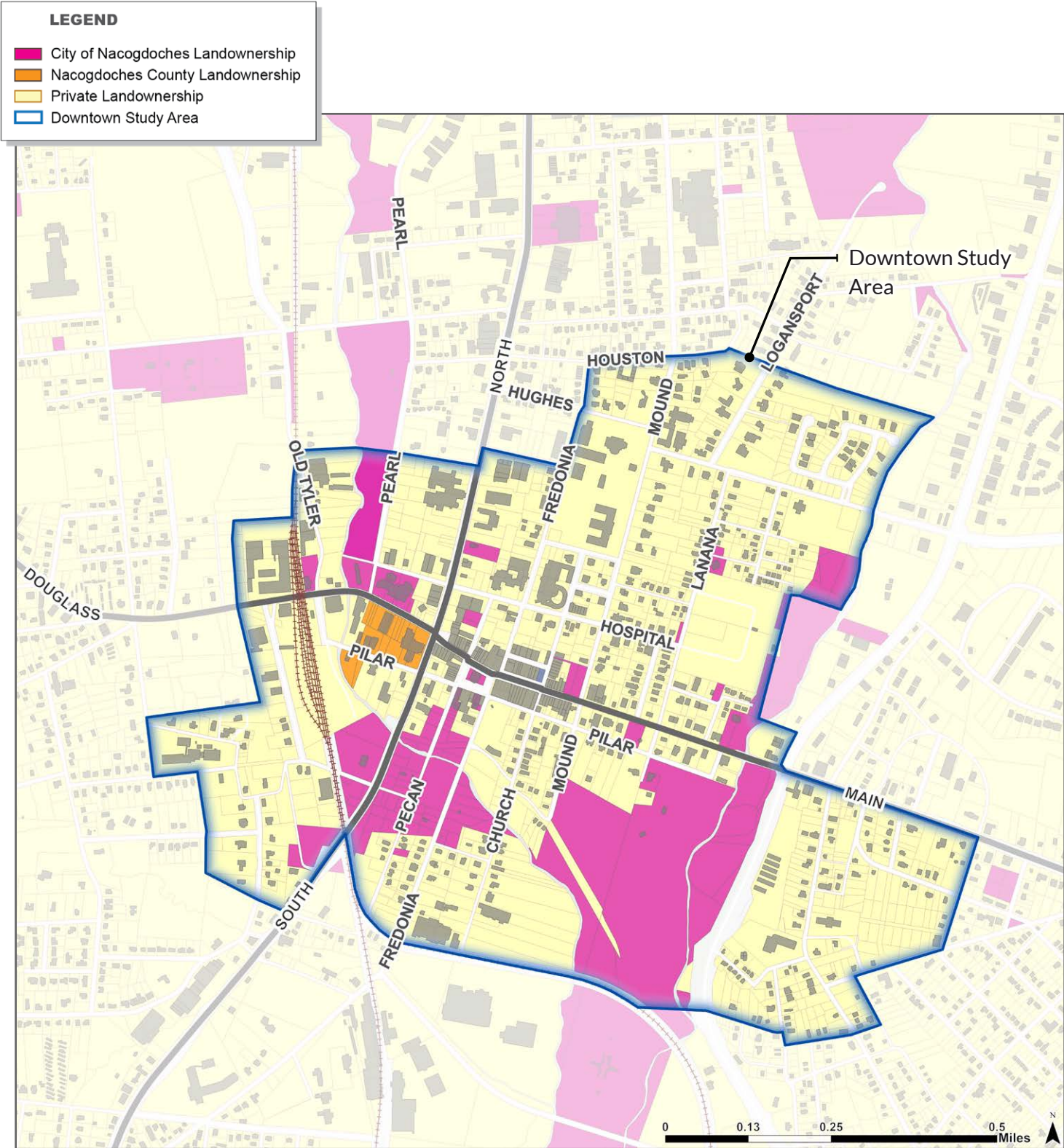
Downtown Neighborhood Destinations include key amenities or attractions that celebrate and serve local Downtown neighborhoods in Nacogdoches. Examples of Downtown neighborhood destinations may include:

- **Downtown Core Commercial Areas (Town Square)**
- **Adjacent Neighborhood thresholds**
- **Retail and restaurant locations**
- **Gathering places**
- **Recreational amenities (such as a playground, outdoor pavilions, and local neighborhood services)**
- **Community centers or schools**
- **Parks, trails, and open space features**

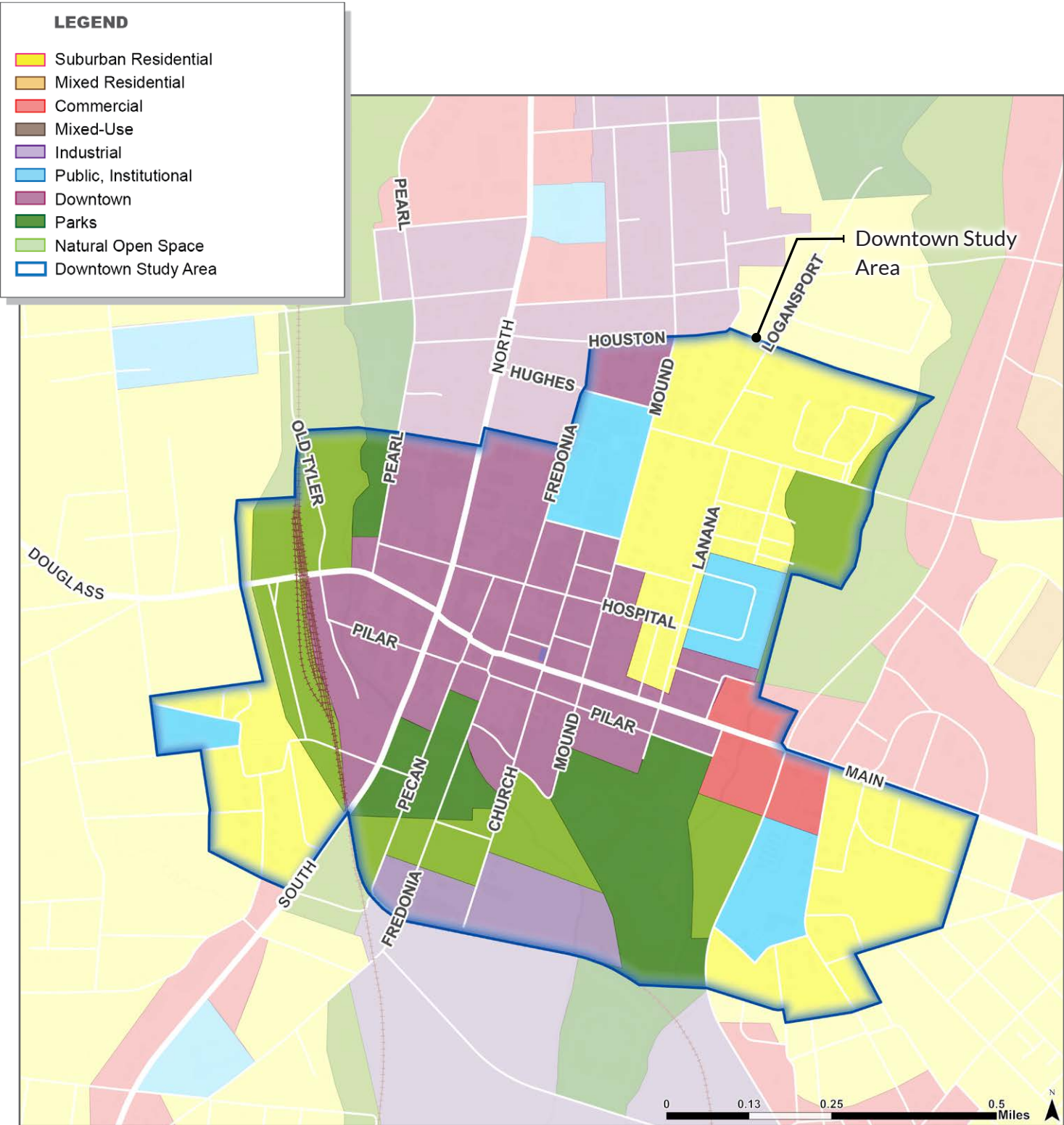
The following map exhibit depicts the Existing Land Uses for the Downtown core area that reflects a land use pattern, street grid, and character that responds to the physically physical geographic constraints of the valley. Land uses in the Downtown are organized around a main street and town square, with a compact grid of street and blocks. Open space and parks utilize geographically lower areas in the Downtown.



Map 6. Existing Land Use Map



Map 7. Downtown Land Ownership Map



Downtown Land Uses

Commercial and Industrial Development

The Downtown Historic Overlay District (HO) is home to a traditional, pedestrian-scaled Main Street with restaurants and storefronts, some of which date to the 19th Century. Being located off the major routes through the City (TX-7 & TX-21) has helped spare the Main Street Downtown urban area from the effects of incoming national franchises and larger projects. This has also helped to retain the scale of parcels, streets, blocks, and buildings to a comfortable, walkable size in the Downtown apart from the immediate intersection of Main Street and North/South Street.

Unique Historic Neighborhoods

Nacogdoches's small-town charm comes from its eclectic and diverse neighborhoods. The Downtown core area residential neighborhood just north of the historic Main Street, North and South, and the Historic Shawnee neighborhood help define Nacogdoches's Downtown residential character. The Downtown residential neighborhoods contribute to the overall character of the Downtown. The combination of older homes and commercial uses developed from the midcentury (circa 1940-1960s post WWII era) represent various periods of development and the historic nature of Nacogdoches. These neighborhoods are important features given their proximity to the Downtown core and the need for diverse housing choices in Nacogdoches.

As the 2023 Comprehensive Plan begins to take shape, trends toward preserving historic neighborhoods and the existing housing stock, coupled with new, smaller housing infill projects



Historic Main Street



*Architect Diedrich Rulf Home in Nacogdoches
- texaswanderers.com*

with higher densities, will help contribute to the vibrancy and overall activation of Downtown. Efforts to increase housing supply while including provisions to allow flexible housing options (multi-level mixed use spaces) with new residential and higher density zoning is a focus area of this Plan.

Vacant Parcels

Vacant parcels in the HO zone are reminders of the struggles of small downtowns to remain vibrant in the era of strip commercial uses, online shopping, and stay-at-home conveniences. While many forces contribute to vacancies, Downtown Nacogdoches fares better than many other community downtowns of comparable size. Pockets of light commercial, maker spaces, and industrial uses contribute to Nacogdoches's emerging and growing arts and creative character. In these hubs are retail and creative makerspaces, live-work structures, and light manufacturing shops, bolstering Nacogdoches's potential as a creative industry and locally serving manufacturing business hub that can and should diversify Downtown's employment base and bring it into the future.

Civic / Institutional

Fundamental to Nacogdoches' urban and cultural core, are some of the City's quintessential civic and institutional land uses. From City Hall to the Charles Bright Visitor Center, down to Fire Station No.5, key nodes for efficient municipal operations are clustered Downtown. Traditionally, this designation encompasses government facilities such as libraries and emergency services, however it also includes places of worship, public cemeteries, schools, and other institutions related to public service and education.

Recreational

This land use classification facilitates a primary source of community pride and enjoyment for Nacogdoches, that includes public parks, natural open space, and recreation areas / facilities; all of which contribute to the City's overall high standard for recreational opportunities that provide social interaction, physical and mental well-being, environmental protection, and enhanced tourism. More specifically, Downtown houses a variety of vital recreational nodes such as the Festival Park, Lanana and Banita Creek Trails, and the Clint Dempsey Soccer Complex.



*Hike and bike trails of Stephen F. Austin State University
- www.sfasu.edu*

Downtown Zone Classifications

The following map exhibit depicts current zone classifications for the Downtown core area. Zone classifications are sourced from the City of Nacogdoches Development Code. For more information, refer to <https://www.nactx.us/754/Planning-Zoning>

General Business B-2

This district is intended to accommodate those business activities that are oriented toward the automobile, or whose operations may require limited truck access. Generally this district is located along major traffic arteries where strip business development exists.

Central Business B-3

This district is intended to accommodate and enhance commercial activities in the central area of the city, and to promote the downtown as a pedestrian-oriented destination for residents and visitors. This district is intended to build on the area's historic heritage and character.

Light Industrial I-1

This district is intended to accommodate light industrial and heavy commercial uses which may be characterized as having regular truck traffic, large amounts of storage, higher levels of noise, or some other impact on surrounding properties and the roadway system. In addition, the district also includes certain support services for industrial development such as office, commercial, personal and professional services, and retail.

Planned Development PD

The purpose of the planned development (PD) district is to:

- Provide greater flexibility in land use, density, and other regulations, and more closely reflect special conditions of development sites in a manner which is consistent with the comprehensive plan and community objectives.
- Preserve the natural amenities and environmental assets of the land, and character of the community.
- Provide an appropriate balance between intensity of development and the ability to provide adequate supporting facilities and services.
- Facilitate a more effective arrangement of buildings, land uses and utilities, and protect contiguous land uses.

Single Family R-1 and R-2

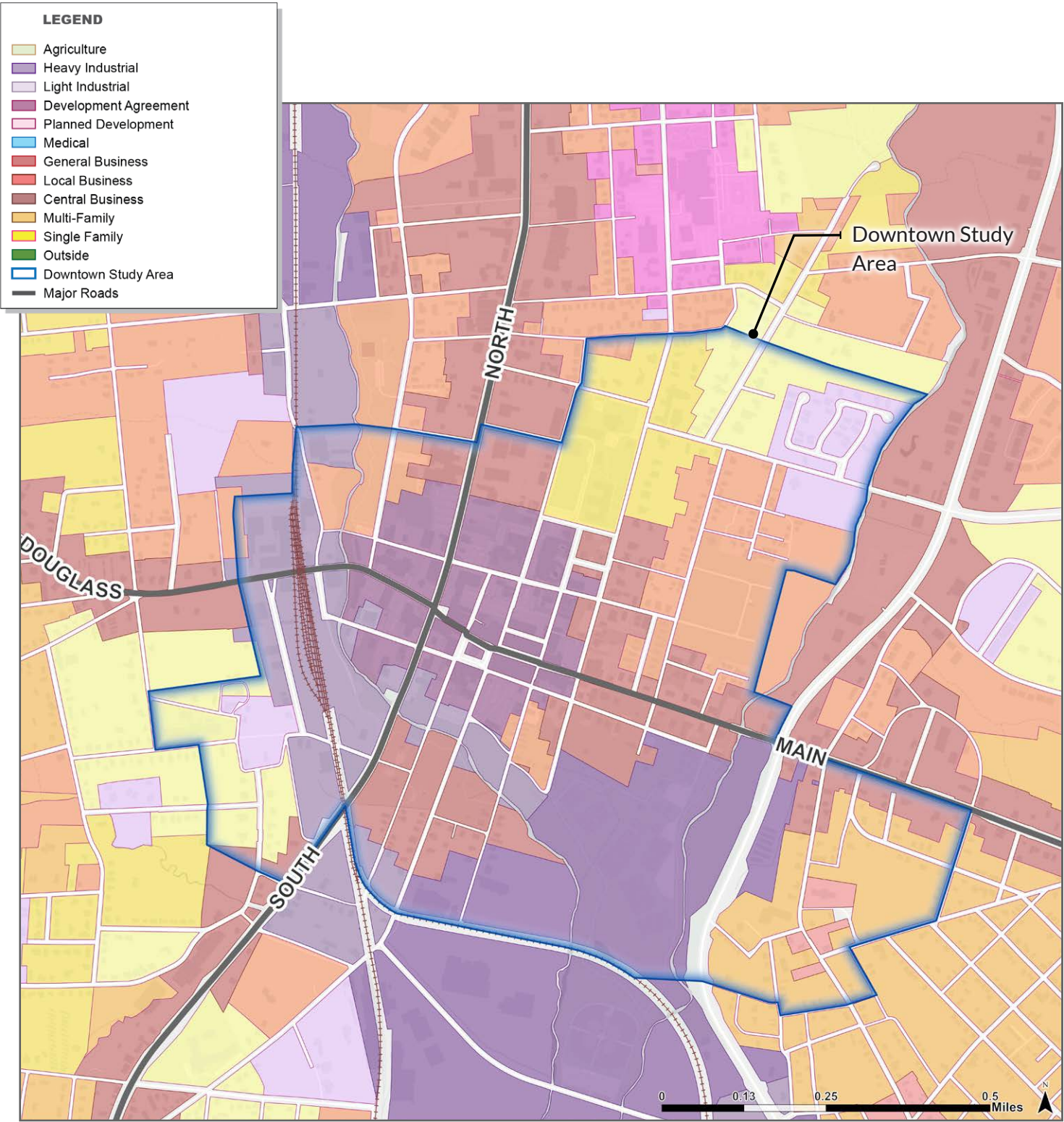
The R-1 district is intended as an area for low density single-family use. Lots in this area must be 8,250 square feet and larger. The R-2 district is intended to provide for slightly higher density residential areas. Lots in this area must be 6,000 square feet or larger.

Two Family R-3

This classification creates a residential district which is appropriate for single-family housing and two-family housing.

Multi Family R-4

This district is intended for higher density residential areas which may contain a mixture of single-family, two-family, and multiple-family dwellings. District regulations are designed to protect residential characteristics of the area and to prevent the overcrowding of land. For the purposes of this chapter, R-4 is considered a commercial zoning district in locating and mapping this district, and in determining residential adjacency.



Map 9. Downtown Zoning Map

Economic Development

Economic development is the strategic allocation of limited resources within an economy that includes land, labor, and capital.

The Downtown Vision Plan is a long-range vision for the Downtown as a hub for locals and tourists alike. The Vision Plan calibrates land uses and realigns resources to optimize outcomes that can increase economic benefits and increase quality of life of residents in Nacogdoches. An effective Vision Plan should be grounded in best practices and market-based, developer and property-owner friendly, and easy to implement.

This Downtown Vision Plan applies the findings of the 2023 Comprehensive Plan Neighborhood Assessment Report (refer to Appendix A.3: Neighborhood Assessment Report) to establish a market-based framework in support of the plan visioning process and to create an implementable economic strategy. The Plan also fosters economic development and increased resiliency and sustainability for Downtown Nacogdoches. This should help property owners, developers, and city officials to realize the capacity for additional uses and context to optimize land use, with a strong emphasis on managing growth and improving opportunities.

While rooted in economic development, this Vision Plan process should also be implemented in a context-sensitive manner while preserving Nacogdoches' rich historic and natural elements. Nacogdoches is known for its steady, managed growth. East Texas tends to be more resilient and less affected by large economic swings than the rest of Texas. The annual growth projected for the City of Nacogdoches is modest, at around 0.3%. One key advantage of moderate growth is the greater ability to manage new development and create more predictability.



Mid-century architecture in Downtown

The Downtown Vision Plan identifies the following economic development themes:

- Maintain Historic Character
- Strengthen the Downtown economic growth
 - * Retail, tourism, entertainment, services, and government sectors jobs.
- Secure Funding (currently no dedicated funding for Downtown)
 - * Economic development sources
 - * Sales Tax – allocated to hospital debt service
 - * 4a – 4b Tax can be used for infrastructure
 - * Business Improvement District
 - * Tax Increment Financing
 - * Non-Profits / Foundations
 - * Capital Improvements & City Initiatives from the General Fund
 - * Pace Loans (if appr'd w/ County)
 - * Historic Tax Credits (on eligible structures)
- Increase Housing Options as well as maintain housing in Downtown Nacogdoches
- Promote the Convention and Visitors Bureau (CVB) initiatives
- Empower Resilient Neighborhoods
- Grow Partnerships and Collaboration
- Encourage Inclusion and Diversity

Downtown Economic Targets

Retail

As evidenced through retail sales per capita, Nacogdoches is a regional-serving market and benefits from attracting a large regional consumer base. As a result, the Downtown retail market

should be branded and promoted to complement the broader City's retail goals. A strategy should define a unique niche that attracts a range of retail businesses and support industries in concert with the Downtown Nacogdoches economic development objectives.

Tourism + Service Industry

In addition to pursuing new concepts to strengthen Nacogdoches' economic retail base, the City should also balance its resources to maintain its existing commercial base. Nacogdoches is known for its historic roots, quality of life, vibrant Downtown, talent, accessibility, and natural beauty. Nacogdoches has quality parks and is surrounded by acres of natural assets. To preserve and upkeep these amenities, the City should continue to encourage tourism through sports, arts, and specialty areas such as culinary arts and local foods, while maintaining its character. Tourism can expand awareness of Nacogdoches, as well as supports existing hospitality, retail, restaurant, and entertainment uses.

Housing

The City of Nacogdoches should seek to incentivize new mixed-income housing in the downtown core area and work with developers and property owners to deliver a range of housing types for both ownership and rental products. Small-scale, infill housing and two-four story flats with ground floor activated uses (converted loft spaces) will enhance the livability and vibrancy of the Downtown.

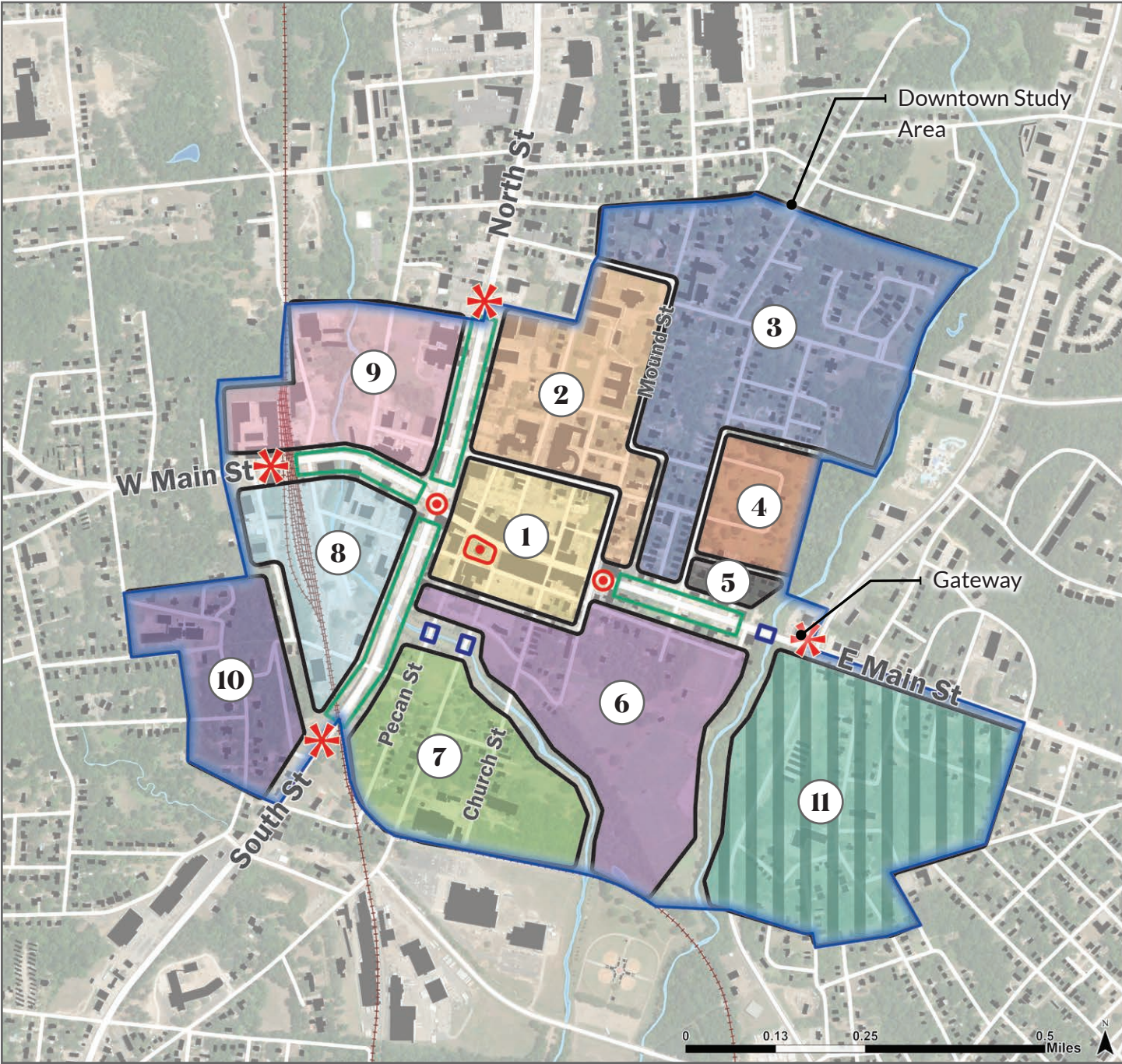
Character Areas

The Vision Plan identifies eleven distinct Character Areas that comprise the Downtown central business district. Within the Character Areas are five designated Historic Districts.

- ① Downtown Core Area
- ② Commercial / Institutional North
- ③ Residential North
- ④ Oak Grove Cemetery
- ⑤ Commercial / Residential North
- ⑥ Creekside North
- ⑦ Creekside South
- ⑧ Industrial / Commercial South
- ⑨ Industrial North
- ⑩ Virginia Avenue
- ⑪ Potential Historic Shawnee Neighborhood

Character Areas: “Identified areas characterized by either heritage or distinct amenity values of high collective or shared significance that contribute to people’s sense of place, belonging, identity, and wellbeing.”

<https://www.lawinsider.com/dictionary/character-areas>



Map 10. Character Areas Map
*11: The Potential Historic Shawnee Neighborhood boundary is subject to change.

Downtown Historic Overlay Districts (HO)

Within the Character Areas are five designated National Register Historic Districts, as well as historically significant Landmark properties that are formally recognized historic landmarks.

Downtown

The Downtown Overlay District extends to the north and south of Main Street which is the historic El Camino Real de los Tejas Real. The El Camino Real connected Mexico City with the Spanish capital at Los Adaes at Natchitoches and served as an important transportation, trade, and political route throughout the Spanish colonial, Mexican, Texas Republic, and statehood eras.

Zion Hill

The Zion Hill Historic Overlay District is an excellent example of vernacular architecture in general and the shotgun house in particular. This community was established in the mid-nineteenth century as an African-American neighborhood for families who worked in downtown businesses or for the white households in the Washington Square area.

Sterne-Hoya

The Sterne-Hoya Overlay District is a small residential area just south of Main Street and includes one of the oldest homes in Nacogdoches, its namesake the Sterne-Hoya House (c. 1835) now owned and operated by the city as a museum.

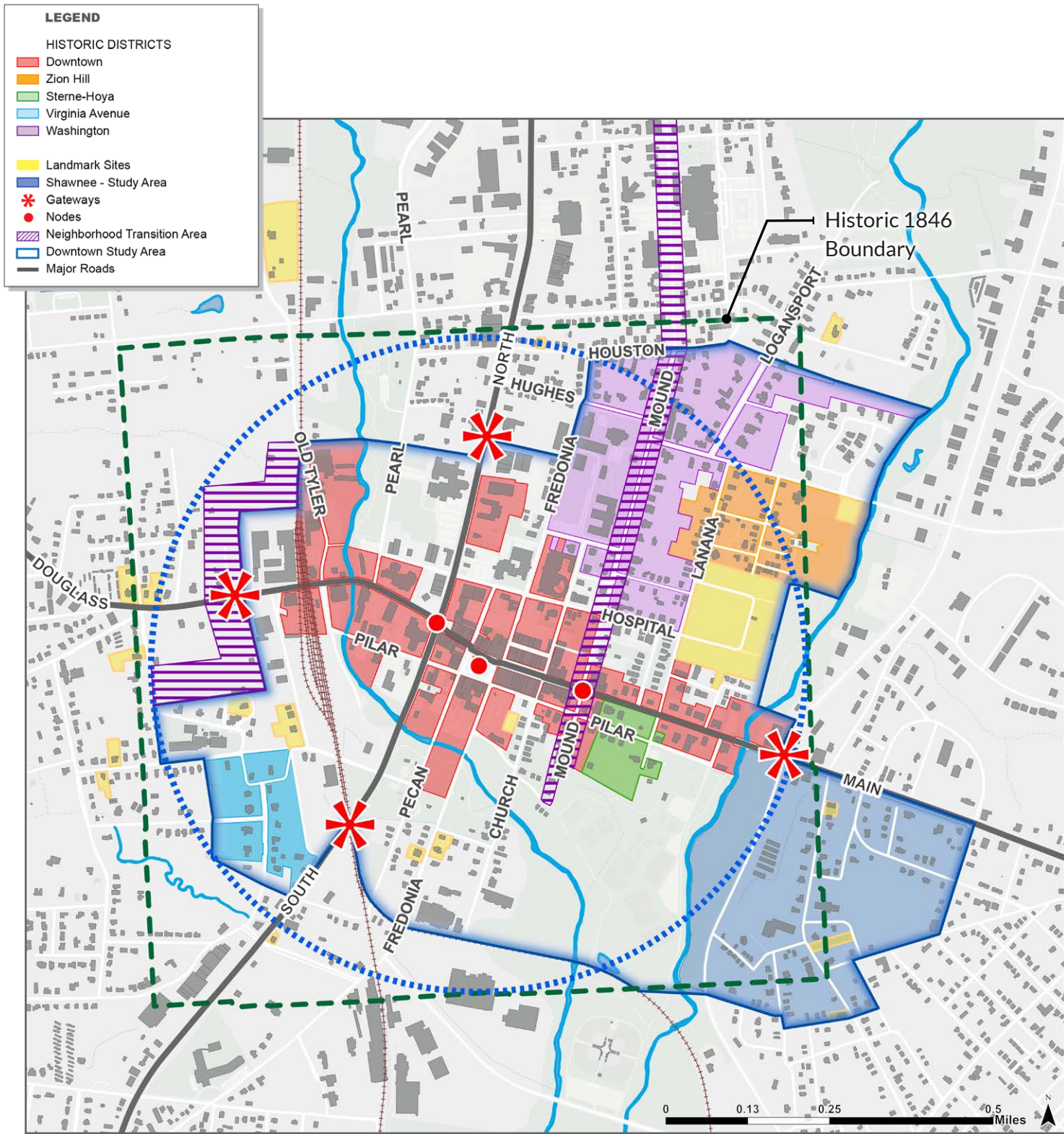
Virginia Avenue

The Virginia Avenue Historic Overlay District is a residential neighborhood established in the late-nineteenth century by business owners and managers who moved to this prominent hill just south of downtown. Most of the homes are two or three stories and are architecturally significant representations of the Queen Anne and Folk Victorian styles.

Washington Square

The Washington Square Overlay District is a mixture of historic residential and educational buildings, some of which have since been converted into commercial spaces. Two- and three-story Queen Anne and not too many; include Tudor Revival Bungalow houses line the east side of Mound Street. Along the west side, on Washington Square, is a wide assortment of educational buildings including the notable Greek Revival Old University Building (1859) and the Art Deco Thomas J. Rusk Building (1939).

For more information, please visit <https://www.sfasu.edu/heritagecenter/622.asp>



Map 11. Historic Districts and 1846 Boundary Map

Definition: Subarea Plan: A term used to describe a high priority area that requires special attention or further study beyond the Vision Plan. These areas are prioritized, where the City may allocate funding to study the area to define more specific recommendations to enhance the area.

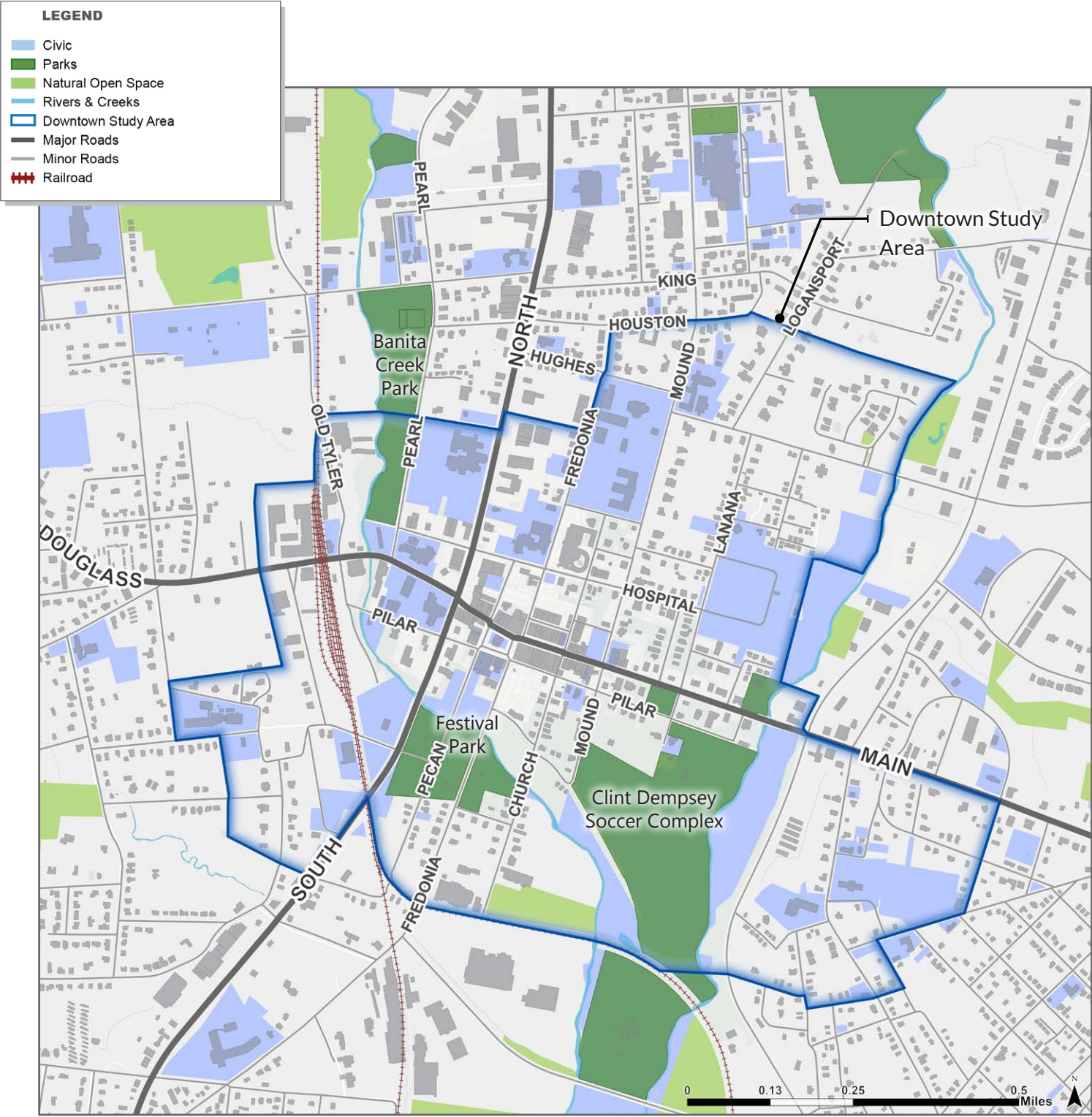
Civic Uses, Parks, and Open Space

A variety of civic uses, parks, public gathering spaces, and recreational areas are interspersed throughout the Downtown. Despite some connectivity and pedestrian safety concerns created by South / North Street crossings, the parks and recreation facilities in the Downtown are within a walkable distance to the historic core. Banita Creek Park, Festival Park, Clint Dempsey Soccer Complex, Coy Simms Softball Complex, Liberty Hall, and a network of green spaces and trails are situated to be accessible by foot or bicycle.

These contributing civic and park uses help create a framework for a healthy and livable Downtown environment. Additionally, neighborhood parks, ball fields, and public open spaces offer a green network connected by trails and sidewalks. Going forward, the Vision Plan policies reinforce this network of civic functions and open spaces as valued amenities that, when planned accordingly, will draw people to want to live and work in Downtown Nacogdoches.



Pecan Acres Park - www.tripadvisor.com



Gateways + Nodes

The Vision Plan identifies four principal gateways in the Downtown, each of which provides an opportunity to define the geographic orientation and access to the Downtown central business district. In addition, three important nodes are defined to include the Town Square, The Node of Anticipation, and the Theater Node located in the Downtown core area.

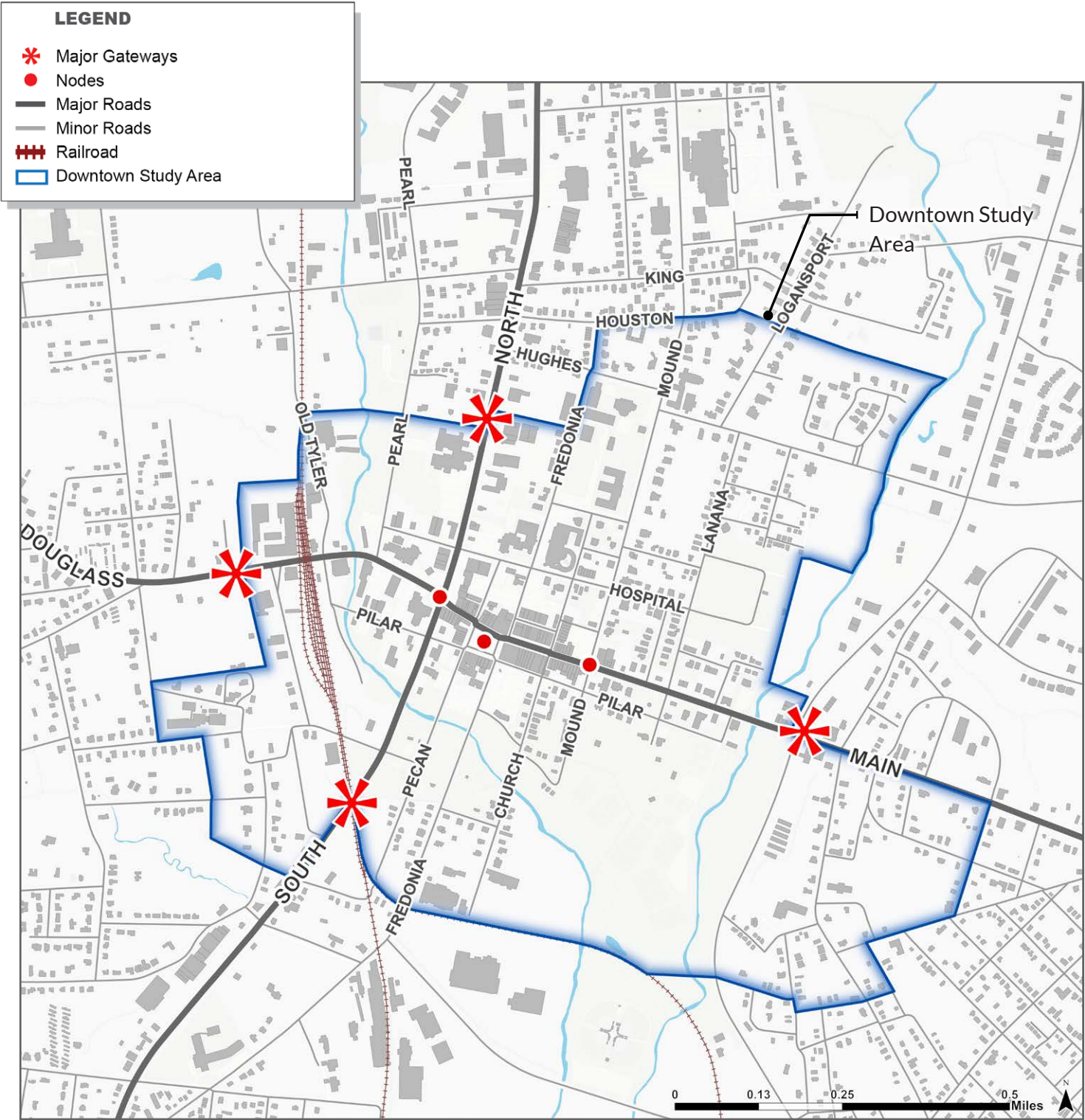
The North Gateway is located on North Street in proximity to the historic 1846 City Limit line. This location is mostly an auto-centric urban arterial commercial use area. The South Gateway is located on South Street at the intersection of the Union Pacific Railroad. This area includes open areas along South Street and serves to define transitions from outlying suburban neighborhoods, open spaces, and watersheds, to the commercial and urbanized central business district along South Street.

The City should consider initiating a North and South Street Corridor study or overlay district to address land uses, ingress, egress (curb cuts), sidewalk and bicycle infrastructure, public transit stop locations, and streetscape enhancements. The study should recognize that the corridor supports high traffic volumes entering Downtown with significant levels of pedestrian activity. The corridor study should identify landscape design standards as part of the urban arterial right of way that may also be applied to other commercial and industrial use areas in the City.

The study should assess entry monumentation to create a sense of arrival and wayfinding for visitors to the Downtown that promote the community's unique strengths as an arts community, recreation destination, and annual festivities hub in the Downtown Core.

The East and West Gateways located along East Main Street and West Main Street are important features for several reasons. These locations define important transitions from the Downtown business district to the outlying neighborhoods beyond. Each location is also strategically located at the Banita Creek and Lanana Creek watersheds. Both gateway locations are delineated by bridge structures crossing the creeks. These locations provide opportunities for interpretive signage celebrating both the historical and cultural significance of the watersheds, but also the importance of the watersheds from an environmental and habitat perspective.

The East and West Gateways are also linked by Main Street that connects the Historic Shawnee Neighborhood, other important historic districts, the Town Square, Theater Node and a mix of retail and entertainment uses in Downtown. This corridor should announce the Gateway to Downtown with entry monumentation and landscaping that emphasizes bike and pedestrian oriented design to reinforce the neighborhood connections and small-town character of Downtown.



Map 13. Gateways and Nodes Map

Existing Conditions

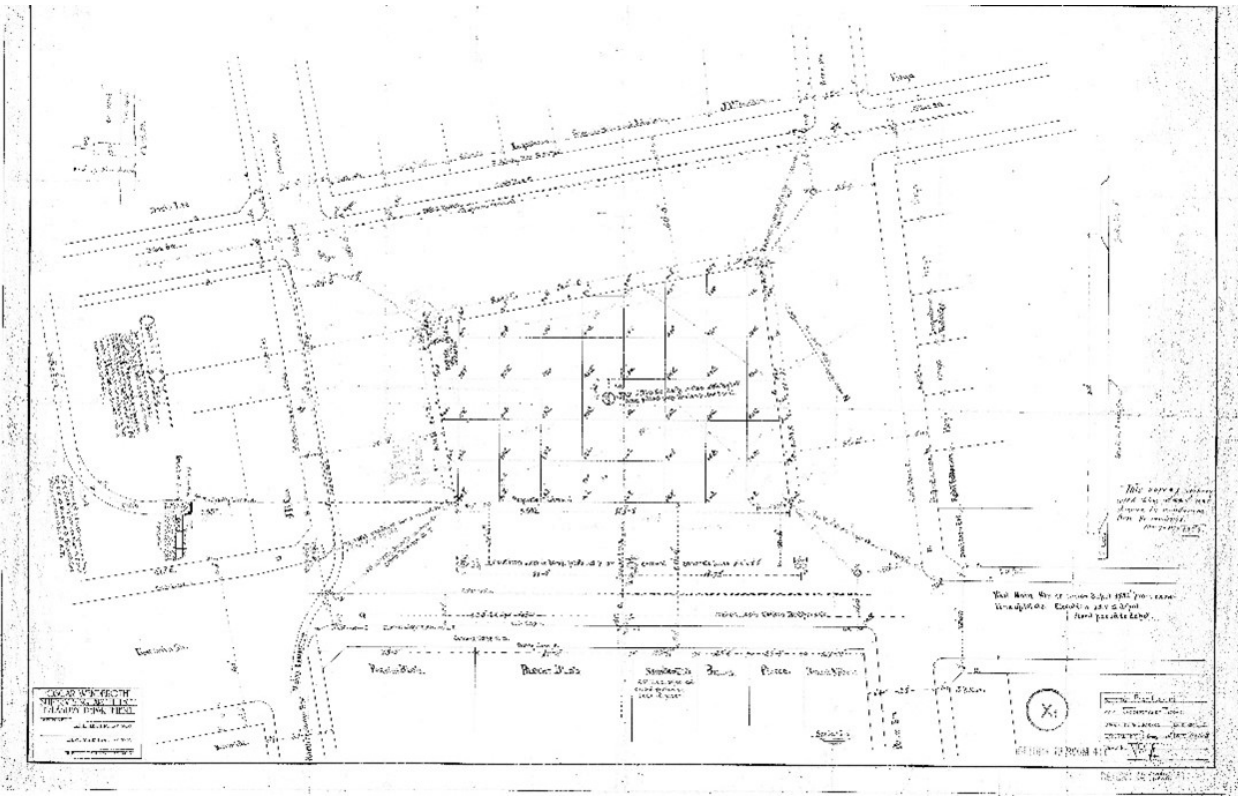
Infrastructure + Utilities

A review of the existing condition of infrastructure and utilities associated with Downtown Nacogdoches focuses mainly on the core area containing the brick streets. This core area presents the most significant issues for utility operation and maintenance relative to historic structures, pavements, etc. The City's utilities are mapped quite accurately with limited exception. Research into historic mapping shows that the City has a considerable detail regarding its Downtown water, sewer, and storm sewer infrastructure. Access to natural gas, electric, and communication system mapping of underground facilities is generally not available, and above ground franchise utilities could be mapped by collecting GIS data on the utility poles.

Age of Infrastructure

The existing utilities within Downtown Nacogdoches represent the oldest infrastructure within the City. As with any utility infrastructure system, age is a primary driver of deficiencies in condition and performance. Deficiencies of these types result in repetitive maintenance and capacity limitations that tend to constrain the redevelopment and expansion of older buildings in the Downtown, such as the 1915 former U.S. Post Office, now the Convention and Visitors Bureau located in the Downtown square.





The site plan for the original U.S. Post Office plans shows certain underground utilities whose elements are still in service today. Manholes and storm sewer inlets located in the corner intersections of the Downtown square are shown on the 1915 site plan and can also be seen within the bricks of the historic Downtown streets.



Southeast corner of Downtown square showing 1915 utility manholes.

Maintenance Access

Much of the Downtown core area consists of historic, brick paved streets with utilities located beneath them.. Water, sewer, storm sewer, and potentially natural gas pipelines beneath these streets pose a significant maintenance concern. Failure of these utilities would require extensive disruption of the brick pavements in order to repair and/or replace. Projects to repair and replace infrastructure while preserving the brick paved streets have been successfully completed in the past. However, the tedious and laborious nature of cataloging and replacing each brick in its rightful place adds significant challenges to the task.

Material

Material types for the underground utilities within Downtown consist of cast-iron pipe for water, vitrified clay pipe for sewer, and reinforced concrete pipe for storm sewer, all of which are significantly affected by age. These older materials are subject to deterioration over time and require frequent maintenance and upkeep.

Fire Protection

The Downtown core area is comprised of dense, historic structures built with “common wall” construction methods and materials that are less fire resistive than modern construction materials. This results in a strong need for adequate fire protection. The existing water distribution infrastructure has capacity issues, should multiple common wall structures be involved in a single fire. Currently, several buildings are vacant and in need of rehabilitation to become habitable. This is driven in part by an inability of the water system to supply needed fire flows for fire sprinkler system operation. Upgrade of the water system to meet this need would require significant investments for the removal and repair of the brick streets as described in Maintenance Access.

Storm Sewer Capacity

The storm sewer utility system has capacity issues which cause localized flooding of streets under certain conditions. The current capacity issues include;

- Aged and undersized pipes
- Lack of inlet structures to move water off the street and into pipes
- Flood water elevations inhibiting discharge through storm sewer outfalls due to the location of Banita Creek south of Downtown
- Localized flooding of streets under certain conditions due to capacity issues

Utility Poles

Aside from the Main Street corridor and the Downtown square, electrical and communication utilities are located above ground on utility poles. These poles present challenges to the creation and maintenance of accessible pedestrian routes through certain areas. Additionally, these above ground utilities create aesthetic challenges to redevelopment of certain areas.



Above ground alley utility in Downtown



Above ground alley utility in Downtown Commerce Alley

Recommendations

The following recommendations are based on input from community members, the DTAC, and city staff, and include recognized best practices in community design from throughout the region and the country. The recommendations are in response to the Vision Plan and goals for the Downtown.

Downtown Character

- Acknowledge that a range of diverse land uses and building types are required to create a uniquely interesting and vibrant Downtown environment.
- Define the Downtown character in response to the unique Character Areas as identified in this Plan.
- Embrace the existing street grid, block formation, and built form of the Downtown. Build upon this framework to create a walkable urban pattern in Downtown core area.
- Encourage a mix of uses in the Downtown core area and establish seamless transitions to surrounding neighborhoods.
- Allow for creative solutions to address housing in the Downtown, such as small lots and missing middle residential uses with specific attention to building types that fit the character of the existing historic neighborhoods.

Land Use

- Maintain the existing historic preservation review process that is supported by the community. An assessment of historic preservation standards and processes can be found in Appendix A.2: Existing Conditions Report.
- Define the boundaries of the Downtown district based on the recommendations in the Downtown Plan.
- Evaluate the application and feasibility of introducing a form-based zoning code approach for new construction that addresses context and character, as well as density and permitted uses.
- Define revised design standards and development code updates based on the Character Area traits to codify desired Downtown development patterns.

Mixed Use + Infill Development

The Downtown Neighborhood Mixed Use category is intended to create opportunities for smaller commercial spaces and residential infill in and around the Downtown. Mixed use development in the Downtown should promote flexible and adaptable uses to allow for changing conditions over time. These uses should add interest and variety in the Downtown while promoting a vibrant ground floor shopping experience that integrates housing and neighborhood retail and services. Strategies to ensure an active and vibrant mixed-use Downtown include:

- Preserve properties of historical and cultural significance.
- Adaptive reuse of existing buildings should be prioritized over new development in the Downtown core area.
- Downtown Mixed Use areas should provide transitions between primary street corridors and surrounding residential neighborhoods and create neighborhood-scale amenities, such as public spaces, plazas, and streetscape enhancements.
- Projects should promote a pedestrian-first system of streets, small public spaces, sidewalks, paths, and trails to create a walkable, interesting, and safe public realm. Developers and property-owners are encouraged to look at a range of small towns, and historic Main Streets from across the country as examples to create unique circulation patterns designed for pedestrians.
- Streets should include attractive streetscape elements, including areas for seating, public art, signage and wayfinding, street trees, plantings, and areas for outdoor dining.
- Development of ground floor areas along Main Streets should include active uses such as retail or entertainment.
- Varying scale residential projects should serve as a transition from mixed-use and more active areas to nearby existing residential neighborhoods.
- Projects should include parking management strategies (such as shared parking), and provide human-scaled, welcoming environments for residents and visitors.

- New buildings located adjacent to historic and landmarked properties should respond appropriately and 'step down' in height facing towards landmark properties. Building heights should transition to the prevailing height of surrounding residential land uses.
- New buildings within the Downtown core area should explore architecture and design styles that complement the Downtown scale, but also celebrate the diversity and contemporary nature of the Downtown core area.
- Ground floor uses should provide for greater activity, including retail, entertainment, lodging, or civic uses.
- The City encourages the integration of residential and office uses on upper floors, above active uses on the ground floor, along and near Main Street.
- The revitalization of the Town Square, North Street, Commerce, and E. Pilar should apply the fundamental design elements of a Main Street character with structures and entry ways fronting the principle street and walkable pedestrian areas adjacent to the street edge.
- Developments along North Street and South Street at the Downtown gateway should provide for an attractive streetscape that allows for active uses and encourages greater visitation to the Downtown core area.
- Promote a diverse mix of development typologies including commercial retail, residential multi-family, hospitality, market rate, and affordable housing.
- Promote a mixed income residential strategy in the Downtown, including rental and ownership units, small upper-level units, and missing middle housing to support multi-generational populations and those who are experiencing disabilities or aging in community.
- Maximize existing infrastructure by using vacant lots to improve sustainability of the City's built environment and finances.

Housing

Adequate housing choice improves the quality of life in a City. It is important to offer life-cycle housing that provides residents the ability to transition between different types of dwelling units and home ownership within the City. This approach also applies to downtowns when the objective is to work toward a variety of housing types that support mixed incomes, and multi-generation needs. Housing quality and affordability can be addressed through reinvestment in existing neighborhoods to retain affordable housing and introduce new affordable infill housing as a “soft density” approach.

- Buildings that have the potential for historic designation and preservation should be identified and preserved as part of the existing fabric of neighborhoods.
- Residential infill development should reinforce the idea of mixed-income, connected, healthy and safe neighborhoods.
- Downtown neighborhoods should incorporate opportunities for live/work, expanded home occupations, and neighborhood supporting commercial uses.
- New residential infill areas are envisioned as complete, walkable neighborhoods with a mixture of housing types and price points.
- Encourage the integration of different housing types within the existing residential fabric, including accessory dwelling units, tiny homes, or single and multi-family residential.
- Additional housing types should complement the architecture and character of existing residential units and residential neighborhoods.
- The integration of accessory dwelling units should be compatible with the surrounding neighborhood character (policies regarding parking will need to be developed as part of a future Development Code reviews).

- Multi-family buildings should be incorporated into single-family residential areas considering scale, height, and the design of buildings so that they are blended into the neighborhood in a coherent way. The integration of multi-family and single-family uses should rely on architecture and building design to provide for better integration between these land use types.
- The City encourages projects that integrate affordable or attainable housing units, including units developed in concert with regional housing partners.
- Soft-density infill development of attached residential types (duplexes, town-homes, or similar), should be allowed along collector streets or at street corner locations within single-family residential areas where the configuration of lots allows for infill development of this type.
- Housing in new development areas should involve creative and varying housing styles and avoid the use of repetitive, mass-produced housing styles.
- Principal structures should be oriented toward the street and include semi-public / semi-private features such as front yards and porches. Vehicle access from local streets should be minimized and, instead, vehicle access from alleys to the rear of residences should be emphasized where practical.
- Senior housing developments are encouraged to include community facilities that provide services for older adults at different price points and with different needs.
- Housing developments tailored to older adults and intellectually or developmentally disabled (IDD) residents should include support services and amenities for those residents with different needs.
- Housing developments tailored to older adults and intellectually or developmentally disabled (IDD) residents should be located within comfortable walking distances of shopping and other support services for daily needs. The isolation of housing for older adults and IDD from surrounding amenities and services is strongly discouraged.

Downtown Zone Districts

- The City should consider amending the existing residential zoning districts to better reflect existing neighborhood protection and provisions for new, emerging uses, such as missing middle housing and tiny homes in appropriate locations, as envisioned in the future land use plan.
- The existing residential districts (R-1 through R-4) should be reviewed to refine the development standards for different housing types (from single family to duplex to small apartments, to larger multi-family development). The R-4 District currently allows all residential types from single family to multi-family and is applied indiscriminately over large sections of existing single-family neighborhoods.
- Proposed new districts and overlay zones will need to be evaluated to understand how changes to this regulatory structure may impact existing developments and properties in general.
- Incorporate zoning tools that support transitions between uses of differing intensities so that infill development can fit properly into existing stable neighborhoods.
- New zoning districts and requirements should encourage mixed use development in appropriate locations. Focus should be on reducing barriers to allow more than a single land use per parcel, and consider regulatory incentives to encourage implementation of mixed-use development.

Definition: Missing Middle Housing

A range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes—located in a walkable neighborhood.

<https://missingmiddlehousing.com/>

Civic, Parks, Open Space, and Outdoor Seating & Dining

Civic spaces represent opportunities to add to the quality of the public and private realm. Civic spaces should integrate various features to provide environments where people can gather and make connections. Strategies may include:

- Install signage to enhance accessibility to smaller parks, plazas, and other civic spaces.
- Draw visitors to smaller parks and plazas through the installation of playgrounds, splash pads, public art, public restrooms, water fountains, seating, and other amenities.
- Use attractive lighting for security, and, where appropriate, to complement public art.
- Use landscape material or other buffering to separate smaller parks and plazas from nearby streets.
- Activate civic spaces by encouraging outdoor festivals, performing arts, and where practical, mobile vending.
- Install age-appropriate children play areas, including for children with special needs who may not be able to use conventional playground equipment (such as children in wheelchairs).
- Incorporate a public wifi network that remains open to everyone.



Roxborough Pocket Park in Philadelphia
- www.pictures-of-historic-nacogdoches.com/



Roosevelt Plaza - www.strongtowns.org

Watersheds + Natural Open Spaces

The City of Nacogdoches is oriented around important natural resources including the Banita Creek and Lanana Creek watersheds. New development in Downtown should respect these important eco-systems and sensitive areas by limiting or avoiding building in the floodplain area. Development in the floodplain area may result in negatively impacting flood areas and critical habitat areas in the watersheds. The following design principles should be addressed as new infill development are considered.

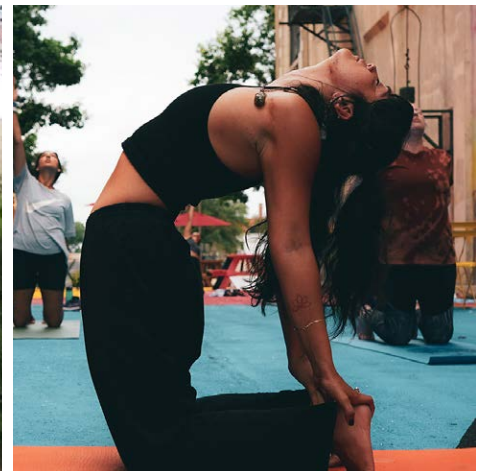
- Nacogdoches should preserve and enhance important watersheds and natural open spaces and associated resources while seeking opportunities to expand and protect the resources and urban habitat areas in the City.
- Maintain buffers of native landscape, woodlands or other undeveloped land that could serve as habitat or buffer in areas with residential or commercial uses that are adjacent to watershed, parks, and open space land.
- Identify flood plain areas and wildlife corridors, and development of conceptual plans for enhancing and further preserving functional wildlife corridors within areas of influence on private lands as they are developed or redeveloped.
- Establish development regulations that discourage building forms and development within designated flood plain areas for Banita Creek and Lanana Creek watersheds.
- Coordinate with Stephen F. Austin State University, the Native Plant Center, and other local resources to document urban wildlife and native plant species resources in sensitive areas and watershed eco-systems in order to protect habitat, including the enhancement of functional wildlife corridors.
- Directional, informational, and educational signage should be sited to minimize disturbance to habitat and open space.

Downtown Gateways + Nodes

Downtown Gateways + Nodes help convey the character and desired image of Nacogdoches at key entry streets and trail corridors leading into the Downtown. At the city scale, gateway features will address the proposed I-69 Corridor and other regional connector routes entering the city. For the Downtown district, key gateways may include the North Street and South Street corridors, cross trail connectors linking the Lanana Creek and Banita Creek, the 1846 City limit line, key intersections (TX-21, TX-7), and other locations that represent historical and cultural significance. These locations create opportunities for public gathering spaces or green spaces throughout Downtown.

Gateway design features may include the following design elements:

- Branding identification messaging and symbolism that draws from the shared heritage and character of Nacogdoches.
- Entry features as signage and wayfinding.
- Distinctive lighting and colors and public art.
- Natural features, including trees and vegetation.
- Regionally appropriate materials (stone, metal, brick, wood, etc.).
- Design that emphasizes the unique diversity and multi-cultural nature of the City and region.



Mixed Use Community Gathering Space, Waco TX

Economic Development

The goal of the Vision Plan is to promote the unique cultural, architectural, and small-town nature of the Downtown in order to enhance the Downtown as a self-sufficient and economically viable area. The vision of economic development strategies is to encourage new development and businesses in Downtown and support the idea that public and private initiatives will enhance the existing fabric of the central business and tourism district. Recommendations include:

- Expand and enhance efforts to market heritage-based tourism opportunities in the Downtown.
- Continue to promote a 'locals-first' small business model for Downtown.
- Incentivize new infill housing in and around Downtown.
- Allowing flexible mixed uses by right to help expedite the development review process. By-right uses must be clearly defined and development criteria must be understood as objective criteria.
- Communicate the City vision so that property owners and developers choose to invest in new development initiatives. An increased likelihood of reinvestments may occur if stakeholders have confidence that their interests are protected and are part of an overall vision that is being led by the City.

Development Code and Regulations

The City of Nacogdoches Land Use Development Regulations should be viewed as an Economic Development Tool. Properly written regulatory context is essential to ensure the City attracts new development with the associated economic benefit of jobs and Downtown activation strategies.

It is important to clarify the rules ahead of time. The rules need to be fair and consistent. While developers typically don't mind tight rules, they need to know them before they begin their financial and construction proformas. Codes, ordinances, and procedures that randomly change will place a developer in financial jeopardy.

Well-written codes that are published online tell a prospective developer or property owner that the City is professional and ready for business. Prospects and developers may start online and may never make a personal contact with City staff. As such, the development code and project review process should be legible and understandable.

The Downtown Development Code and regulations should address the following items.

- Provide more flexibility with certain development standards -- notably parking requirements and ground floor activation standards.
- Consider adjusting the total maximum building height requirement through a cost/benefit and development impact study in the Downtown with the intent to allow flexibility for ground level design outcomes.
- Establish a flexible standard for ground floor activation in Downtown that takes into consideration Main Street and secondary street frontages in the district and provide corresponding design requirements for both street and frontage typologies. The design standards should include variations for certain ground floor conditions based on primary streets and intersections and secondary street frontage conditions. Ground floor variations may consider active retail, commercial office, live/work and other acceptable ground floor uses and forms to help make adjustment where the historic districts transition to non-historic uses.
- Review and update Nacogdoches's development regulations and design standards based on best practices and processes in the industry and create tools that link sound land use policies to good governance procedures.
- Downtown development regulation tools should reflect the following characteristics:
 - A comprehensive tool intended to implement the community's vision for Downtown and surrounding neighborhoods.
 - Easy to understand and administer through the streamlining of standards and procedures.
 - Encouragement for the type of new development and redevelopment that the City desires for its Downtown. In other words, "make it easy to do the right thing."
 - Flexible and adaptive to address changing market conditions and varying contexts.
 - Allows for incremental decision making.
 - Predictable & consistent.
 - Establish clear approval process.
 - Simple language with engaging graphics.

Development Code Audit

The city should initiate an initial Code Audit to identify critical gaps and needs in the development code and review process. A Code Audit is intended to assess the current zoning and development code with respect to substantive zoning districts and regulations and development processes. The Audit will evaluate whether existing zoning districts (and their respective standards) address the vision and the future land use plan while defining any gaps that need to be addressed by either consolidation of certain districts or adding new districts. For example, the City's zoning districts that allow more permissible uses as the districts go from lower density/intensity to higher density/intensity uses often makes development unpredictable, especially when applied to existing neighborhoods.

Land uses and zone classifications should be reviewed and modernized, as needed, to reflect uses and technologies that have evolved since the current regulations were adopted. A master table of land uses should be used to locate all uses in a single place within the ordinance and indicate the zoning districts where each use is permitted by right, by specific use permit, by conditional use permit, with special standards, or through other approvals. References to supplemental development regulations can also be indicated in this centralized location for readability.



Biking down the Indianapolis Cultural Trail
- www.sarisinfrastructure.com



Downtown Columbus, Indiana - www.midwestliving.com

Design Standards / Design Guidelines

Design standards and guidelines should meet current best practices, with supporting documentation that is graphically illustrated and legible. Design Standards should not be overly prescriptive to the point where they are not enforceable. Therefore, realizing the City's capabilities and staff resources is key to implementing standards that are functional to the City of Nacogdoches.

- Design standards should focus on new development in Downtown, for specific subareas, and along major corridors such as the North / South Street and I-69 Corridor.
- At minimum, design standards should address the functional urban design standards as opposed to specify stylistic standards of buildings. Functional design standards may include street thoroughfare, building relationships, building form and adjacencies, building frontages and orientation, locations of entries, doors and windows along certain street frontages, and landscape standards designed to minimize impacts of surface parking areas.



"Parklette" examples - worldlandscapearchitect.com

Reference Sources

The links below will help to further explain some Downtown development philosophies, best practices, etc:

SmartCode

A model form-based unified land development ordinance designed to create walkable neighborhoods across the full spectrum of human settlement, from the most rural to the most urban, incorporating a transect of character and intensity within each. It folds zoning, subdivision regulations, urban design, and basic architectural standards into one compact document.

<https://smartcodecentral.com/>

Strong Towns

Strong Towns seeks to replace America's post-war pattern of development, the Suburban Experiment, with a pattern of development that is financially strong and resilient. Strong Town's advocates for cities of all sizes to be safe, livable, and inviting. We work to elevate local government to be the highest level of collaboration for people working together in a place, not merely the lowest level in a hierarchy of governments.

<https://www.strongtowns.org/>

Anti-Displacement Approach

Reside Vancouver: An Anti-Displacement Strategy

The City of Vancouver, WA has developed a strategic framework to coordinate policies and actions that protects existing small businesses and minority owned businesses from future impacts due to new development. The policies are intended to reduce the harmful impacts of involuntary displacement on residents, businesses, and cultural organizations.

<https://www.cityofvancouver.us/cdd/page/reside-vancouver-anti-displacement-strategy>

https://www.cityofvancouver.us/sites/default/files/fileattachments/community_and_economic_development/page/39111/final_reside_vancouver_compress.pdf

Neighborhood revitalization program recommendations

Plano Love Where You Live

<https://link.edgepilot.com/s/c7a99e3b/E0DMcT627UuqqQZKyYegXg?u=https://www.plano.gov/764/Love-Where-You-Live>

Plano Small Area Plans

https://link.edgepilot.com/s/4b4eeb18/-mJRaV90H0WQz5-P_W-tfw?u=https://www.plano.gov/2045/South-Central-Plano-Pilot-Project-Plan

Richardson Revitalization

<https://link.edgepilot.com/s/a744df30/ZeF5NyMsKkuMSz8nsYBJTQ?u=https://www.cor.net/departments/development-services/community-revitalization-awards>

<https://link.edgepilot.com/s/75b58384/GhvLL52SHEWxMRPjDrytJQ?u=https://www.cor.net/home/showpublisheddocument/642/636943126969230000>

Farmers Branch Demo Rebuild

<https://link.edgepilot.com/s/54be3174/ZgEiYLF61Ui9ORTcswDvZQ?u=https://www.farmersbranchtx.gov/318/Demo-Rebuild-Program>

Texas City Neighborhood Clean up

https://link.edgepilot.com/s/4bb79ef0/OCE1OsJEIEqcfC_xNBoChA?u=https://www.texascitytx.gov/878/Neighborhood-Clean-upKeep-Texas-City-Bea

III. Mobility + Access



Overview

The City of Nacogdoches promotes safe, multi-modal travel for all users and for all types of movement while increasing regional connectivity and enhancing local connections. This Chapter outlines existing mobility and access infrastructure and highlights key recommendations to promote mobility options in the Downtown.

Downtown is a walkable and safe environment for pedestrians. The street network is designed to enable motorists to drive slowly and most streets include sidewalk areas in the Downtown area. Overall, Downtown's walk score (a rating system used to define walkability) is considered above average, indicating a relatively safe and comfortable environment for pedestrians. Beyond the Downtown, average daily trips in the City are dependent on the automobile for travel.

Streets + Blocks

The Downtown street network and block configuration is compact with block lengths that average 250 feet to 300 feet. This block length is considered to be helpful when establishing a walkable and pedestrian friendly environment. Immediately beyond the Downtown core area, the block lengths tend to extend longer.

Mound Street extends north to south, and connects the Downtown to the Stephen F. Austin State University campus. This corridor has the capability to serve as a primary multi-modal corridor linking institutional, schools, civic functions, and neighborhoods to both the campus and the Downtown central business district.

Main Street (TX-21) is a principal corridor that links neighborhoods to the east and west of Downtown. This corridor is an important connector for locals accessing neighborhood residential areas. Main Street is also the principal entry point and gateway to the Downtown core area.

North Street and South Street (Business Route 59) fronts the Downtown core on the west and connects other areas of the City directly to Downtown. The North Street and South Street corridor is a TXDOT corridor. As a result, any significant improvements to the corridor right-of-way would require coordination with TXDOT. Land uses are regulated by the City of Nacogdoches Development Code.

There are opportunities to re-purpose select streets in the Downtown to enhance pedestrian safety and improve connections. Examples include E. Main Street, providing improved accessibility to neighborhood, and N. Mound Street linking the Downtown and SFA campus.



N. Pecan Street, Pilar Street and S. Fredonia Street should be converted to a one-way circular routes around the Town Square to provide improved pedestrian movement. Commerce Street was identified as an opportunity demonstration project to create an activate alley or *woornerf* street. A *woornerf* is a street that establish a 'pedestrian-first' design while allowing vehicles to access the corridor. Commerce Street could be redeveloped to improve access to local businesses, improve paving, and provide outdoor seating areas, streetlights and public art.

Other opportunities include the renovation of the bridges along Main Street over Banita Creek and Lanana Creek. As rehabilitations become necessary upgrades such as gateways, pedestrian and so on could be included in the improvements. Bridge upgrades could include gateway elements and enhanced pedestrian elements and connections to the Banita and Lanana Creek Trails.

The intersection of Main Street at North Street is an important gateway to Downtown. Plans to upgrade the intersection could be developed to better serve pedestrian access and safety. Pedestrian connections in the Downtown to the Banita Creek and Lanana Creek trails, the farmers market and the Festival Park area should be enhanced.



Murals near Historic City Hall

Multi-Modal Network

The Brazos Transit District fixed route system includes the Red and Blue lines that serve the City and connects to the Downtown district. In addition, the City has developed walking paths along the Banita Creek and Lanana Creek watersheds. While sidewalk infrastructure in the Downtown extends north in areas adjacent to the university, many residential neighborhoods to the south, east and west adjacent to Downtown do not have contiguous sidewalks.

Designated on-street bike lanes generally do not exist in Nacogdoches. As a first step, Bike Route signage and shared lane markings should be added to alert drivers to share travel lanes and be aware of bicycle traffic. Online maps of popular bike routes around the Downtown should be developed to promote awareness of shared streets.



Example of a Woonerf design - dtjdesign.com

Parking

In any Downtown environment, establishing a right sized parking policy is the goal. Defining a balancing point between the demand for parking and supply of parking to support the needs of local businesses, festivals, events, and day-to-day trips to Downtown is both an art and a science. Parking in Downtown currently includes a combination of off-street private parking, designated off-street public parking areas and on-street parking. The current parking supply adequately addresses parking needs for most days of the year. However, during events, parking demand in Downtown naturally increases. As a result, the perception of parking as an issue is often noted by local businesses and visitors.

An initial assessment of parking in the Downtown district suggests that parking ratios and design standards may not represent current best practices. Public parking in Downtown needs to be managed

such that daily users and visitors can easily find convenient spaces. Special event parking may need to be provided in more remote locations with shuttle services.

Many communities across the U.S. are shifting away from parking minimums and moving toward establishing parking maximums, or in some cases, eliminating parking requirements entirely. For the Downtown, parking minimums are generally set too high which is a deterrent to encouraging new development. The standards for shared parking (time of day usage and metrics) should also be evaluated to establish parking efficiencies especially when uses tend to change over time. Parking management and tracking of changes often create administrative challenges for City staff responsible for managing day-to-day parking programs Downtown.

“In Downtown Nacogdoches, we strive for a family-oriented destination being inclusive to all residents. Preserving our true history, with a vision of what the future and growth of Nacogdoches could be for our children.”

- Nacogdoches Community Member

Recommendations

Citywide Mobility + Access Plan

The City should prioritize a separate Citywide Mobility + Access Plan to define priority infrastructure needs and investment strategies for public streets. The Plan should address the Downtown by identifying critical street rights-of-way, sidewalk, bicycle, transit, and pedestrian needs as part of a detailed implementation program. The implementation program will inform revisions to the City's Capital Improvement Program (CIP) Transportation Element.

Urban Streets Development Standards

The City should review its current street development standards and revise the standards based on best practices to address public rights-of-way, urban trails, utility and landscape design standards. The revised standards should adhere with local, state, and national standards such as American Association of State Transportation Officials (AASHTO) and Manual of Uniform Traffic Control Devices (MUTCD). The standards should also include unique circumstances and street types such as Complete Street best practices, active alleyways, paseos, promenades, and woonerfs, etc., that may apply to the Downtown Urban Design Standards.

Capital Improvement Program (CIP)

Based on the findings of the initiatives above, the City should update its Capital Improvement Program to define high priority mobility and infrastructure needs, Opportunity Area reinvestment projects and associated budgets and timelines. The Opportunity Areas identified in the Downtown Vision Plan should be further evaluated to identify important public-private and non-profit partnerships to leverage local funding resources and staff resources. For more information, refer to Chapter V: Opportunity Areas.



Example of a Woonerf design - dtjdesign.com

Recommendations (Continued)

- Advance a North Street Corridor Subarea study to evaluate current street design standards, access, land uses and urban design strategies aimed at improving pedestrian safety and urban form. Emphasize the intersection of E. Main Street and North Street as an important gateway to the Downtown.
- Look at creative ways to incentivize development through a parking reduction credit for projects located adjacent to public transit services.
- Provide credit for on-street parking to support project related ground floor retail uses and event parking needs. On-street parking must be located adjacent to the project site.
- Consider a shared parking approach to create efficiency between day-use retail and employment uses and night-time residential uses. This concept will require multiple project partners and landowners to work together to create a shared-parking investment opportunity in Downtown.
- Seek travel demand strategies to reduce parking demands to complement the Downtown mixed-use commercial and neighborhood urban form, including enforcement of timed parking, parking maximums, permit programs, or unbundling (requiring the separate pricing of residential parking from the rent or sale price of a home or building).
- Refine a street hierarchy – from entry streets, town square pedestrian streets and other streets and alleys to help inform the design of the public realm in Downtown.

*For more information about the DTJ
woonerf example shown above you can
scan this QR code.*



Reference Sources

American Association of State Highway and Transportation Officials (AASHTO)

<https://www.transportation.org/>

AASHTO is a nonprofit, nonpartisan association representing highway and transportation departments in the 50 states, the District of Columbia, and Puerto Rico. It represents all transportation modes including: air, highways, public transportation, active transportation, rail, and water. Its primary goal is to foster the development, operation, and maintenance of an integrated national transportation system.

AASHTO works to educate the public and key decision-makers about the critical role that transportation plays in securing a good quality of life and sound economy for our nation. AASHTO serves as a liaison between state departments of transportation and the Federal government. AASHTO is an international leader in setting technical standards for all phases of highway system development. Standards are issued for design, construction of highways and bridges, materials, and many other technical areas.

Manual of Uniform Traffic Control Devices (MUTCD)

<https://mutcd.fhwa.dot.gov/>

The Manual on Uniform Traffic Control Devices for Streets and Highways, or MUTCD defines the standards used by road managers nationwide to install and maintain traffic control devices on all public streets, highways, bikeways, and private roads open to public travel. The MUTCD is published by the Federal Highway Administration (FHWA)

Congress for the New Urbanism

<https://www.cnu.org/who-we-are/organization>

CNU is a nonprofit 501(c)(3) organization headquartered in Washington, DC. CNU's mission is to champion walkable urbanism. CNU's key focus areas include creating treat walkable, urban places—buildings, blocks, and neighborhoods—in small towns or big cities, as powerful economic and social engines, improving community health and resilience while promoting sustainability and equity.

CNU provides resources, education, and technical assistance to create socially just, economically robust, environmentally resilient, and people centered places. CNU leverage New Urbanism's unique integration of design and social principles to advance three key goals: to diversify neighborhoods, to design for climate change, and to legalize walkable places.

IV. Arts and Culture



Overview

Downtown Nacogdoches supports a range of arts and cultural activities year round through various programs and events. Residents, businesses, and non-profits are actively involved in supporting festivals, events, public art efforts, and activities, that celebrate the rich tapestry of cultural backgrounds in the community.

The community has a history of preserving its cultural identity through the preservation of buildings and places, and documenting memories and stories that reflect the community's history. The historic fabric and diverse cultural connections help contribute to the eclectic nature of Nacogdoches and distinguishes it from other communities in the region. As one of the oldest continuously settled areas in Texas, Nacogdoches is proud of its diversity and chooses to continue celebrating its heritage and traditions. The local arts and cultural festivals and events serve as important opportunities to tell the stories of community members and help celebrate the future as one collective that represents many different perspectives.

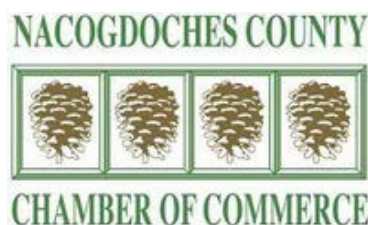
Programming + Operations

The City of Nacogdoches is one part of a community wide effort to promote the City, its history, and its role in the region. Other key organizations in the community also play a purposeful role to define a strategic approach to brand and message the community as an important place.

Downtown is recognized by many locals as a valued resource. Community members enjoy the ambiance and character of Downtown and property owners and investors understand that the Downtown has tremendous potential as a viable economic investment opportunity. Given the limited resources in the community, it is not uncommon for a community the size of Nacogdoches to struggle to develop a consistent and centralized system to organize ongoing programs and operations that serve all interest in the Downtown.



Blueberry Festival - www.nactx.us



Festivals, Events, and Localism

Festivals and events encompass a variety of activities designed to invite and engage locals and visitors to Downtown. The range of activities include cultural celebrations, music, culinary, sports, historical events, and arts & crafts programs that are intended for all ages and people of various backgrounds. It takes a village to effectively establish a place strategy. Every organization in the community has a purposeful role to defining a strategic approach to brand and message the community as an important place.

Below are examples of some of the many local festivals and events held in Downtown Nacogdoches:

Downtown Festivals + Events

Nac Snack Fridays	3 on 3 Basketball Tournament
Picnic in the Park	Heritage Festival
Movie in the Park	Freedom Fest
Wine Swirl	Farmer's Market Fall Fling
Farmers Market Spring Fling	Old Town Rig Down Truck Show
SFA Music and Arts Festival	Crime Stoppers Fish Fry
SFA Ring Dip	SFA Homecoming
SFA Graduation	Dia de los Muertos
Blueberry Bluegrass Concert in the Park	Merry Christmas Market
Blueberry Run 5K	Wassail Fest
Juneteenth Parade	Nine Flags Christmas Parade
Blueberry Festival	Downtown Art Fest
Boo-tique Crawl	Tobaccodoches Cigar Festival
Community Heroes	Monster Mash
	Jingle Bell Run 5K

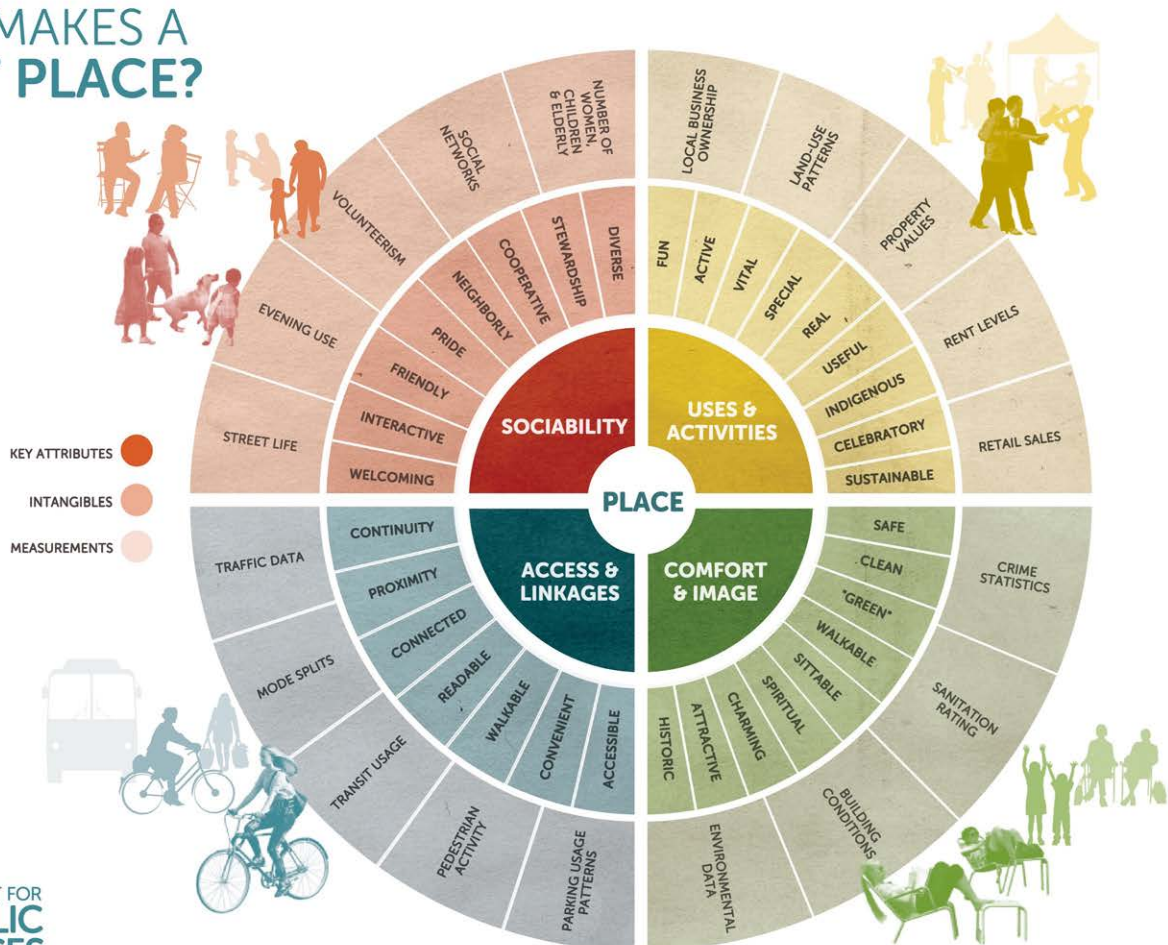
Placemaking

"Placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution."

- <https://www.pps.org/category/placemaking>

Placemaking is a process of understanding how the physical, social, emotional, and ecological health of individuals and communities help define a sense of place. Placemaking is an important strategy to help communicate the history of Nacogdoches. Each community member brings a story that can be expressed in many ways, from written to oral storytelling, historic and interpretive markers, public art, festivals events, and performance art that all celebrate the local culture and traditions of Nacogdoches.

WHAT MAKES A GREAT PLACE?





Placemaking inspirational imagery - www.expressnews.com knowledge.uli.org, tooledesign.com, pps.org

Downtown Organizations

Main Street Division

Established in 1997, the Nacogdoches Main Street Program, has successfully assisted in energizing the Downtown. The role of Main Street is to promote and encourage the growth and vibrancy of the Downtown while strengthening awareness and pride in the community. The Main Street Division is a part of the City Community Services Department and reports directly to the Community Services Assistant Director. The staff are responsible for managing the Main Street program, serving as a liaison to the Downtown business owners, scheduling Main Street hosted events, and promoting Downtown as a destination.

Main Street Board

The Main Street Board is a 12-member board appointed by City Council for 3-year terms. This board is responsible for helping guide and support the Main Street program. The Main Street Manager and the Main Street Board work closely to establish annual goals and work plans.

Convention & Visitors Bureau (CVB)

Responsible for the promotion of Nacogdoches, the CVB is tasked with putting heads in beds and bringing events, conferences, and people to Nacogdoches for a variety of reasons. The CVB has 4 full time staff members and operate out of the Charles Bright Convention & Visitors Bureau building in the middle of the Town Square. The CVB Board is appointed by City Council to advise and guide the CVB staff.

Nacogdoches Economic Development Cooperation (NEDCO)

The NEDCO is a public-private partnership tasked with promoting growth and economic development in Nacogdoches County. NEDCO works closely with the Main Street Program to bring business to Downtown and help existing business owners thrive.

Historic Landmark Preservation Committee (HLPC)

The HLPC includes 7 members appointed by City Council for 3-year terms. This board is responsible for overseeing historic preservation efforts in the five designated Historic Overlay Districts and any building individually designated. They review applications requesting permission to make modifications to historic structures inside these districts. HLPC administers the City's annual Historic Restoration Grant as well as the Demolition by Neglect ordinance.

Downtown Merchants

The Nacogdoches Downtown merchants do not have an official association but are active in the promotion and preservation of Downtown Nacogdoches. The City assists with bi-weekly Downtown Merchant meetings at the CVB to address Downtown events and issues.

Nacogdoches Arts Collaborative

Nacogdoches Arts Collaborative is dedicated to showcasing and supporting the wealth of artistic talent in Nacogdoches and providing enriching arts programs for the entire community to enjoy. This established 501(c)3 is working towards an arts center to support art, music, dance, theater and creative writing in our Downtown area.

Stephen F. Austin State University (SFA)

Stephen F. Austin State University (SFA) is situated just a few blocks from downtown. The university has a strong connection to downtown Nacogdoches, with many students, faculty, and staff members frequenting the area for shopping, dining, and entertainment. SFA maintains connections to downtown's vibrant art scene through the Cole Art Center at the Old Opera House, showcasing exhibitions coordinated by the SFA gallery director. Although staffing changes at SFA have limited the frequency of events at the center, fundraising is

underway to support the addition of a new assistant director of public programming. The Cole Art Center remains open to the public, allowing community groups to use the center for social and educational events.

The County (Courthouse)

The City of Nacogdoches serves as the county seat of Nacogdoches County. Throughout Nacogdoches's history, a total of five courthouses have been built. The Stone House, later referred to as the Old Stone Fort, served as the original courthouse when it was built in 1779. Two more courthouses were subsequently constructed in the downtown square until a fire nearly destroyed the west end of downtown, prompting a fourth courthouse to be built in a new location. The 1912 courthouse was built at the corner of East Main and North Street but quickly began to deteriorate. This led to the fifth and final courthouse being built in 1960 which remains today.



Nacogdoches Convention and Visitors Bureau

Recommendations

- Support a creative branding and promotions program that invites all people to participate in Downtown in an inclusive way. A collective effort should aim to diversify events while creating a Downtown environment that does not solely rely on special events to draw people to Downtown.
- Trust community leadership and action on all levels and acknowledge that leaders need not have all the answers, but provide the space for experimentation, collaboration, and partnerships in a community to do great things. Build upon the public, private and non-profit organizational relationships.
- Establish a Downtown Activation Plan that considers public rights-of-way, easements, buildings, and the programming of uses and events to promote and attract people to live, work and enjoy Downtown. A Downtown Activation Plan would serve as a strategic plan to build off of the recommendations of the Vision Plan to:
 - * Attract people and development to Downtown.
 - * Program events in Downtown to ensure adequate programming and support of events is in place.
 - * Evaluate the feasibility of creating a Downtown Business Improvement District (BID) to support Downtown events and activities. The BID would be the primary source for administering the organizational structure and facilitation of events and programs in Downtown, and be the third-party entity to coordinate a single source calendar, volunteers, permitting and regular event programming. The BID entity would define staffing needs, tracking costs and revenues. Funding for the BID would be derived by an assessment based on business frontage, monthly dues or a property valuation structure. The City and other interest may look at other similar communities to define an organizational program that works best for Downtown Nacogdoches.
- Promote adaptive reuse and façade restoration funding programs as an incentive for private property owners to advance projects in the Downtown.
- Promote a tenant improvement funding program to assist in activating ground floor uses.
- Assess the feasibility of restructuring civic uses in Downtown, such as the fire station. This site could include new active retail, restaurant space, adaptive reuse of the Convention and Visitor Bureau to create a new flexible, adaptive reuse of the CVB building as an arts collaborative, food court, art gallery, and an interpretive museum space to activate the Town Square block while retaining visitors and locals seeking an experiential and active central gathering space in the core of Downtown.

- Work with the private landowner of the bank buildings in the Downtown to incentivize the adaptive reuse of these buildings and spaces to help activate the ground floor uses and retrofit the mid-century era architectural styles of these structures.
- Establish a 'Percent for Art' funding program for capital investment projects.
- Create functional public event spaces that do not require closing Main Street. Consider other streets and public spaces such as Commerce Street, Festival Park, and smaller private spaces as a strategy to activate spaces and build upon the events as interest grows.
- Connect the Stephen F. Austin State University campus and Downtown to surrounding neighborhoods. Assess how Mound Street and public transportation can draw the needed linkages to support both areas as cultural, entertainment, and employment centers.
- Improve Downtown infrastructure by prioritizing the backlog of needs such as the repair of sidewalks and curbs, removing and upgrading old utility lines and poles, new water lines to support building development, and lighting.
- Improve traffic flow around the Town Square and Downtown Core. Assess current vehicular travel patterns, turning movements and under-utilized street corridors that may become a network of interconnected pedestrian activated spaces.
- Prioritize pedestrian-first design and walkability through improved sidewalks, accessible curb cuts and ramps and user-friendly parking solutions.
- Explore creative parking solutions such as shared parking agreements – CBTX and Regions Bank's parking lot.
- Continue to expand Downtown health and wellness through sporting events, active living, linkages and enhancements to trails and natural environments in Downtown.

Big Take Aways + Priorities



American flag waving Downtown

Align Community Values with Plan Strategies

- Establish priorities that are grounded in fiscal reality

Maintain the Downtown Identity + Character

- Tell the stories of Nacogdoches
- Embrace a Walkable Neighborhood Concept
- Enhance the arrival sequences (Main Street, Church Street)
- Create a Downtown for all ages
- Celebrate multi-culturalism / multi-generations

Address Deferred Maintenance and Infrastructure Needs

- Update the Downtown Capital Improvement Program

Build a Groundswell of Support and Effective Collaborations

- Seek long-term, healthy partnerships to advance the collective goal of the Vision Plan



Nacogdoches Convention Center and Visitors Bureau
- theplaceswetravel.com

Define Downtown's Role in Addressing Community Housing Needs

- Address housing quality and affordability
- Respond to ongoing demand for locals seeking housing security
- Promote housing diversity (types, size, ownership / rental)
- Encourage 2nd story/converted loft

Establish New Funding Sources for Downtown Initiatives

- Establish thresholds and needs
- Expand existing tourism market
- Seek creative funding solutions
- Explore diverting sales tax revenues
- Refine the fiscal analysis to determine needs
- Consider forming a business improvement district

“Win/Wins”: Downtown Initiatives to Explore

The September 2022 Vision Plan Design Charrette generated many great ideas to help activate the Downtown. Each initiative has the potential to serve as catalytic investment that encourages public-private partnerships, community non-profit groups, property owners, developers, and the City to support and participate in advancing the goals of the Downtown.

The initiatives should be prioritized as part of the Vision Plan implementation program. High priority projects should be identified as part of the City's Capital Improvement Program to define specific project needs, budget requirements and timelines.



Rendering of Downtown Nacogdoches potential vision

Pecan Street / Festival Park

The Festival Park is an important public space. This concept suggests flipping the performance stage and reorienting the park, adding new accessible walkways and seating spaces, and improving the Banita Creek flood way. Improvements to the existing bridges on Pecan Street and Church Street would welcome people to Festival Park while encouraging new infill development and ground floor activation.

East Pilar Street

East Pilar Street establishes an urban edge and helps frame the Festival Park and core Downtown area. The City should conduct an assessment of the structures and street infrastructure and assist property owners to improve building facades and activate the street to create an active, safe, and walkable area. Incorporating street lighting, sidewalk improvements and other features will ensure the success of this street corridor.



Downtown Initiatives (Continued)

Commerce Alley

Commerce Alley is the next new, hip, “hole in the wall” in Downtown. This remnant space between Fredonia Street and Church Street has great potential to be an active alley space or *woonerf*. New lighting, outdoor seating, planters, and opportunities for music and food trucks would transform this space into a year-round activated alleyway scene. The City could initiate street infrastructure improvements by developing a detailed plan to promote a façade restoration grant program to encourage improvements to Commerce Alley entrances or rear facades, which will support higher usage.

Farmers Market (Hitch Lot)

In many communities, Farmers Markets are popular as weekend attractions on closed off downtown Streets or Parks. The Saturday Farmers Market in Downtown Nacogdoches is no exception. However, the location of the Farmer’s Market is only utilized once a week. During the remainder of the week, the open space is underutilized. The large surface parking area also creates runoff during rainstorm events and the site is not particularly attractive in its current condition.



The Dairy Block in Denver, CO - www.thedenverrear.com

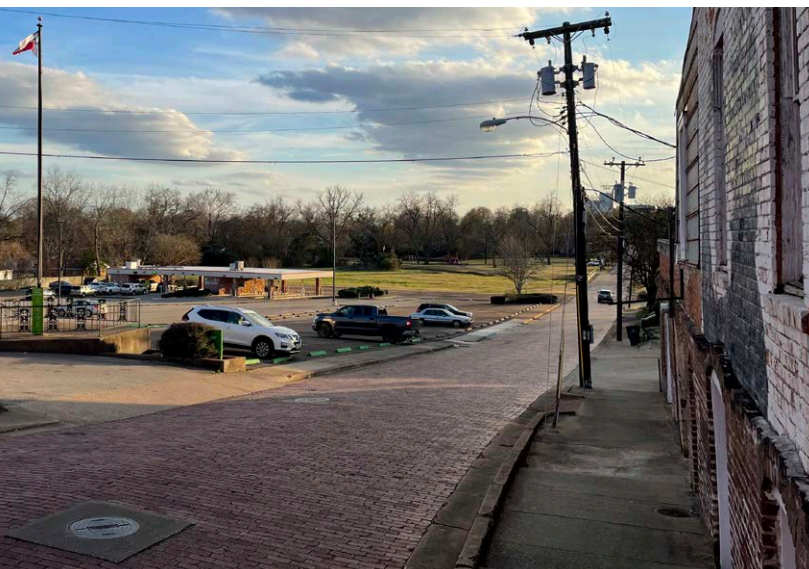


Fresh produce at Nacogdoches's Farmers Market

Regions Bank Parking Lot

This site could be redeveloped to include a mix of uses while supporting multiple Downtown objectives, including mixed-income housing, ground floor uses, streetscape improvements and a new shared use parking structure designed to accommodate employment uses, activities and events at the Festival Park. The redevelopment site could be a public-private partnership to address mixed-use infill, flexible civic open spaces, and small brick and mortar ground floor retail, coffee shops, and cafés. The site could also accommodate the Farmers Market using adjacent streets and open spaces in the vicinity.

A conceptual site plan could be developed to plan for a combination of private development and public uses if the property owner is willing to engage in a design process to explore ideas.



Downtown brick streetscape

Community Recreation and Walkability (Cox Street Lot)

These sites could be improved to connect the Festival Park in a usable way and place an emphasis on sports and walkability. Additional lighting, sidewalk improvements and pedestrian scale signage could help activate the space.

Downtown Initiatives (Continued)

Liberty Hall

Liberty Hall should be listed as a possible refurbishment and adaptive reuse project. Located on the banks of the Lanana Creek, Liberty Hall was built by the City in 1994. It is a rustic, lodge-type facility that is ideal for parties, receptions and meetings. The 1,800 sq. ft. meeting room can comfortably accommodate up to 75 people. It also offers limited kitchen facilities.

Main Street and North Street and Intersection

This intersection represents a primary access and Gateway to the Downtown. The street right-of-way, travel turn lanes, and sidewalk area should be addressed to improve pedestrian safety and encourage walking at this intersection. Adjacent private buildings at the corners of this Gateway intersection could be improved to create a welcoming environment for visitors and locals accessing this important Downtown location.



Impromptu General Mercantile Jam Session



The Gateway Statue



Festival Park concert - kfox95.com

Parking

Review the current development code for Central Business (B-3) parking requirements and other commercial zones along the periphery of Downtown (e.g. General Business (B-2) - particularly along Mound Street and Hospital Street, to ensure a consistent application and right-sized parking approach is implemented. The proposed Coded Audit would address this type of inconsistency.

Mound Street + Statue Trail

This corridor should be evaluated to determine how it could be enhanced to improve connections between Downtown and the SFA campus. The corridor could serve as a Complete Street (refer to Glossary of Terms) and multi-modal corridor with new bicycle lanes, improved accessible sidewalks, and public transit access. The corridor reinvestment may help identify new appropriate land uses, and infill development opportunities for the Washington Square and Nacogdoches Independent School District site and other small parcel locations that may accommodate housing in the future.

Vacant Parcels

The City should continue to work with Downtown property owners to communicate the long-range Vision Plan and seek strategies to promote new infill development (with a focus on housing, active uses and jobs) and the restoration of significant and contributing structures in Downtown.

- Rulfs/Pilar and Rulfs/Main: Potential trailhead location with a vibrant coffee shop with stairs leading down to the trail.
- E. Hospital & N. Mound: Interesting transition from Mound Street to Downtown.
- Old Dry Cleaners (Lanana & Swift Streets)
- Downtown Parking

Reference Sources

Projects for Public Spaces (PPS)

PPS is nonprofit organization that brings public spaces to life by planning and designing them with the people who use them every day. PPS brings knowledge, skills, and strategic thinking to fuel lasting change and create community-powered public spaces around the world.

<https://www.pps.org/>

National Endowment for the Arts (NEA)

NEA is an independent federal agency that is the largest funder of the arts and arts education in communities nationwide and a catalyst of public and private support for the arts. By advancing equitable opportunities for arts participation and practice, the NEA fosters and sustains an environment in which the arts benefit everyone in the United States.

<https://www.arts.gov/>

“The whole point of downtown is that you walk from one business to the next, and it’s a big cohesive district, and when you have big vacant buildings, that hurts the businesses for everyone.”

- Larissa Philpot, President & CEO of NEDCO

V. Opportunity Areas



Overview

As a part of the Downtown Vision Plan process, community participants identified several proposed Opportunity Areas in the Downtown that could serve as catalyst reinvestment projects. The Opportunity Area projects focus on public capital infrastructure reinvestments to leverage new private sector development that will bring in new housing and attract new businesses, as well as people and activity to Downtown as a destination place.

This Chapter highlights the strategic Opportunity Areas and potential private development infill areas in the Downtown.

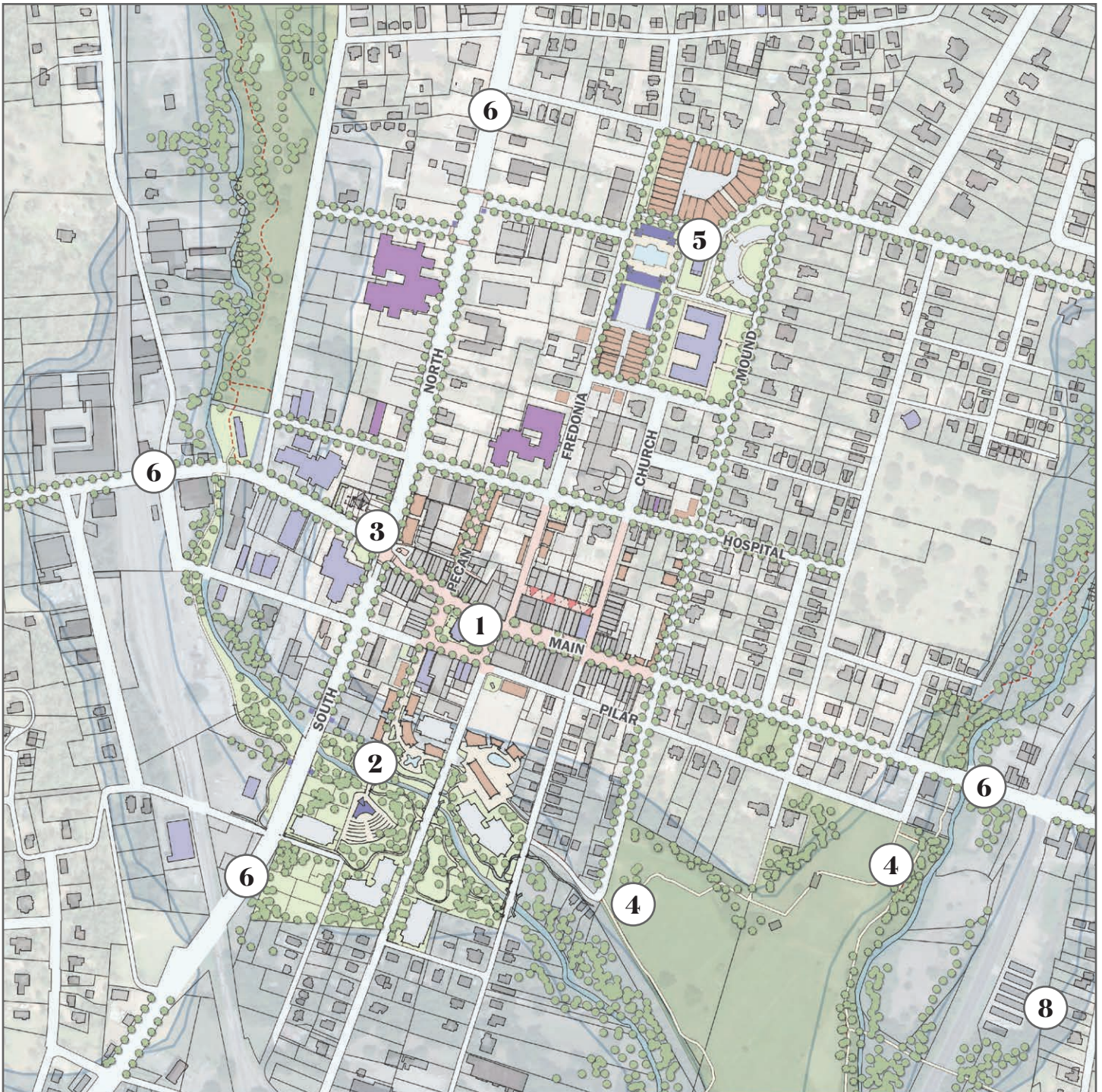
Opportunity Areas

The Downtown Opportunity Areas reflect important strategic investment opportunities that help build upon the unique qualities and resources of the Downtown and serve as catalytic reinvestments. The public investment in critical infrastructure will help stimulate needed private sector investments in the core area. The Opportunity Areas will evolve over time as community resources are identified.

Each Opportunity Area is likely to include similar design features as noted below:

- An upgrade to existing infrastructure such as street paving, curb, gutter, pedestrian enhancements, and utilities are all needed to support new land uses (housing, retail, commercial employment, and entertainment).
- Integration of community amenities and gathering places such as plazas and parks.
- Locations for bicycle, pedestrian, and transit amenities.
- Improved safety and connections to open spaces or “green” corridors, addressing sidewalks, street lights, wayfinding and signage connecting surrounding neighborhoods.

- 1 Town Square Activation
- 2 Pecan Street Destination Festival Park
- 3 Main Street / North Street Downtown Gateway Entry
- 4 Banita Creek / Lanana Creek and Neighborhood Connector
- 5 Washington Square / Mound Street Reimagined
- 6 Downtown District Gateway Features
- 7 Downtown Enhancements
- 8 Historic Shawnee Neighborhood Assessment



Map 14. Opportunity Area Project Location Map

*7: Downtown-wide enhancements: Consider a variety of upgrades and enhancements such as sidewalks and street trees, signage, public art, facade restoration, etc.

Street Frontage Activation

A principle design approach for the Downtown is to emphasize safe pedestrian access and circulation areas, and activated street frontages. In general, streets and streetscapes should be safe and fun places for people to enjoy. The Downtown street environment should be a place that is walkable, where people can meet, gather, stroll, window shop, and relax.

'Activated street frontages' refers to the ground plane street experience where buildings, building entries and pedestrian sidewalk areas are engaging. Pedestrian areas should include wide spaces that are designed for all people to enjoy and appreciate. Building massing and scale should be proportionate to the public street area, with entries and window openings that are legible and transparent. Building materials should be rich in texture and of high quality.

The Downtown Plan identifies a hierarchy of activation that includes Primary and Secondary Activated Frontages.

Primary Activated Frontages include building ground floor areas that directly front the principal street. The Primary Activated Frontage emphasizes active ground level uses such as retail shops, restaurants and entertainment uses. These special street frontages are characterized by active uses, wide sidewalks, floor to ceiling window openings, transparency, street signage and lighting to add to the character of the streetscape environment.

Secondary Activated Frontages include streets that also support active uses, retail shops and restaurants, but also are supportive of other commercial uses such as professional offices, service uses, second story building entries, live work units at the ground level, and creative makerspace studios. The guidelines below define the characteristics of a successful Downtown street environment.

- Creative mix of uses (artisan shops, retail, hospitality, cultural and entertainment).
- Well-maintained pedestrian spaces.
- Activities and events that enhance Downtown as a special and unique destination
- A Downtown market, interactive art installations, and locally-owned, custom boutiques.
- Community gathering spaces (streets, alleyways, civic spaces, and festival areas.
- Connections to neighborhoods and natural areas
- Universal access to active mobility options.
- A sense of belonging, where all are welcome (Downtown should be viewed as the 'Living Room' of Nacogdoches).

Legend

||||| Primary Activated Frontage

||||| Secondary Activated Frontage

■ ■ Major Activation Zone

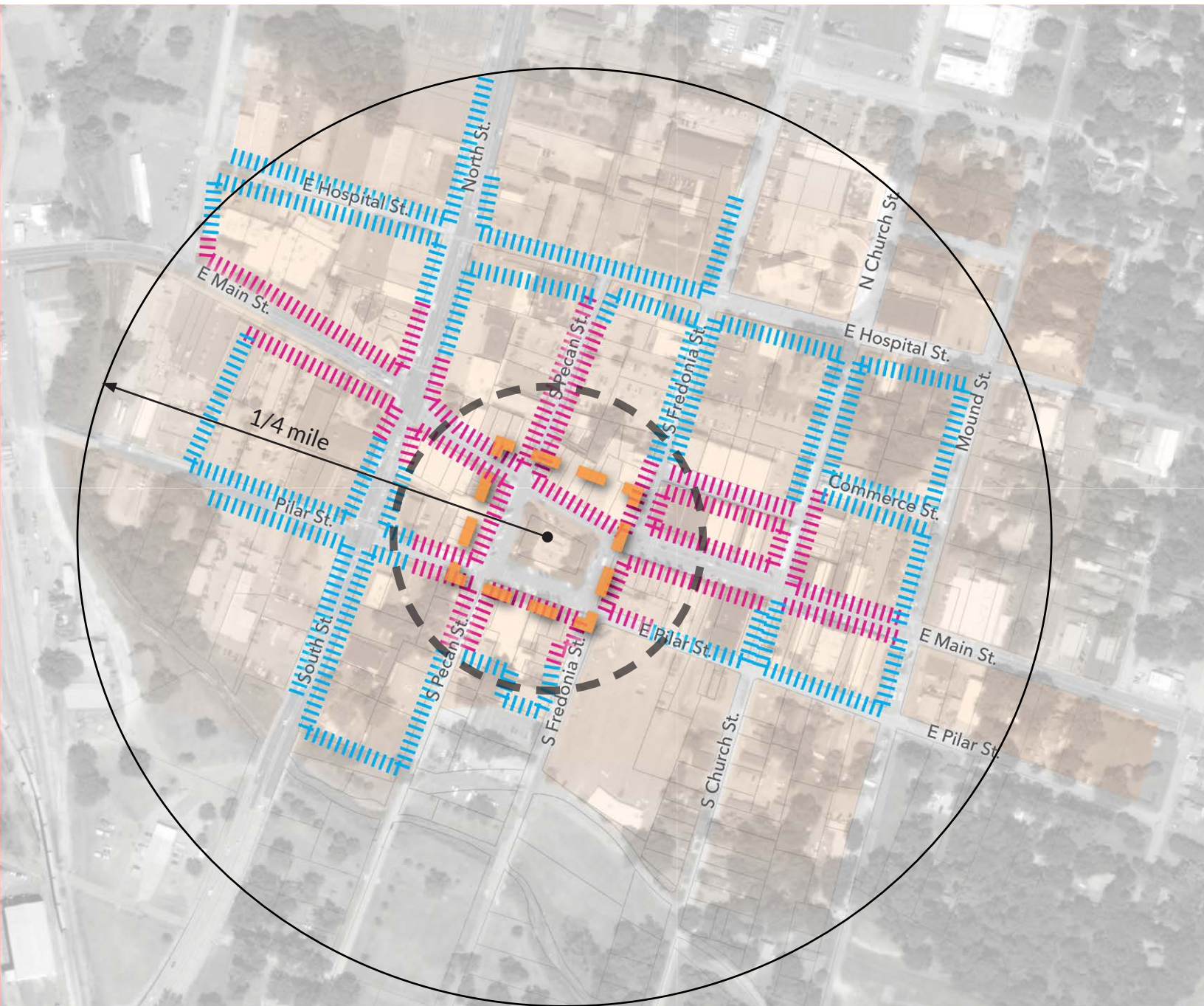


Figure 9. Downtown Frontage Plan

Opportunity Areas

1. Town Square Activation

Description

The Downtown Town Square is the historic and cultural center of Nacogdoches. Currently, the Town Square functions as a hub for visitor accommodations, retail shops, and special events. The principal structure located in the center of the square accommodates the Nacogdoches Convention and Visitor Bureau, and several successful and locally owned businesses comprise the Square. The streets in the Square are wide open areas with sidewalks that are generally too narrow. While the Town Square demonstrates a walkable scale, with comparatively low average daily traffic volumes and low vehicle speeds, access to many buildings and storefronts off the main square area are not fully accessible for those who experience disabilities. An assessment of existing conditions and public infrastructure needs suggests that additional sidewalk area and repair, street trees and covered seating areas would provide additional comfortable pedestrian circulation areas in the Downtown core area.

Additionally, several mid-century building types in the Downtown core do not provide the needed ground floor activation that is needed to complete the Town Square. The City should find ways to collaborate with property owners to identify means to rehabilitate storefronts in such a way that will contribute to the overall vibrancy and activation of the Downtown Town Square.



Downtown charm - www.thebatdrone.com/photos

Town Square Activation

Key Highlights

Town Square Landscape

- Tree plantings
- Seating areas
- Shade pavilions
- Street banners

Pedestrian Circulation Areas

- Paved sidewalk areas
- Corner bulb-outs
- Curb cuts
- Street lighting

Recommendations

Street Reconfiguration/ New one-ways

- S. Fredonia, E. Pilar, S. Church
- Modified on-street parking
- Mid-block crosswalk on Pilar

CVB Remodel

- New south entry
- Remove shade canopy
- Expand sidewalk area
- New seating / shade structures
- New landscaping



Current Town Square - www.google.com



Proposed Town Square



Current Town Square Northwest View (from Pilar Street)



Proposed Town Square View

Opportunity Areas (Continued)

2. Pecan Street Destination Festival Park

Description

South Pecan Street provides a direct link from the Downtown Town Square's retail and entertainment district and programmed activities and events as part of the Festival Park to the south of the Downtown core area. The Pecan Street corridor should be enhanced with wider sidewalks, street trees, and interpretive signage to help activate this southern portion of the Downtown core area.

The Festival Park should be re-oriented to include a new stage and support facilities at the northern end of the park, just across from the Banita Creek. New age-appropriate community play areas and public restrooms should be located adjacent to the open space areas of Festival Park. Additionally, Banita Creek would benefit from restoration efforts that include bank stabilization and improved habitat areas.

To the north of Banita Creek, along South Pecan Street and Fredonia Street, new infill development would include a mix of small cafés, grocers, and coffee shops at the ground level, with a mix of market-rate and affordable housing above. The infill projects would also include small pocket parks and play areas for residents with families and older generational residents. The project could be incentivized by a shared parking and parking reduction approach, given its proximity to the Festival Park and adjacent public transit services.

Key Highlights

- Redesign Festival Park to include a new performance stage and applicable infrastructure
- Restore Banita Creek with bank protection and stabilization
- Incorporate new landscape enhancements (play areas, seating, tree plantings, signage, walkways)
- Provide additional public restroom facilities
- Locate private redevelopment infill projects north of the Festival Park, along Pecan Street and Fredonia Street
- Upper-Level Loft Conversions, Stacked Flats: 4-8 units per year
- New Mixed Use Residential Infill Projects: 1-2 buildings / 4-8 units each
- Townhome: 4-8 per year
- Small Patio Homes: 4-6 lots per year
- Total: 20-30 units over the next 5-7 years* (40-50 / 10 years)
- Ground Floor retail, café, coffee shops: Estimated sq. ft. 5,000 – 7,000 sq. ft
- Corner grocer: 5,000 – 8,000 sq ft.

**Based on market conditions, land availability, cost, and code limitations. This program data is intended to inform a preliminary Fiscal Analysis summary.*



View approaching South Pecan Street

Pecan Street Destination Festival Park

Key Highlights

S. Pecan Street Enhancements

- Curb and gutter
- Sidewalk improvements
- ADA compliance
- Streetscape amenities
 - Lighting
 - Street trees
 - Seating areas
 - Street banners
- Bridge upgrades

Festival Park

- Reposition / upgrade performance stage
- Site grading
- Landscape enhancements
- Public restroom
- Banita Creek bank improvements



Current Festival Park - www.google.com

Recommendations

South Pecan Street enhancements

- Gateway to Festival Park

Redevelop adjacent properties

- Collaborate with private property owners to redevelop adjacent properties

Promote neighborhood scale

- Mixed-use with ground level activation and residential / office above

Provide civic spaces and pocket parks



Proposed Festival Park



Current Festival Park View



Proposed Festival Park View

Opportunity Areas (Continued)

3. Main Street / North Street Downtown Gateway Entry

Description

The Main Street / North Street (Highway 7 and Business Route 59) is an important entryway to the Downtown core area. This intersection is complicated by the fact that North Street is a TXDOT Highway 59 right-of-way. However, the City should take the lead to develop a concept streetscape plan, in conjunction with TXDOT, to improve the ingress / egress, turn lane configuration, and adjacent pedestrian sidewalk areas.

Adjacent private property owners should be approached to determine the feasibility of façade restoration and site redesign at the corner parcels to create a stronger presence at the intersection. A review of the development code for the subject properties should be conducted to determine where incentives may be identified to help improve the properties overall and strengthen access to local businesses in the area. Monument design features such as entry archways, public art, or signage, could be pursued to help celebrate this important entry to the Downtown central business district.

Key Highlights

- Redesign the intersection to address new curb and gutter, vehicular turn lanes, and bike lanes
- Improved gateway signage and monument features
- Adjacent structure façade restoration / site improvements
- New public art



Welcome signage in Basalt, CO
- www.uncovercolorado.com



Welcome signage in Golden, CO - www.uncovercolorado.com

Opportunity Areas (Continued)

4. Banita Creek / Lanana Creek and Neighborhood Connector

Description

Downtown neighborhoods are an important component to Nacogdoches's culture and environment. Each Downtown neighborhood and historic district should be linked together through defined special corridors and promoted as walking tours for people to enjoy and appreciate.

For example, Main Street is an important pedestrian corridor that links the historic Shawnee Street neighborhood to the central business and entertainment district. Improvements to specific connector streets may include pedestrian sidewalk and access ramps, on-street bike lanes, and street trees.

Key Highlights

- Accessible sidewalks
- On-street bike lanes
- Entry signage / interpretive markers
- Street trees
- Public art

**“A walkable
and accessible
downtown
linked by a
clearly marked
and landscaped
walkways from
Banita to Lanana
Creeks.”**

**- Nacogdoches Community
Member**



North Beach Walking Path in Branson, MO - bransonmo.gov/695/North-Beach-Walking-Path

Opportunity Areas (Continued)

5. Washington Square / Mound Street Re-imagined

Description

The Washington Square and Mound Street corridor is strategically located to help address community housing needs with the potential of new off-campus student housing and married student housing for the Stephen F. Austin State University future growth plans. Given the location of the Washington Square area at the north end of Downtown, and its underlying landownership structure for land parcels, this area could provide an opportunity to establish a new Subarea Plan district that could be studied to determine the feasibility of creating a new neighborhood that would support multiple interests including the Independent School District, the City and SFA.

The design concept for the Washington Square neighborhood is envisioned as a long-term initiative that could include a mix of subsidized and market rate housing, student housing, shared community services, activity centers, small-scale employment opportunities, neighborhood retail and park spaces. The Washington Square Re-imagined idea is a bold concept that will require support by the Nacogdoches Independent School District, SFA and adjacent neighborhoods.

An initial first step would involve understanding current landownership, levels of interest, potential public/private partnerships, an initial market feasibility study, and a concept development plan effort. This first step would also assess existing building resources, uses, and program requirements

to determine a strategy for adaptive reuse, consolidations, and site development opportunities. Additional next steps would involve identifying funding programs, partnerships, and development agreements to advance the initial ideas and project vision.



Townhomes in Atlanta neighborhood - curbed.atlanta.com



Townhome examples - Source: Daniel Parolek/ISLAND PRESS aarp.org

Key Highlights

Redesign of site to include new public / private redevelopment and infill needs such as:

- Mixed income multi-family residential stacked flats, town homes and flexible housing options
- Neighborhood scale small lot single family w/ ADU's
 - * Estimated # of units – 40-50 units / 10 year build out
- Multi-purpose Civic / Community Amenities
 - * Community Gathering Space
 - * Performance Theatre
 - * Educational Uses
 - * Artist's collaborative workspaces, makers space, live/work/play
 - * Neighborhood Park (w/age-appropriate play areas)
 - * Pocket Parks
 - * Green connectors
- Neighborhood retail, café, coffee shops
 - * Estimated 3-4 new mixed-use buildings with ground floor uses
 - * Total: 5,000 – 12,000 sq. ft.
- Office
 - * Adaptive re-use, new stand alone employment
 - * Total: 10,000 sq. ft. / 10-15 year build out
- Landscape enhancements (play areas, seating, tree plantings, signage, walkways)
- Public restroom facilities
- Public Transit Stop Enhancements

**Based on market conditions, land availability, cost, and code limitations. This program data is intended to inform a preliminary Fiscal Analysis summary.*



Cafe seating in Columbus, IN - columbus.in.us



Adaptive reuse project - drawarch.com

Opportunity Areas (Continued)

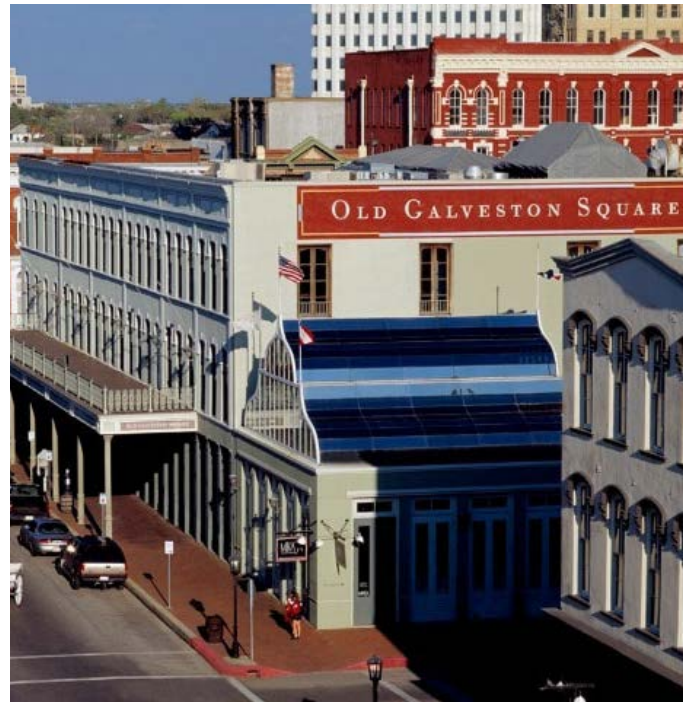
6. Downtown District Gateway Features

Description

Downtown Gateway features are important design components that support wayfinding and branding for the Downtown Nacogdoches community. Each Downtown neighborhood and historic district should be linked together, with special defined corridors and entries for people to enjoy and appreciate. As an example, Main Street is an important vehicular and pedestrian corridor that links many neighborhoods on the East and West-side of Downtown, including the historic Shawnee Street neighborhood to the central business and entertainment district. Improvements to specific connector streets such as Gateways may include artist-initiated designs. The Gateway features would also be incorporated into Downtown promotional material, website, and other marketing materials that help brand and promote Downtown Nacogdoches.

Key Highlights

- 3-Dimensional Public art Sculpture
- Interactive Entry Signage
- Interpretive markers



Old Galveston Square Signage



Old City Gates of St. Augustine, FL - www.expedia.com



Aviles Street Gateway in St. Augustine, FL - thetravellingfool.com

Opportunity Areas (Continued)

7. Downtown Enhancements

Description

Downtown enhancements include a variety of public realm strategies such as new signage and wayfinding, public art, murals, pedestrian-first design safety features (crosswalks, accessible ramps), bicycle parking and other public amenities as seating areas and planters, park-lets or green patio spaces. A priority for the future of Downtown is to maintain and enhance the characteristics that have proven so successful in the past. Downtown has a finite area, therefore it is critical to make the best use of the available land in order to continue building on the vitality of the community.

Downtown enhancements would also include continued support for private development initiatives in Downtown, particularly for those projects that are responsive in the Downtown Vision Plan and embody characteristics of the commercial district urban form, visitor / customer-oriented commercial retail, street-level activation, and mixed-use office or residential above.

Key Highlights

- Preserve existing historic buildings
- Incorporate drop off zones
- Maintain Downtown core area characteristics, emphasizing pedestrian-oriented design connections between the buildings and sidewalks with architectural elements.
- Reduce visible mass by stepping back upper stories from the street.
- Consolidate Downtown parking into collector lots that serve multiple purposes



Downtown Franklin, TN - downtownfranklinton.com

Opportunity Areas (Continued)

8. Historic Shawnee Neighborhood Assessment

Description

The City of Nacogdoches is in the early stages of developing an initial inventory assessment of the Shawnee Neighborhood to determine the feasibility of a possible future history district nomination for the neighborhood. The process for determining eligibility for a Historic District is lengthy and may take years. The following represents the steps toward nominating a Historic District:

Key Highlights

- Historic Nominations begin with a historic property inventory or Historic Resource Survey. This catalogs all the properties, architectural types, and current conditions, and includes as much historical information as possible. A consultant or firm is brought in to complete a building inventory which is then used as the basis for a national register nomination. They are tasked with photographing sites, doing research, and preparing a report.
- The nomination is then taken to the Historic Landmark Preservation Committee (HLPC) for consideration.
- Before a National Register nomination is submitted to the Texas Historical Commission, the City will develop a public engagement outreach effort to determine the level of support of all property owners who may desire

to be included in the proposed historic district formation. The public outreach process serves to educate residents and makes sure the public understands the process, what a Historic Overlay is and how it may impact property owners.

- If the surveyed area is to be established in a local historic overlay, the next steps include a typical zone change process. As part of the public outreach process, before the zone change must first be reviewed both by HLPC and Planning & Zoning before being considered by the City Council.
- The National Register Historic District application is first sent to the Texas Historical Commission for approval before final review by the National Park Service. The Texas Historical Commission and the National Park Service have the option to approve the district, deny it, or to approve with modified parameters



Opportunity Areas (Continued)

8. Historic Shawnee Neighborhood Assessment

Recommendations (Continued)

- The DTAC recommends that the Shawnee Neighborhood should be included as part of the Downtown Vision Plan as illustrated in the Character Area Map.
- The DTAC acknowledges/ supports (recommends) that further study is needed to engage the residents and business owners of the Shawnee Neighborhood as part of a next step Shawnee Neighborhood Plan, to define the vision, goals, and desires of the community.
- The DTAC endorses the City staff's effort to develop a historic resource assessment to determine the feasibility of the Shawnee Neighborhood as a future Historic Overlay District. The assessment will include a technical review of potentially eligible properties as contributing historic resources and evaluate the advantages and disadvantages of the Historic Overlay design for the Shawnee Neighborhood and property owners within the Shawnee Neighborhood . The assessment will include input from the property owners.



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Private Development Infill Opportunities

Description

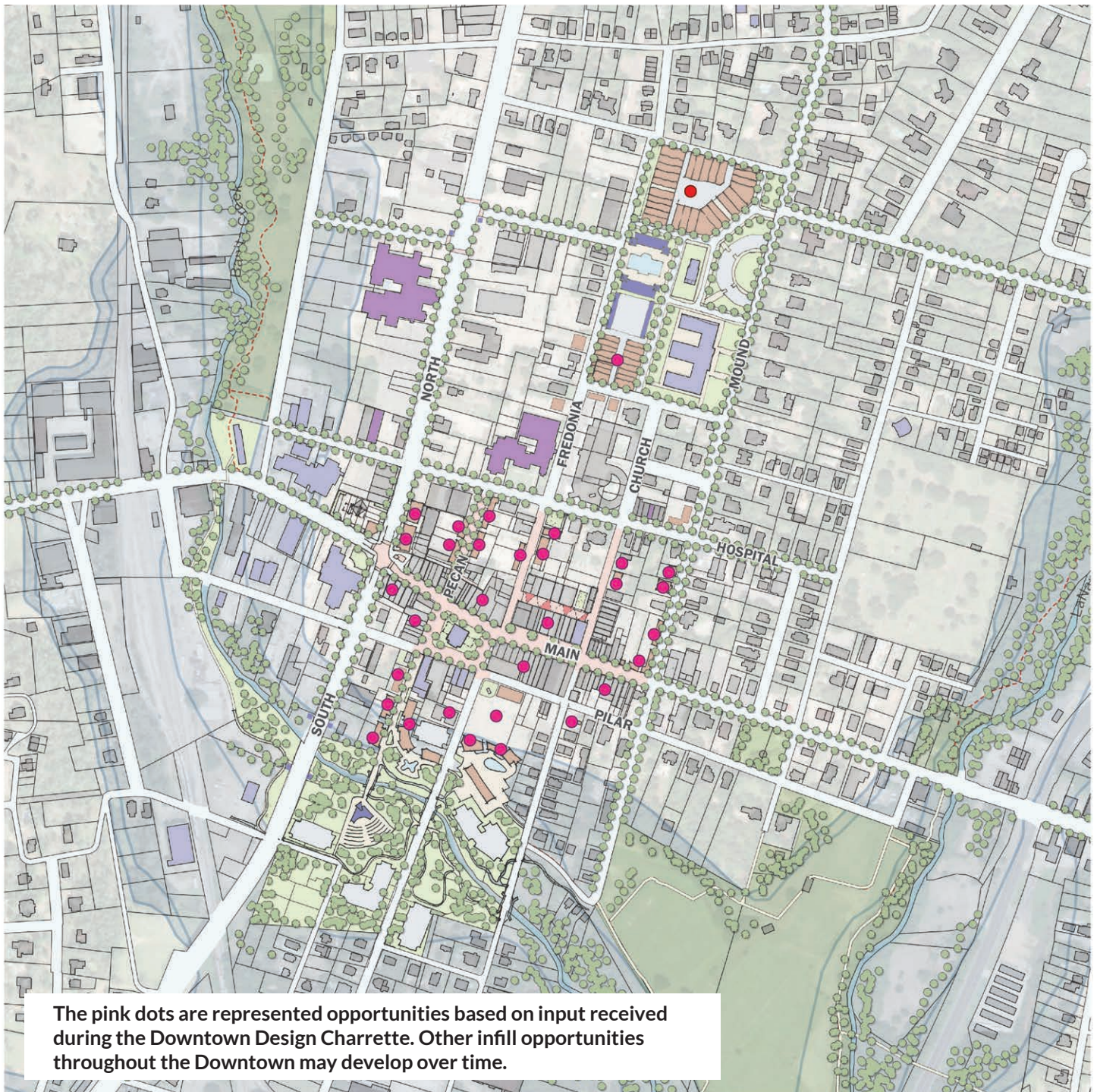
The Infill Opportunities Location Map was developed as a result of input received at the September, 2022 Design Charette, and findings of the Neighborhood Assessment Report. The primary objective is for private investments to begin occurring over time because of initial catalytic Opportunity Area investments*. In conjunction with capital improvements, private property owners, developers and investors will begin to move projects forward throughout the Downtown.

Key Highlights

New private redevelopment and infill initiatives may include:

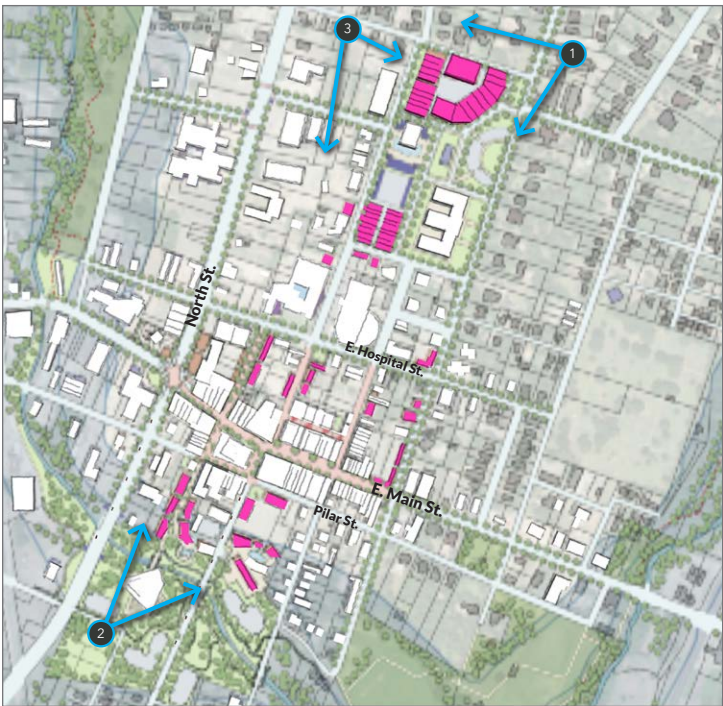
- Mixed income, single-family and multi-family residential
- Small lot, cottage units
- Neighborhood scale single family detached units w/ADU's
- Adaptive reuse w/ground level activation and stacked flats above
- Town homes, row house units
- Flexible housing options as live/work, work force units
- Senior housing
- Neighborhood retail, café, coffee shops
- New mixed-use buildings with ground floor uses
- Office
- New stand alone employment
- Landscape enhancements

**Based on market conditions, land availability, cost, and code limitations. This program data is intended to inform a preliminary Fiscal Analysis summary.*



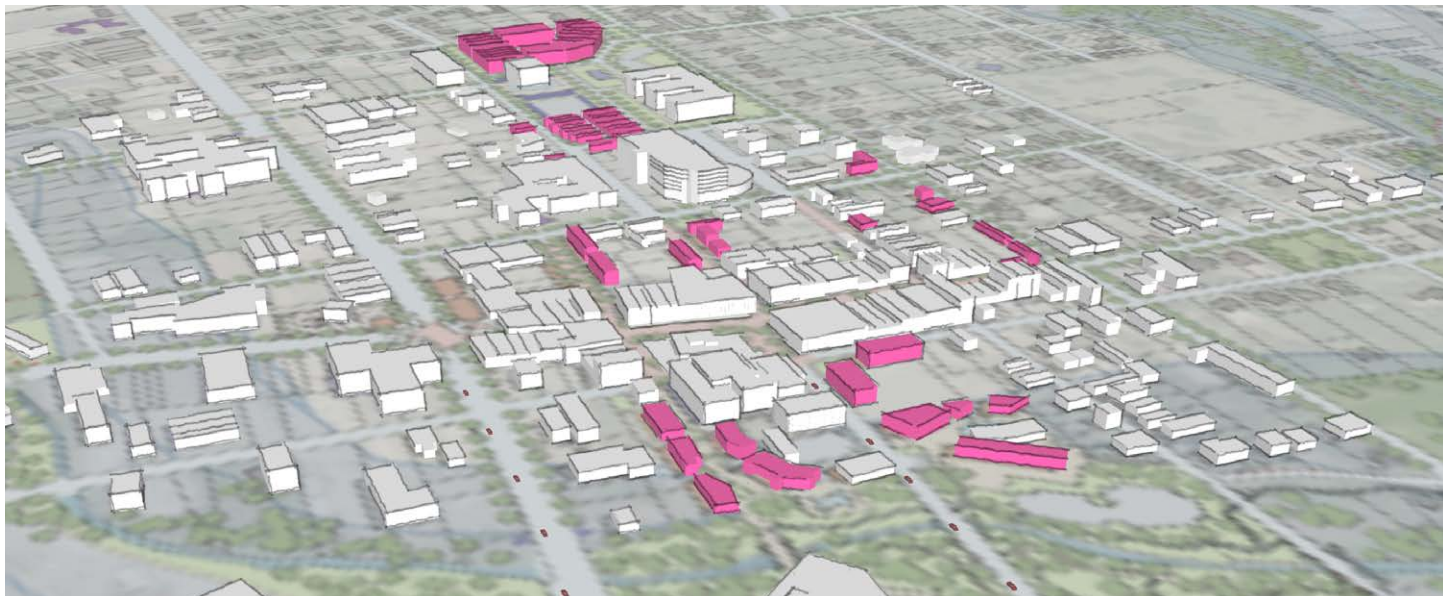
Map 15. Infill Opportunity Location Map

3D Visualizations: Private Development Infill Opportunities



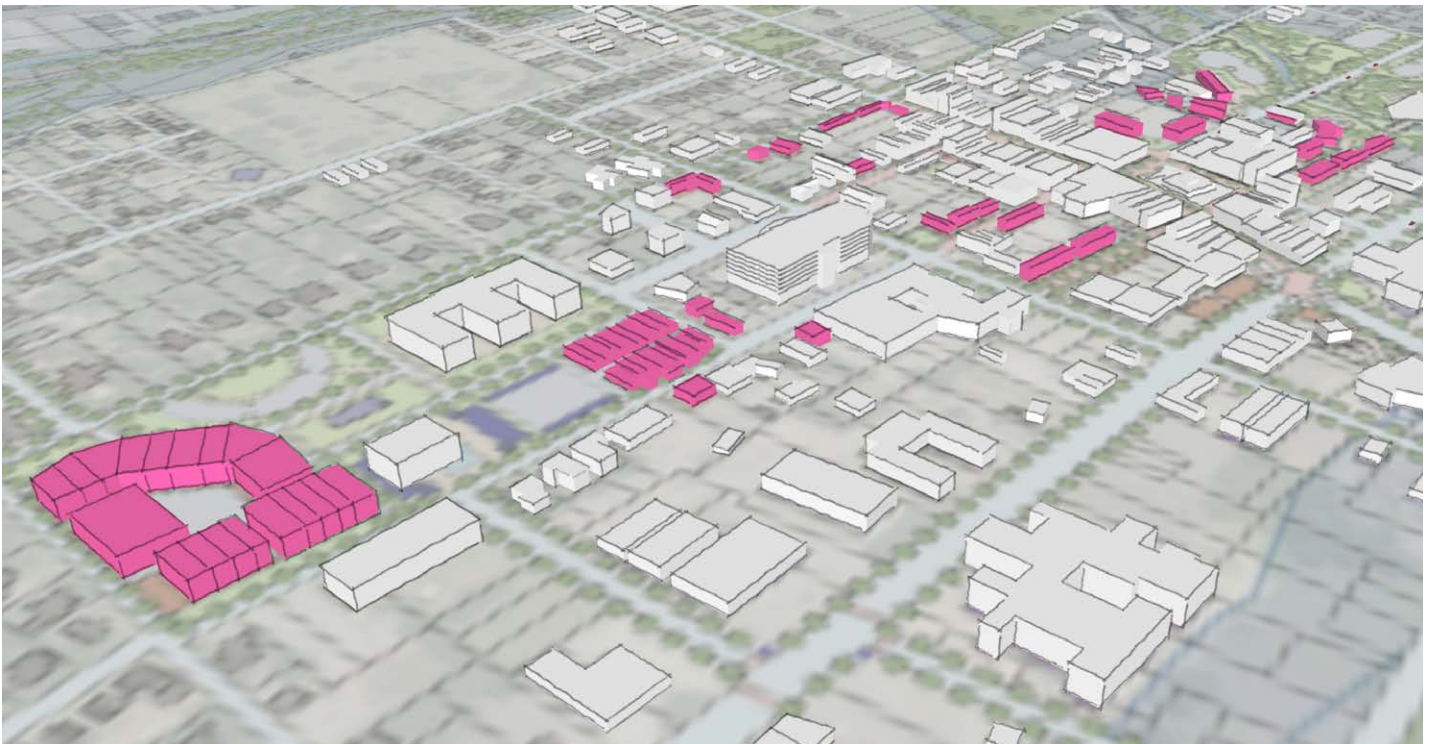
The plan view to the left illustrates the possible infill development opportunities. The following 3D views show various perspective angles of the infill opportunities.

Map 16. Perspective Rendering Views





1



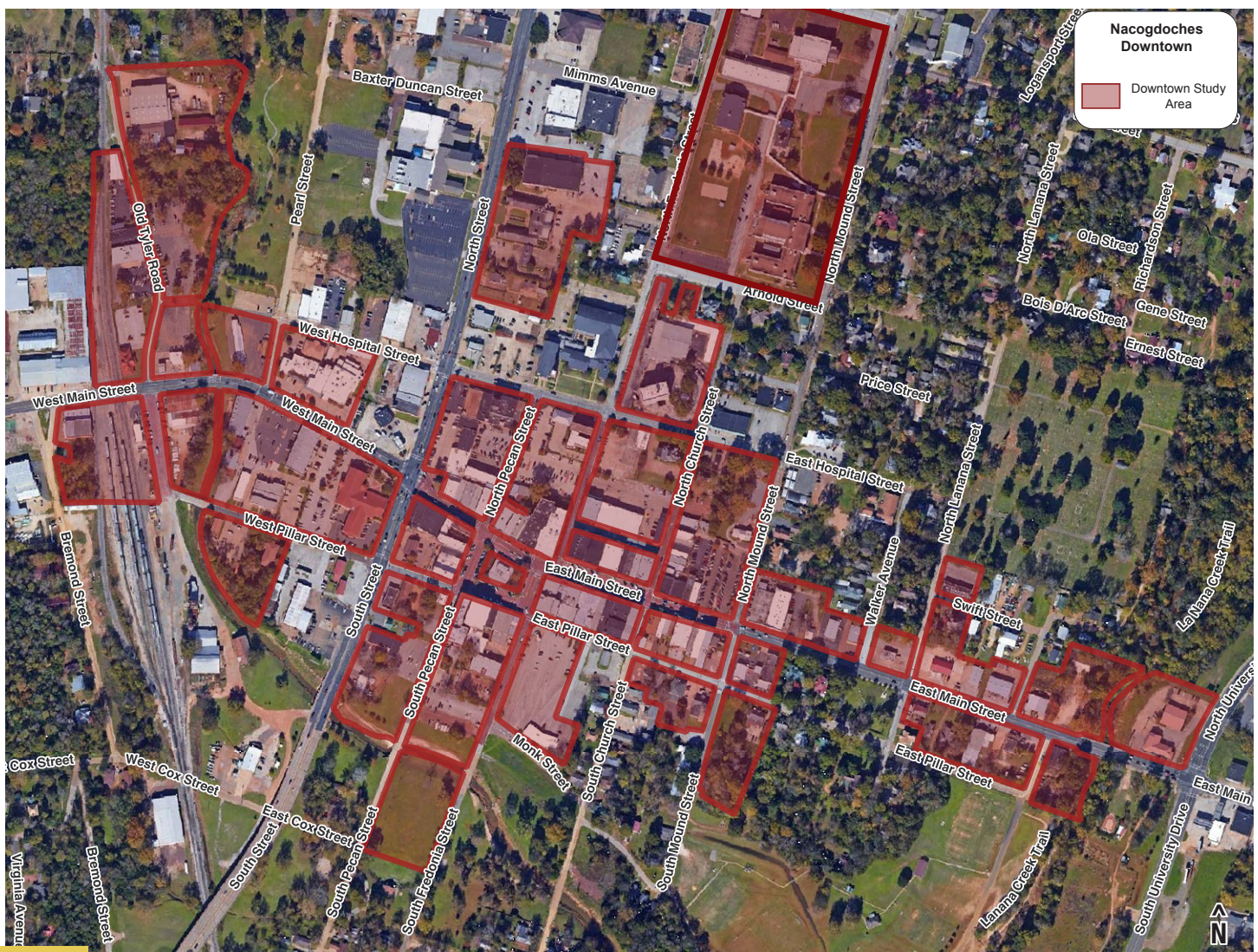
3

Downtown Fiscal Analysis

The City of Nacogdoches' "Fiscal Impact Analysis Summary" represents a potential build-out based upon the illustrative master plan. This fiscal analysis recognizes the amount of private investment projected on infill development, vacant land, or underutilized areas within the Downtown Core, Washington Square, and Festival/Pecan Parks.

Downtown Nacogdoches has an estimated population of 884 people. The area has seen a modest 11% population increase since 2010. In addition, there are approximately 1,946 employees in Downtown.

Currently, there are approximately 439 dwelling units within Downtown. These are primarily older traditional homes with a median home value of \$126,593. The per capita income in Downtown is \$29,334.



Estimated Development Program (10-15 years)

ITEM	UNITS
Residential Units	
Single Family Detached (Small Lot Cottage Homes)	
Attached Townhome/ Row House	30
Multifamily (3 story walk up)	50
Loft Conversions (over storefronts)	160
TOTAL	240

ITEM	Sq.Ft.
Commercial	
Retail / Services	60,000
Grocer	24,000
Office	15,000
TOTAL	99,000

Fiscal Benefit Summary

The fiscal impact is measured by total new property tax generated and total sales tax generated based upon certain land uses, estimated sales, and values associated with each development parcel.

Based on the Estimated Development Program, and estimated tax revenues for the city, the fiscal benefit / productivity of the Downtown study area is estimated at \$1.6M over 10-15 years (at build-out.)

The estimated population increase is 375 people. The estimated job creation from the proposed development is estimated at 646 new jobs (Figure 11).

Downtown Fiscal Analysis Summary

User Type	Units (Sq ft)	Total Square Footage	Units
Residential			
Traditional Residential	2200	-	
Cottage Homes	1800	-	
Townhome/ Urban Infill	2000	60,000	30
Multifamily (3 story walk up)	800	40,000	50
Loft conversions over storefronts	800	128,000	160
Commercial			
Retail + Services		64,000	
Restaurant		32,000	
Grocery		24,000	
Office		15,000	
Population		375	
Jobs		646	
	Units (\$)		
Proj. Gross Sales		\$41,600,000	
Additional Property Value		\$80,410,000	
Est. City Sales Tax		\$416,000.00	
Est. Special District		\$416,000.00	
Proj. Total Sales Tax		\$832,000.00	
<u>Property Tax</u>			
City of Nacogdoches	0.47	\$351,364.02	
Nacogdoches County	0.52	\$385,823.29	
ISD	1.24	\$923,204.87	
Hospital			
Est. Total Property Tax	2.23	\$1,660,392.00	

Figure 11. Fiscal Impact Summary

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VI. Implementation Strategies



Overview

The Implementation Strategies provides key strategies, action items, and timelines that address the Downtown Vision Plan and serve as a delivery framework. This Chapter provides a 'road-map' for the organization and programming of critical Next Steps, while helping guide future decision making.

Key Strategies

Identify a Project Champion

As a start, the City of Nacogdoches should identify a 'project champion' and lead person(s) to ensure the advancement of the next steps for the Vision Plan and the important implementation strategies.

Downtown Plan Interdependencies

The City of Nacogdoches will assume a significant strategic role in leading and coordinating the next phases of the Vision Plan and project delivery. The City is well-positioned to help identify leaders in the community and key project partnerships to ensure the advancement of Downtown initiatives and to provide a lead role with interrelated and other citywide priorities. The Plan's Implementation Strategies associated with each plan element are critical to the success of the Downtown Vision Plan overtime.

While the Opportunity Area projects identified here will serve as significant catalyst projects to help reinvigorate Downtown, these catalyst projects are not the only strategies to help redefine and promote Downtown. The overall redevelopment of Downtown will be best served if the City provides the necessary leadership to embrace key partnerships, required resources and next steps in the process. The following categories and strategies will help ensure the success and the long-term health of Downtown.

Supporting Plans + Programs

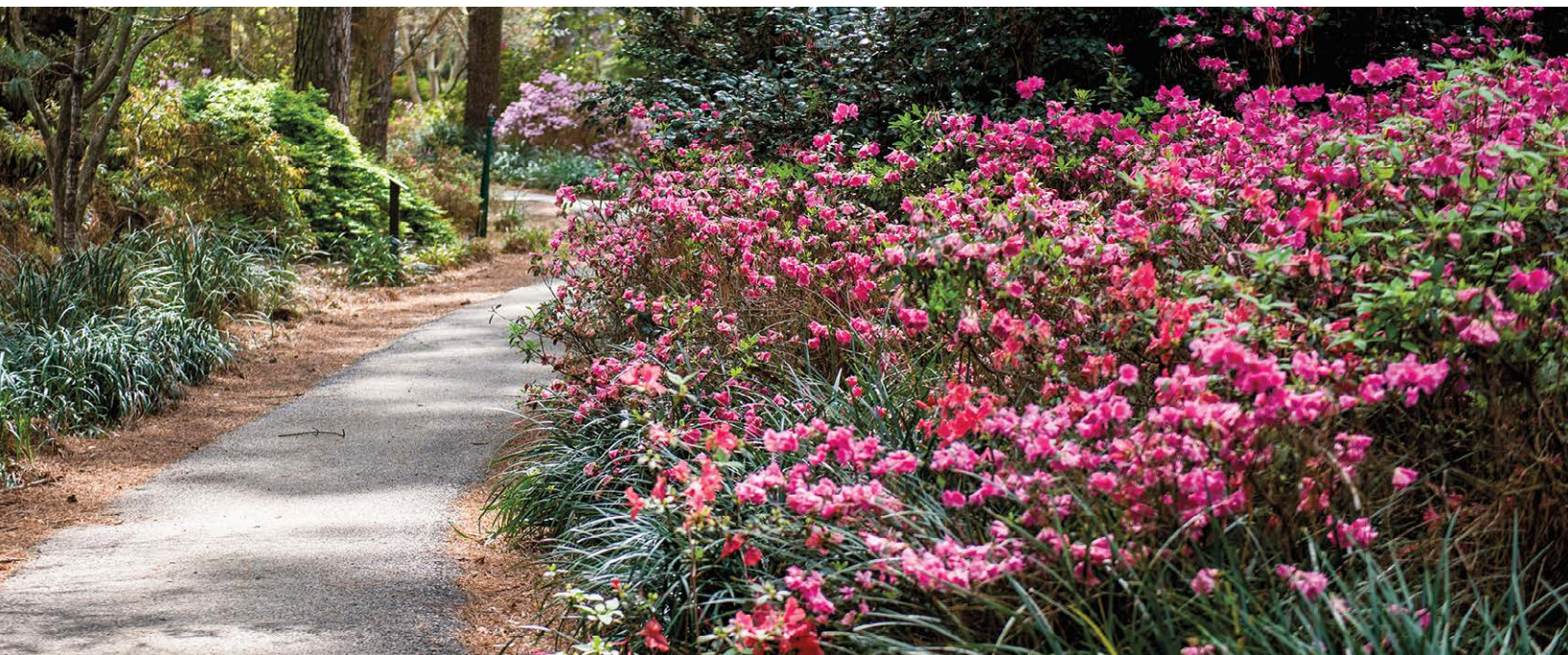
To implement the Downtown Vision Plan, the City will be required to modify existing City plans and programs that may impact short and long-term improvements in Downtown. This initial step will ensure that City-wide plans and programs are consistent with the vision to create a vibrant Downtown urban center that is economically feasible and context sensitive. Given the 2023 Comprehensive Plan and the Downtown Vision Plan are advancing concurrently, this coordination factor is naturally occurring.



www.visitnacogdoches.org

Policy + Development Code Amendments

Integrating the Vision Plan recommendations will be a high priority for the implementation of the Plan. The City of Nacogdoches will advance necessary changes to current City policies and review and update development regulations needed to guide decisions regarding future development, City Capital Improvement Program investments, and other City programs that impact the Downtown. This will include modifications and amendments to the Land Use Development Code, changes to streets and transportation standards, and development of urban design guidelines and sustainability methods and standards.



Azaleas in bloom - texashighways.com

Capital Improvement Programming

The City will ensure that public investment projects associated with Downtown and Opportunity Areas are included in the City of Nacogdoches Capital Improvement Program (CIP) and the future Mobility + Access Plan. Projects may include land acquisitions/transfers, rights-of way and easements, dedications, design and construction of street rights-of-way, streetscape, utilities, public parks, civic spaces and/or open spaces, and any other improvements to publicly owned land in Downtown.

The City will seek efficiencies where multiple plans or programs could provide leverage and/or funding to support the Downtown initiatives. For example, street enhancements for Commerce Street and Pecan Street may have applicable funding sources that could be combined with funding for infrastructure, stormwater management, and pedestrian enhancements (sidewalk and street tree programs). The leveraging of funding sources for streets and rights-of-way improvements will help achieve each program's goals in a more efficient manner.

Ongoing Commitment

The City may establish key metrics, performance targets, and standards associated with low impact development project requirements and sustainable development strategies, as well as ensure that funding for long term care, maintenance, and operations are in keeping with the project vision, goals, and objectives.

Partnerships

An essential element of the Vision Plan is to attract developers, local property owners and investors that share in the vision for the future of Downtown. This will involve soliciting proposals from property owners and developers that are in line with the vision and guiding principles for Downtown and for the City to seek innovative and creative methods to help ensure projects are followed through. Non-profit and volunteer organizations will also serve a valuable role such as providing income-based housing and programming open space.

Refer also to the Downtown Main Street program for ongoing activities and promotional programs, and local organizational resources that may advance a range of Downtown initiatives.

Finally, the national, state, and county governments will serve as valuable resources for funding and various programs that assist in achieving the vision.

Historic Resources + Funding Sources

A detailed description of Historic Resources and Funding Sources is provided in Appendix A.6 Historic Resource Programs + Funding Sources.



Festival Park - tbf.nacogdoches.org

Project Timeline

The Project Timeline illustrates a high-level estimate of key project phases, schedules and key milestones anticipated over the next 7-10 years. The project timeline will likely be adjusted depending on any number of variables. Phase I will culminate with the City Council's adoption of the 2023 Downtown Vision Plan. Following adoption, City staff will develop a list of high-priority initiatives and continue to work with various groups and stakeholders to update the City's Capital Improvement Program and policies and regulations to allow for future project implementation.



The Mill Winery, Abilene TX - <https://themillwinery>.

Phase	Description	Timeline
PHASE I	Adopt the Downtown Vision Plan	Spring 2023
PHASE II	Establish Organizational Programming	2024
	• Establish an ongoing Downtown working group • Define role and program responsibilities • Review Downtown Plan initiatives, assignments, and timelines • Define funding programs, incentives, and strategies • Ongoing programming and promotions	
PHASE III	Revise the City Capital Improvement Program	2024-2025
	• Include funding for Code Audit • Prioritize Opportunity Area initiatives	
PHASE IV	Land Use Codes and Policy Update	2023-2025
	• Conduct a Code Audit of Downtown development regulations • Revise Downtown City development policies and regulations • Updated Downtown design guidelines	
PHASE V	Initiate High Priority Opportunity Area Projects	2024-2023
	• Conduct initial feasibility studies and concept designs • Program funding for design and implementation	

Figure 12. Implementation Timeline

Action Plan Matrix

Land Use Code + Policy Updates

Strategy/Recommendation

Responsible Agency

Comprehensive Plan: Align the City of Nacogdoches Comprehensive Plan with the Downtown Vision Plan's goals, recommendations, and policies. Update any plans adopted per their reference in the Comprehensive Plan, including the Capital Improvement Program (CFP) and future Mobility + Access Plan.

Planning, Public Works Department, Economic Development Corporation, Planning, Public Works, NEDCO

Land Use Development Code: Update the zoning map and text to address the recommendations for the Downtown Vision Plan. Update the Historic Overlay District and associated design guidelines.

Planning, NHLPC

Design Policy: Develop and adopt design guidelines and any infill development standards to guide future development and compatible urban form throughout Downtown.

Historic Landmark Preservation Committee

Development Code Audit: The City should undertake an initial Code Audit to assess current zone classifications, development regulations, and review processes. Identify gaps in the code that may be prioritized as a future Code revision effort. The Code Audit is an initial assessment that will inform any required next steps.

Planning

Strategy/Recommendation	Responsible Agency
<u>Sustainable Development:</u> Establish a framework and adopt policy to promote sustainable development practices for Downtown and include relevant code sections in the City development code.	Planning
<u>Stormwater Management:</u> Study the feasibility of a comprehensive and integrated stormwater management system to include low water use landscapes and bioswales, rain gardens and other stormwater management infrastructure in civic spaces, parks, open spaces, and streets.	Planning, Public Works
<u>Stormwater Management Funding:</u> Identify and apply for relevant stormwater management grants from the State of Texas.	Planning , Public Works
<u>Low Impact Development:</u> Establish standards and incentives for low impact development (stormwater mitigation) in Downtown.	Planning, Public Works
<u>Public Art Program:</u> Develop a comprehensive public art program and funding strategy. Work with the City of Nacogdoches and other local culture, art & heritage groups, as well as local and regional arts councils and organizations to develop an arts plan to address an approach to selecting and siting public art. Identify a long-term funding mechanism for public art such as a 1 percent for art program.	Planning, Local Art Groups, Community Services, CVB

Action Plan Matrix (Continued)

Housing

Strategy/Recommendation

Responsible Agency

Mixed-Income Housing Strategy: Encourage a range of multi-family unit types and sizes for both rental and home ownership opportunities. Develop policies and programs to encourage/incentivize mixed-income buildings and neighborhoods.

Planning

Multi-Family Tax Exemption (MFTE) Program: Extend the period for the multi-family tax exemption program to incentivize new housing in Downtown. Structure the program to support implementation of income-based housing and community benefits.

Planning

Tenant Improvement Incentives: Develop an incentive to encourage property owners in Downtown to improve interior spaces of existing structures, particularly second floor spaces for residential uses.

Planning

Anti-Displacement Strategy: Develop a plan to prevent displacement of low-and moderate-income households and communities of color that are currently living in neighborhoods adjacent to Downtown. This should be done in advance of significant infrastructure investments that will increase demand and prices for homes in the area.

Planning

Strategy/Recommendation	Responsible Agency
<u>Attainable / Affordable Housing Providers:</u> Seek a variety of qualified housing providers to ensure diverse housing products and mixed-income housing typologies (market rate, affordable, workforce, senior living, etc.) are provided in Downtown.	Planning
<u>Funding Strategies to Support Affordable Housing Development:</u> In addition to the Multi-Family Tax Exemption (MFTE) program, develop policies and programs that support new development of income-based housing in Downtown.	Planning, Housing Authority, NEDCO
<u>Senior Citizen Property Tax Reduction Program:</u> Increase education efforts to help seniors on restricted incomes understand their options for reducing property taxes that may increase due to new investments in Downtown.	Planning

Action Plan Matrix (Continued)

Program Development Initiatives

Strategy/Recommendation

Responsible Agency

Steward the Vision: Create and support a long-term project champion to work with property owners and ensure the advancement of next steps for the Downtown Vision Plan over the next 10+ years.

Planning, Public Works, City Manager's Office, NEDCO, Community Services

Capital Improvement Program Update: Incentivize new development by initiating infrastructure improvements related to water, storm water, sewer, and utility facilities that should be included in the City's Capital Improvement Program and update as appropriate.

Planning, Public Works

Business Improvement District (BID): Consider the formation of a BID for Downtown to lead in the organization of marketing promotions, events, advocacy, and coordination of capital investments in Downtown.

Main Street Board, Community Services

Identify Other Funding Programs: TIRZ

Planning, Public Works, City Manager's Office, NEDCO

Promotions and Marketing: Develop and implement marketing and promotional materials in collaboration with the Convention and Visitors Bureau to attract interest from private developers, property owners and visitors.

Main Street Board, CVB, Community Services

Strategy/Recommendation	Responsible Agency
<u>Temporary Public Space Installations and Programming:</u> Coordinate with existing property owners and tenants to implement temporary installations or programming that will activate public and private spaces with public art, temporary pop-ups (library or shops), food trucks and stalls, public seating, or other projects that encourage placemaking.	Community Services
<u>Public Realm Development Incentives:</u> Create incentives for developers to contribute to street and public realm infrastructure systems and programming needs.	NEDCO, Main Street Board, Community Services, CVB
<u>Wayfinding Program:</u> Develop a Downtown-wide wayfinding system to guide the cohesive design of temporary and permanent navigational signage. The wayfinding should acknowledge key gateways and nodes and improve navigation to and within Downtown. Where applicable, encourage walking and exploration, support the vitality of the businesses district and reflect its community character.	Main Street Board, Public Works, CVB, Community Services

Action Plan Matrix (Continued)

Program Development Initiatives

Strategy/Recommendation

Responsible Agency

Infill Development: The City should promote incentives for property owners and developers of residential and commercial parcels in Downtown. Ensure adequate utilities, services, development codes, and zoning are in place to entice the type of development that is most desired.

Planning, Public Works

Development Incentives: Create / expand development incentives to support implementation of projects in Downtown. Examples include:

NEDCO, Planning, Main Street Board, Community Services

- Multifamily Tax Exemption Program
- Impact fee credits
- Fee waivers
- Commercial development tax incentive
- Expedited reviews

Funding Strategies / Policy: Identify various potential funding options, such as grants, capital improvement programs, and regional and statewide funding strategies. Examples include:

NEDCO, Planning, Main Street Board, Community Services, CVB

- Main Street / State funding programs
- Tenant assistance programs
- Local Improvement District (LID)
- Business Improvement District (BID)
- TURZ
- TIF
- Other tourism funding initiatives

Strategy/Recommendation	Responsible Agency
<u>Public Realm Development Incentives:</u> Create incentives for developers to contribute to street and public realm infrastructure systems and programming needs.	Planning, Public Works, City Manager's Office
<u>City Street Infrastructure:</u> Coordinate with Public Works on the design of streetscape improvements to enhance the pedestrian experience. Study the feasibility of pedestrian connections on Commerce Alley, Church Street, Pecan Street, Fredonia Street, Pilar Street, and Main Street to connect neighborhoods, and improve access and connectivity to Downtown. Identify opportunities to add educational and/or artistic elements to street enhancements.	Main Street Board, Public Works, Community Services, CVB

Action Plan Matrix (Continued)

Partnerships

Strategy/Recommendation

Responsible Agency

Interagency Coordination: Pursue opportunities to work with the state, and other agencies, such as the Housing Authority, to deliver projects that fit within the vision for Downtown.

Main Street Program, MS Board

Private-Public Partnerships: Identify potential partners that may help contribute to the long-term success of Downtown. Identify corporate and non-profit organizations that share similar intrinsic values and potential growth opportunities for Downtown.

Main Street Board, NEDCO, Community Services, CVB

Property Owners: Coordinate with Downtown property owners on high-priority plan initiatives and provide technical assistance as required to support mutual interests.

Main Street Board, HPO, Community Services

Strategy/Recommendation

Responsible Agency

Ongoing Community Engagement: Develop a framework to continue to facilitate community engagement and provide updates to key stakeholders as the Downtown Vision Plan progresses. Reconvene the DTAC on a semi-annual basis or as appropriate, to provide updates, continue to solicit their feedback, and support the engagement as project champions. Proactively communicate with adjacent neighborhoods and project stakeholders through all phases of the project.

Community Services, Main Street Board

Programming Public Open Space: Develop a unique program of events and activities to serve residents and visitors and activate public open space. Integrate existing special events into program and facilitate events that reflect the vision for Downtown, including public farmers markets, cultural events, classes and events focused on sustainability and health, organized walks/runs, and community building events like “Movies in the Park”.

Main Street Board, CVB, Nac Arts Collab, Community Services

Monitoring and Reviews: Establish a mechanism for reviewing and monitoring project development, design and delivery and key performance measures established by the Plan. This also includes architectural/urban design standards, sustainability and development thresholds, and housing goals.

Main Street Board, Community Services, CVB

Action Plan Matrix (Continued)

Mobility + Access

Strategy/Recommendation

Responsible Agency

Mobility Plans / Programs: Develop a public infrastructure investments strategy that identifies relevant mobility and access needs and programs and create a Transportation Improvement Program (TIP) specific for Downtown. Revise street standards to address Commerce Alleyway and Pecan Street as unique corridors and update street standard details for existing streets and gateways for Downtown.

Planning, Public Works, City Manager's Office

Neighborhood Traffic Impacts: Work with adjacent neighborhoods to identify and quantify existing traffic challenges, particularly about the diversion of traffic. As redevelopment occurs, prioritize projects based on impact, safety, traffic speeds and volumes, level of congestion, and availability of resources. Tie priority improvements to redevelopment triggers

Police Dept, Public Works

Multi-modal Infrastructure and Amenities: Ensure that multi modal infrastructure and amenities (on-street bicycle lanes, sidewalk and public transit stops) are included within the public right-of-way.

Planning, Public Works, City Manager's Office

Ongoing Safety Monitoring of Neighborhood Streets: Determine measures for monitoring the safety of neighborhood streets during and after redevelopment.

Police Dept.

Enhance Urban Tree Canopy: Increase the urban tree canopy up to 30% canopy coverage throughout Downtown. Existing trees should be preserved where possible.

Community Services

“If you see a city with many children and many old people using the city’s public spaces it’s a sign that it’s a good quality place for people.”

- Jan Gehl

Opportunity Area Demonstration Projects

Opportunity Area

Level of Difficulty

Town Square Activation

The City would be required to define a funding source to advance a detailed feasibility study and conceptual development plan. The project would be included in the City's 5-Year CIP.

Pecan Street Destination Festival Park

The feasibility study will determine opportunities, constraints, conceptual design, order of magnitude cost, partnerships, outside funding sources, fiscal impact analysis, and return on investments.

Main Street / North Street Downtown Gateway Entry

The City would be required to define a funding source to advance a detailed feasibility study and conceptual development plan. The project would be included in the City's 5-Year CIP.

Banita Creek / Lanana Creek and Neighborhood Connector

The feasibility study will determine opportunities, constraints, conceptual design, order of magnitude cost, partnerships, outside funding sources, fiscal impact analysis, and return on investments.

Lead / Support

-Community Services, CVB

-
- City of Nacogdoches Planning, Public Works, Community Services, and NEDCO
 - Main Street Program
 - Visitor and Convention Bureau
 - Army Corps of Engineers
-

- City of Nacogdoches Planning, Public Works, Community Services, and NEDCO
 - TXDOT
 - Main Street Program
-

- City of Nacogdoches Planning, Public Works, and Community Services
 - Main Street Program
-

Opportunity Area Demonstration Projects (Continued)

Opportunity Area	Level of Difficulty
Washington Square Reimagined	Coordination with TXDOT will be required. The City would advance a North Street Corridor Subarea Plan and Commercial Overlay District to evaluate existing conditions associated with mobility and access, infrastructure deficiencies, land uses and economic development impacts. The Corridor Plan would identify key recommendations and define a strategic plan to address the Downtown gateway enhancements, development code updates, funding needs and cost sharing between the City and TXDOT.
Downtown District Gateway Features	The City would advance a public call to artist project announcement to solicit conceptual gateway design element for the four main Downtown district gateway locations. The project would be included in the City's CIP. The gateway features may include public art, monument signage and interpretive signage and order of magnitude cost, and funding sources.
Downtown Enhancements	Downtown enhancements may include a study to define a sidewalk inventory and bike facility assessment to define mobility and accessibility gaps, pedestrian amenities as seating, landscape improvements, public art, and interpretive signage. The project would be included in the City's Year CIP to address order of magnitude cost and funding sources.
Mound Street	Retrofit Complete Streets renovations along Mound Street as part of vision to transform it into a multi-modal corridor that links SFASU to Downtown.

Lead / Support

- City of Nacogdoches Planning, Public Works, Community Services and NEDCO
- Nacogdoches Independent School District (NISD)
- Stephen F. Austin State University
- Nacogdoches Housing Authority
- CVB

-
- Community Services
 - Community Artists
 - CVB

-
- Community Services
 - CVB

-
- City of Nacogdoches Planning, Public Works, Community Services and NEDCO
 - Stephen F. Austin State University
 - CVB

Implementation Tools for Opportunity Areas

It will be incumbent upon the City of Nacogdoches to provide a lead role that ensures the Vision Plan and the high-priority Opportunity Areas are carried forward. However, to be successful, many local organizations, non-profits, private property owners and developers will need to be actively involved to ensure the Vision becomes reality. The implementation of high-profile Opportunity Areas will require significant coordination, partnerships, and commitment through the following measures.

- Further refinement of conceptual ideas and needs for each Opportunity Area will be required. The advancement of design concepts should include a detailed assessment of each initiative and an ordering of magnitude cost estimates to help prioritize projects and their return on investment.
- Conceptual ideas for each Opportunity Area should consider the broader benefits that each project brings forward to improve Downtown as a destination place. Improvements must consider the overall community benefits and how each investment may help leverage and encourage new private development in Downtown.
- Capital improvements such as streetscape and public realm enhancements, utility upgrades, park spaces, and gathering places will need to be included in the City's capital improvement program to identify funding mechanisms and project timelines.
- A review of current development regulations, Downtown zoning code and street standards will be required to determine if specific Opportunity Areas can be advanced, this review should consider both public and private develop interest and be based on input from stakeholders, property owners, and the broader community.

Plan Monitoring + Next Steps

The City of Nacogdoches 2023 Downtown Vision Plan functions as a supplement to the City 2023 Comprehensive Plan and addresses plan strategies and actions for the next 10 years. The recommendations identified in the 2023 Downtown Vision Plan are in concert with the City 2023 Comprehensive Plan. The implementation strategies identified in this Plan refer to specific action items and methods for carrying out the Plan's intent and purpose. Each action item is defined to deliver successful outcomes for the Vision Plan.

Many of the actions for the Vision Plan include administrative functions that can be advanced with staff discretion and judgment based on the direction established in Vision Plan. Others action items will require close coordination and collaboration among various Downtown community groups, volunteers, appointed, and elected officials.

The Action Plan Matrix includes several associated actionable elements, as well as a responsible department/agency and an estimated timeline for delivery. The Action Plan items are intended as a guide for future decision making and programming.

Next Steps

The Plan's vision will likely be realized incrementally. As a first step, a review and update to applicable plans, codes and policies will be required in order to advance the Vision Plan Implementation Strategies. Establishing changes to the regulatory process and the adoption of revised development guidelines and standards will be a necessary initial step. Detailed modifications to the City's regulatory framework and update to the City Capital Improvement Program (CIP) will require staff time and financial investments on behalf of the City. However, these initial steps will realize significant benefits to the Downtown community that reinforce guiding principles, character, design and aesthetic priorities established by the community.

Other Vision Plan initiatives such as advancing Opportunity Areas, recommended Subarea plans and overlays will require technical support by various consultants and subject matter experts. Additional analysis will be needed as the Plan Vision transitions from policy to actual investments in the community, and then into the delivery of important catalyst projects in the Downtown.



Nacogdoches Main Street Theater

Appendix

A.1: Glossary of Terms

[Hyperlink Here](#)

A.2: Existing Conditions Report

[Hyperlink Here](#)

A.3: Nacogdoches Neighborhood Assessment Report

[Hyperlink Here](#)

A.4: Community Engagement Process

[Hyperlink Here](#)

A.5: Historic Resources Programs + Funding Sources

[Hyperlink Here](#)

A.6: Urban Design Framework

[Hyperlink Here](#)

A.7: I-69 Corridor Study

This Study defines a strategic plan in anticipation of the future and eminent TxDOT I-69 Corridor infrastructure improvements in the City of Nacogdoches and the immediate vicinity.

[Hyperlink Here](#)

A.8: 2003 Comprehensive Plan Policies

[Hyperlink Here](#)





Downtown Master Plan Advisory Committee (DTAC)

- Appointed November 2, 2021.
- The Committee held and participated in over 22 meetings, outreach events, and planning activities.
- Reviewed 4 DRAFT versions and submitted 500+ edits.
- Voted on May 10th to endorse the Downtown Vision Plan DRAFT.
- Proposing to proceed to public input stage and then to adoption.



Public Outreach

Focus Group summaries, survey responses and all meetings are available at <https://nactogether.com/resources>



Focus Groups

16 Focus Groups
300+ participants



Interviews

120+ interviews



Surveys

4 Surveys
(English & Spanish)
1800+ responses



Outreach Events

9 Outreach Events
700+ attendees



Emails &
Social Media

15 e-newsletters
430+ social media
interactions



Drafts &
Revisions

4 Drafts
500+ edits

Proposed DRAFT Public Outreach

Public Meetings:

- Historic Landmark Preservation Committee
- Main Street Advisory Board
- CVB Board
- Parks Advisory Board
- Downtown Merchant Meeting

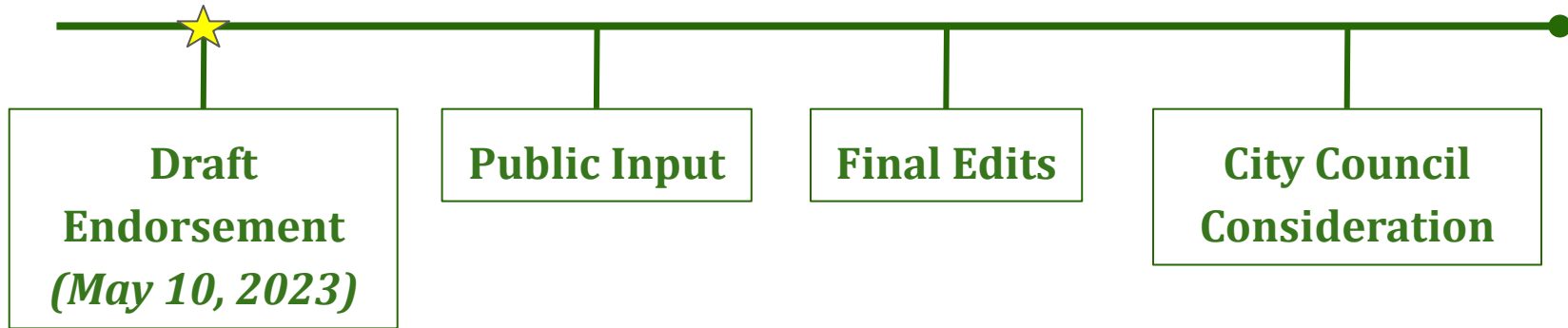
Other Outreach:

- Town Hall style meeting x2
- Social media posts
- City website
- Print copies available for review
- Emails to Focus Group participants
- Additional group presentations by committee members
- Poster exhibits

Other Suggestions? Feedback?



Proposed Next Steps



DRAFT Plan is available for review at www.nactogether.com

PRESENTER: Bonita Hall, Director of Human Resources

ITEM/SUBJECT: Hold a discussion and give staff direction regarding possible wellness exam and tobacco use surcharges. (Human Resources Director)

SUMMARY/BACKGROUND: As health care costs continue to rise, staff is looking at ways to educate employees to be more proactive when it comes to their health. We are introducing employees to Catapult Health who offer lab screens, biometric measurements and the like in an effort for employees to know their numbers. In addition, we already have Livongo to assist employees diagnosed with certain conditions in the management of said conditions. We would like to launch a program to incentivize employees to get their annual wellness examinations and to curb their tobacco use by offering a monetary enhancement, in essence lowering their monthly health care costs. It is our hope that implementing these programs will guide employees toward being more proactive when it comes to their health and ultimately ensure a healthier workforce.

Also, during this year's open enrollment period, we will be requiring employees, who include dependents on the plan, to provide documentation as to their relationship with the dependent.

This is to ensure that the plan includes valid dependents and not anyone who is not eligible to be on the plan. Staff is seeking City Council direction on implementing the aforementioned recommended plans.

FINANCIAL:

No financial impact associated with this item

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

Not Applicable

CITY CONTACT: Bonita Hall, Human Resources Director
hallb@nactx.us
936-559-2565

ATTACHMENTS:

1. City of Nacogdoches wellness-eligibility-tobacco surcharge
2. Facts about Tobacco Use - 2023

CITY OF NACOGDOCHES

Wellness Programs

Catapult Health

- In-network provider that provides onsite and virtual labs (blood test), biometric measurements including blood pressure, height, weight, MBI, abdominal circumference, health and medical history
- Preventive care claims – paid through claims system
- Approximately \$195 range per patient whether virtual or onsite

Disease Management

Livongo

- Consumer digital health company providing a wide variety of chronic condition management services
- Diabetes Management - \$59 one-time (welcome kit with blood glucose meter, test strips, lancing device, lancets, control solution, charger and carrying case.) \$65 monthly participation for members that participate only
- Diabetes Prevention - \$62 Year 1, \$32 year 2 monthly participation (includes connected scale and all program education, coaching and remote monitoring)
- Hypertension - \$65 one-time (welcome kit with blood pressure monitor, program startup materials; \$27 monthly participation)
- Whole Person - Ensures members living with one or more chronic conditions receive a unified one-stop experience Diabetes anchor condition \$95 / Prediabetes anchor condition \$77 year 1, \$54 year 2 / Cardiovascular anchor condition \$55
- Claims based billing – Livongo will manage the program and bill services as a medical claim

Membership / Eligibility

The City of Nacogdoches will implement a dependent audit to monitor and verify the eligibility of employees and their dependents enrolled in the company's health plans. The purpose is to identify dependents that should not be covered and help uncover any existing ineligible members.

Tobacco Surcharge

The City will implement a tobacco surcharge to health insurance premiums for anyone that uses any form of tobacco products. This will be in the form of an extra charge on medical premiums for employees and covered spouses that are tobacco users.



FACTS ABOUT SMOKING AND TOBACCO USE

From the Centers for Disease Control and Prevention (CDC)

- Smoking leads to disease and disability and harms nearly every organ in the body.
- Cigarette smoking remains the leading cause of preventable disease, disability and death in the U.S.
- Smoking costs the U.S. hundreds of billions of dollars each year, including more than \$600 billion in 2018.
- Cigarette smoking is responsible for more than 480,000 deaths per year in the U.S., including more than 41,000 deaths resulting from secondhand smoke exposure. This is about one (1) in five (5) deaths annually or 1,300 deaths every day.
- About two (2) in every 100 (2.1%) of adults aged 18 or older reported current use of smokeless tobacco products. This represents 5.2 million adults. About four (4) in every 100 (4.2%) men currently use smokeless tobacco. About one (1) in every 100 (.2%) women currently use smokeless tobacco. (*"Current smokeless tobacco product use" means using chewing tobacco, snuff, dip, snus or dissolvable tobacco at least once during lifetime and, at the time of the survey, using at least one of these products "everyday" or "some days". Survey was conducted among persons aged 18 or older.*)
- Smoking causes more deaths each year than the following causes combined:
 - Human Immunodeficiency Virus (HIV)
 - Illegal drug use
 - Alcohol use
 - Motor vehicle injuries
 - Firearm-related injuries(*From the Journal of American Medical Association*)
- More than 10 times as many U.S. citizens have died prematurely from cigarette smoking than have died in all the wars fought by the U.S. (*U.S. Department of Health and Human Services. The Health Consequences of Smoking – 50 years of Progress: A Report of the Surgeon General*)



City Council Meeting

Date: June 13, 2023

Agenda Item: 6.C.

PRESENTER: Michael Self, Fire Marshall/Inspections

ITEM/SUBJECT: Receive a presentation and hold a discussion regarding emergency management. (Interim Assistant Fire Chief)

SUMMARY/BACKGROUND: The Texas Division of Emergency Management and Nacogdoches Emergency Management Coordinator will provide a presentation on emergency management in Nacogdoches and in Texas.

FINANCIAL:

None

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

Not Applicable

CITY CONTACT: Michael Self, Interim Assistant Fire Cheif
selfm@nactx.us
936-559-2541

ATTACHMENTS:



City Council Meeting

Date: June 13, 2023

Agenda Item: 6.D.

PRESENTER: Randy Johnson, Mayor

ITEM/SUBJECT: Consider appointment of Mayor Pro Tempore and Vice Mayor Pro Tempore.
(Mayor)

SUMMARY/BACKGROUND: The City of Nacogdoches Charter states, "On an annual basis, the City Council shall choose a Chairman Pro Tempore and a Vice Chairman Pro Tempore to serve in the absence of the Chairman."

Currently, Mayor Pro Tempore is Council Member Roy Boldon and Vice Mayor Pro Tempore was Council Member Amelia Fischer.

FINANCIAL:

No financial impact associated with this item

**COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE
FOLLOWING CITY COUNCIL PRIORITIES**

Not Applicable

CITY CONTACT: Keith Kiplinger, City Manager
kiplingerk@nactx.us
936-559-2501

ATTACHMENTS:

PRESENTER: Randy Johnson, Mayor

ITEM/SUBJECT: Consider appointing members to the Deep East Texas Council of Governments Board of Directors. (Mayor)

SUMMARY/BACKGROUND: Deep East Texas Council of Governments (DETCOG) begins a new board membership on July 1, 2022. DETCOG bylaws state each member city with a population of 10,000 and up is eligible to select four (4) members to serve on the board who shall be the Mayor or City Council Members. Current DETCOG Board Members are Jimmy Mize, Roy Boldon, Kathleen Belanger and Chad Huckaby. The members designated will serve a one year term from July 1, 2022 through June 30, 2023.

FINANCIAL:

No financial impact associated with this item

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

Not Applicable

CITY CONTACT: Keith Kiplinger, City Manager
kiplingerk@nactx.us
936-559-2501

ATTACHMENTS: 1. Board Member Designation Form



DETCOG Board Member Designation Form (For Cities and Counties)

To the DETCOG Member Addressed:

It's time for your City Council or County Commissioners Court to designate the members who will serve on the DETCOG Board of Directors. The members you designate will serve a one-year term from July 1, 2023 through June 30, 2024. There is no limit on the number of terms a person may serve. The following guidelines are from the DETCOG Bylaws.

Cities: DETCOG Board members are selected by the City Council and must be Mayors or members of the City Council.

Counties: DETCOG Board members are selected by the County Commissioners Court. *Note to Counties: This does NOT include your County's Minority Representative.*

Entity: City of Nacogdoches

Number of Members: 4

Current Member(s):

1. Jimmy Mize
2. Roy Boldon
3. Kathleen Belanger
4. Chad Huckaby

Designation of Members to serve effective July 1, 2023:

☐

If there are no changes for the 2023-2024 year, you may check this box and not list everyone's name again.

Member(s) for 2023-2024

Name:

Email Address:

Phone:

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

CERTIFICATION: I certify that the information provided above accurately reflects the appointment(s) made by the governing body of _____.

Signature

Title

Date



City Council Meeting

Date: June 13, 2023

Agenda Item: 6.F.

PRESENTER: Keith Kiplinger, Interim City Manager

ITEM/SUBJECT: Consider appointing a representative to the Deep East Texas Rural Transportation Planning Organization (DETRTPO) of the Deep East Texas Council of Governments (DETCOG). (City Manager)

SUMMARY/BACKGROUND: The City of Nacogdoches currently has an open position on the Deep East Texas Rural Transportation Planning Organization (DETRTPO) of the Deep East Texas Council of Governments (DETCOG). DETCOG is requesting that the City appoint a representative to fill the open position. In previous years, the City Manager has served in that position. Council can appoint a staff member or another representative to the organization. If a staff member is appointed, the Interim City Manager's recommendation is Assistant Director of Public Works Case Opperman.

The Deep East Texas Rural Transportation Planning Organization (DETRTPO) of the Deep East Texas Council of Governments enhances regional mobility through education, coordination and advocacy. DETRTPO serves as a forum for elected officials to come together on transportation issues to recommend changes in policy and practice, advocate for legislation, recommend regional priorities, direct certain planning and data initiatives, oversee the federally-prescribed local consultation process, and collaborate with the DETCOG, Local, Regional, State and National Rural Planning Organizations, Regional Mobility Authorities and Metropolitan Planning Organizations within the DETCOG Region.

FINANCIAL:

No financial impact associated with this item

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

Not Applicable

CITY CONTACT: Keith Kiplinger, Interim City Manager
kiplingerk@nactx.us
936-559-2501

ATTACHMENTS: 1. DETCOG - DETRTPO Bylaws

Bylaws

Deep East Texas Rural Transportation Planning Organization of the Deep East Texas Council of Governments

Article I - Name, Purpose, Responsibilities

The Deep East Texas Rural Transportation Planning Organization, herein referred to as DETRTPO, enhances regional mobility through education, coordination, and advocacy. The DETRTPO serves as a forum for elected officials to come together on transportation issues to recommend changes in policy and practice, advocate for legislation, recommend regional priorities, direct certain planning and data initiatives, oversee the federally-prescribed local consultation process, and collaborate with the Deep East Texas Council of Governments (DETCOG), Local, Regional, State and National Rural Planning Organizations, Regional Mobility Authorities and Metropolitan Planning Organizations within the DETCOG Region..

"Transportation", for the purposes of the DETRTPO's mission, shall be defined as any road, rail, transit, aviation, bicycle, and pedestrian infrastructure, as well as the associated physical, economic, political, and social impacts of that infrastructure.

The DETRTPO was originally created as a response to TEA-21 legislation, which called for state departments of transportation to work with officials in non-metropolitan areas when making transportation planning and programming decisions. The DETRTPO's responsibilities include:

- Providing a forum for elected officials and community leaders to learn about and discuss relevant transportation topics;
- Evaluating and recommending projects with a regional impact to the Texas Department of Transportation (TxDOT) and the Federal Highway Administration (FHA).
- Overseeing research and education on financing mechanisms for transportation and related projects;
- Studying and recommending changes in statutes, rules, or policies related to state or federal transportation programs;
- Coordinating with DETPO on transportation issues;
- Developing a regional mobility strategy for the twelve-county area; and
- Serving as an information clearinghouse for transportation related data.

DETCOG shall provide staffing and administrative support for all DETRTPO activities.

Article II - Membership

The DETRTPO membership shall be open to representatives from cities, counties, transportation agencies, private and non-profit organizations, and citizens who are interested in regional transportation issues. The DETRTPO is composed of voting, non-voting ex-officio, non-voting associate, and staff members.

Voting Members

Each county in the 12-county DETCOG region with a population of 25,000 may choose two (2) elected officials to serve as voting members. Counties with population under 25,000 may choose one (1) elected official to serve as a voting member. Individual counties are encouraged to include at least one municipal representative in their voting membership. Cities with population over 10,000 in the region may each appoint one government official to serve as a voting member.

Ex-Officio Member

Each of the following regional transportation stakeholder organizations may choose (1) official to serve as a non-voting ex-officio member:

- Texas Department of Transportation - Lufkin District (TxDOT)
- Texas Department of Transportation - Beaumont District (TxDOT)

Associate Member

Any government, organization, or individual interested in regional transportation issues may serve as a non-voting associate member.

Article III - Officers

1. The DETRTPO shall elect from among its voting members a Chair, Vice Chair at the first meeting of the calendar year. The DETCOG President will appoint the initial Chair who will preside at all meetings until the election of a Chair by the membership.
2. All DETRTPO officers must represent a city or county in the 12-county DETCOG region.
3. Officers serve two-year terms, beginning on the date they are elected.
4. In the event an Officer is unable to fulfill his/her term, the DETRTPO shall elect a replacement, at a regular or specially called meeting, who serves for the remainder of the unexpired term.
5. In the case of a tie vote at which a quorum is present, the Chair will be deemed to have the authority to break the tie.
6. In case the Chair and Vice-Chair are absent or unable to preside over meetings and perform their duties, the DETRTPO may appoint a Chair pro tern for said meeting.

Regular Article IV - Meetings

Regular

1. The DETRTPO shall meet at least four (4) times annually on a day, time and place specified by the DETRTPO Chair or the DETCOG Executive Director.
2. Written notice of each regular meeting shall be prepared by the DETRTPO liaison and mailed, or electronically transmitted, or hand-delivered to each DETRTPO representative at least five (5) business days before the meeting date.
3. DETRTPO Ad Hoc Committees may meet regularly or specially if called by the Ad Hoc Committee Chair, DETCOG Executive Director, or Executive Director's designee.

Special

1. The DETRTPO shall meet specially if called by the DETCOG Executive Director, the Executive Director's designee, or the DETRTPO Chair.
2. Notice of any special meeting shall be given at least 72 hours prior to the special meeting.

Quorum and Action

1. A quorum exists when at least one voting member from seven of the 12 counties in the DETCOG region is present.
2. If a quorum is present when a vote is taken, the affirmative vote of a majority of the representatives entitled to vote and present is the act of the DETRTPO, except when scoring the Call for Projects.
3. If a quorum is present when scoring the Call for Projects, the average score of the Voting Members from each county is summed and divided by the total number of counties that voted. Voting Members must abstain from scoring projects which exist within the county they represent. The list of projects submitted for evaluation is prioritized according to the average score of the counties present and represents the act of the DETRTPO.
4. Proxy votes may be cast at any meeting of the DETRTPO and will be counted toward the attendance at any meeting of the DETRTPO and will be counted toward the attendance at any meeting of the DETRTPO. Proxies shall be in writing; stating the name of the holder, date of meeting and signed by the person giving the proxy with this stipulation: proxies may only be held by those representing the membership of the person giving the proxy, i.e., member who represents an entity must give his or her proxy to someone representing the entity of which the member represents. The presiding officer at the meeting shall be the sole judge of the validity of the proxy and shall call for all proxy votes at the beginning of each meeting. The DETRTPO staff and employees shall not be designated by any board member as a proxy.

Open Meetings and Records

1. All meetings of the DETRTPO shall be open to the public. The meetings are not subject to the Texas Open Meetings Act.
2. Minutes of the DETRTPO meetings, documents distributed and other records are the property of DETCOG.
3. Except where these bylaws require otherwise, *Robert's Rules of Order* shall govern the conduct of the DETRTPO meetings.

Article V - Ad Hoc Committees

Appointment

Ad hoc committees may be appointed by the DETRTPO Chair and shall serve for special purposes to comply with special needs.

Terms

Terms of membership on ad hoc committees shall be established to achieve the purpose for which the committee was created. At least three (4) counties and/or cities must be represented in each ad hoc committee. Ex-Officio members may also be appointed to ad hoc committees for technical expertise and will serve in a non-voting capacity. The DETRTPO Chair has the authority to dissolve the ad hoc committee once the committee's purpose is achieved or the committee becomes inactive.

Meetings

The method for calling ad hoc committee meetings shall be at the discretion of the ad hoc committee membership to discharge their responsibility.

Officers

The Chairs of the ad hoc committees shall be appointed by the Chair of the DETRTPO.

Article VI- Amendments

The DETCOG Executive Committee may amend these bylaws at a regular or special called meeting. The written text of a proposed amendment must be included with the notice of the meeting at which the amendment will be discussed and voted on.

Representatives to the DETRTPO may recommend amendments to these bylaws at a regular or special called meeting. The written text of a recommended amendment must be included with the notice of the meeting at which the amendment will be discussed and voted on. If the DETRTPO representatives approve the recommended amendment, it is then forwarded to the DETCOG Executive Director to be brought to the DETCOG Executive Committee.

Effective Date

An amendment to these bylaws takes effect when approved by the DETCOG Executive Committee.

Bylaws History

Adopted: 4-28-2011

Amended:



City Council Meeting

Date: June 13, 2023

Agenda Item: 6.G.

PRESENTER: Bonita Hall, Director of Human Resources

ITEM/SUBJECT: Receive a report and give staff direction regarding the City Manager search.
(Human Resource Director)

SUMMARY/BACKGROUND: The Human Resources Department of the City of Nacogdoches has been preparing materials and a process for the City Manager search.

FINANCIAL:

No financial impact associated with this item

**COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE
FOLLOWING CITY COUNCIL PRIORITIES**

Not Applicable

CITY CONTACT: Bonita Hall, HR Director
hallb@nactx.us
936-559-2565

ATTACHMENTS:



City Council Meeting

Date: June 13, 2023

Agenda Item: 7.A.

PRESENTER: Steven Kirkland, City Attorney

ITEM/SUBJECT: Pursuant to Texas Government Code Section 551.072, deliberations regarding the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the governmental body in negotiations with a third person. The subject of this Executive Session item is to discuss Central Heights Water System.

SUMMARY/BACKGROUND:

FINANCIAL:

No financial impact associated with this item

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

Not Applicable

CITY CONTACT: Steve Kirkland, City Attorney
kirklands@nactx.us
936-559-2503

ATTACHMENTS:



City Council Meeting

Date: June 13, 2023

Agenda Item: 7.B.

PRESENTER:

ITEM/SUBJECT: Personnel Matters – Pursuant to Texas Government Code Section 551.074, deliberations regarding the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee - City Attorney.

SUMMARY/BACKGROUND:

FINANCIAL:

No financial impact associated with this item

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

Not Applicable

CITY CONTACT: Keith Kiplinger, Interim City Manager
kiplingerk@nactx.us
936-559-2501

ATTACHMENTS:



City Council Meeting

Date: June 13, 2023

Agenda Item: 7.C.

PRESENTER:

ITEM/SUBJECT: Consultation with Attorney - Pursuant to Texas Government Code Section 551.071, conduct a private consultation with its attorney regarding a settlement offer or matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with Texas Government Code Chapter 551.

SUMMARY/BACKGROUND:

FINANCIAL:

No financial impact associated with this item

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

Not Applicable

CITY CONTACT: Keith Kiplinger, Interim City Manager
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936-559-2501

ATTACHMENTS: