



Nacogdoches Comprehensive Plan Update

Vision & Goals

CHAPTER 3

Vision is the foundation for success and the first step on the road to development of a strong Comprehensive Plan. Regarding the power of vision, Ms. Florence Scovel Shinn noted that, "every great work, every great accomplishment, has been brought into manifestation through holding to the vision." Robert Collier said that *vision*, "...reaches beyond the thing that is, into the conception of what can be. Imagination gives you the picture. *Vision* gives you the impulse to make the picture your own." That initial imagination leads to goals and, ultimately, to action.

The Comprehensive Plan, though broad in nature, is intended to provide clear and decisive statements concerning the community's goals and objectives, the general distribution and allocation of land use and transportation functions, and other general guidelines. The plan serves as an overall guide for future growth and development while allowing flexibility in its ability to respond to new ideas and direction as the city progresses and partnerships between the City, Stephen F. Austin State University and various other parties flourish.

To establish this positive framework for growth, the plan must first create a sense of overall vision. Vision represents the point from which the planning process begins. It is the overall consensus for how the community will be viewed by future generations. It is the understanding that the community offers many strengths and faces several challenges. The vision offers a unique image of the future based on the community's core values, building upon its strengths, and overcoming any obstacles. Most important, the vision is not simply an ideal image, it is achievable, even if the path is arduous.

Vision is the recognizable point in the planning process at which the community ceases to examine existing conditions and begins to look forward to the future. A single, encompassing vision dictates the tone of the Comprehensive Plan. In addressing major themes such as land use, transportation, community image, and utilities, vision is the first step on a road to implementation that is followed by goals, objectives and action statements.

Goals will serve as the general ends toward which efforts are directed. Goals are broad and, as the next step, they begin to answer the question, “how will the vision be implemented?” Goals are qualitative but offer no strong quantitative measures. Goals are designed to stretch and challenge the imagination while remaining realistic and achievable.

Objectives are clear targets for specific action. They mark interim steps toward achieving vision and goals. Responding to the relevant goal, an objective is quantifiable and more specifically answers the question of “how?”. It is a measurable statement of intent that emphasizes the results of various actions at the conclusion of a defined period.

Action statements are specific tasks that must be completed to achieve goals and objectives. An action is the means for transforming goals into results, with an efficient allocation of resources and mindful of fiscal constraints.

In this context, community goals, objectives and actions are structured to provide direction for the future growth and appropriate development of Nacogdoches. In a structure that begins broadly, each step toward implementation more precisely answers the question of “how?”. Conversely, the steps can be taken in reverse to answer the question of “why?”. Taken either way, the process begins and ends at the foundation: vision.

Determining Vision

Establishing vision involves gaining an understanding of what Nacogdoches “would like to be when it grows up” and applying those ideals to each of the plan’s elements. The Vision statement established for Nacogdoches is a reflection of public opinions, data collection and field observation in which individuals cited assets, challenges, needs, and possibilities. Information was gathered during the process of establishing existing conditions and refined as the planning process reached a conclusion. It reflects the dialogue of numerous stakeholders, including elected officials, civic leaders, business owners, residents and any other members of the general public that sought to play a role in planning for the future of Nacogdoches.

The vision for Nacogdoches is as follows:

Nacogdoches, the “Oldest Town in Texas,” appreciates and protects its historical, natural, and cultural character, promotes a healthy living environment, and enjoys future growth and prosperity.

Assets of Life in Nacogdoches

Residents and leaders in Nacogdoches offer an overall positive impression of their community. To most, Nacogdoches is a community with an extreme, albeit often

unrealized, potential. Following are some of the many positive aspects of Nacogdoches cited by residents and local leaders through key person interviews, a community forum, advisory committee meetings and other activities.

Nacogdoches offers:

- ◆ Great place to raise a family and/or retire;
- ◆ Safe and affordable living environment;
- ◆ Educational, cultural, and sports amenities of Stephen F. Austin State University;
- ◆ Heritage and history, including downtown, Millard's Crossing, Stern-Hoya House, Oak Grove Cemetery, and a wealth of other resources;
- ◆ Lake Nacogdoches;
- ◆ Proximity to metropolitan Dallas and Houston;
- ◆ Relaxed, southern, small-town setting;
- ◆ Friendly, welcoming atmosphere;
- ◆ Quality health services, fire protection and law enforcement; and,
- ◆ Recreation amenities including a number of parks, La Nana Creek Trail and the new Boys/Girls Club.



Challenges to Life in Nacogdoches

Challenges represent real or perceived issues that negatively impact Nacogdoches. It is important to realize both real and perceived issues and develop the capacity to address each appropriately. Too, challenges should be viewed as additional opportunities for the area. Once addressed, issues such as the preservation of historic structures and areas have the potential to become very strong assets and

marketing points for the community. They also represent the chance to show positive results in implementing the Comprehensive Plan.

Nacogdoches needs:

- ◆ Improved communication and coordination among entities;
- ◆ Student and program growth at SFA;
- ◆ Stronger effort to take full advantage of historic and cultural resources;
- ◆ Quality job opportunities;
- ◆ Improved, more efficient, diversified development patterns;
- ◆ Enhanced transit service;
- ◆ Increased enforcement of regulations;
- ◆ Improved relationship between SFA and City; and,
- ◆ Better image and aesthetics at City entryways and along corridors.

Goals by Plan Element

The Comprehensive Plan for Nacogdoches is designed to set focus on the broad picture that stakeholders view as the future. The vision statement can be applied to each element of the plan to act as a guide for goals, objectives and action statements. The identification of vision and goals provides a basis for decision-making during both development and implementation of the plan. Goals also help to promote consistency in plan implementation as future changes occur in development trends and the physical form of the community as well as the government leadership.

Environment & Natural Resources

A key attraction to Nacogdoches is its natural setting. Issues facing the community include means of protecting and conserving the rolling hills, forested landscape and meandering waterways. These areas are not only critical to local habitat and resident quality of life. They are also among the more marketable elements for tourism.

- ◆ *Conservation and protection of valued environmental resources in the Nacogdoches area.*
- ◆ *Development that is compatible with the natural environment.*
- ◆ *Creeks, bayous and floodplain areas that are managed in an environmentally sound manner, ensuring their continued use for floodplain management, wildlife habitat and recreation.*
- ◆ *Preservation of scenic beauty and natural habitat areas.*
- ◆ *Excellent water quality in the Nacogdoches area.*

Land Use

Land Use plays a significant role in establishing the character of a community. In Nacogdoches, key issues related to land use include the need to focus development within the incorporated area, building strong neighborhoods, supporting economic development, and preventing poor land use decisions.

- ◆ *Long-term growth in appropriate areas to achieve an efficient, diverse and balanced pattern of land uses both within the City and urbanizing portions of its extraterritorial jurisdiction (ETJ).*
- ◆ *A variety of safe, high-quality residential areas that meet the needs of Nacogdoches residents.*
- ◆ *Vibrant and viable commercial and industrial areas, supported by a quality community offering many assets and opportunities for economic development.*
- ◆ *High-quality development that respects community character and the natural environment and does not overburden public services and infrastructure.*



Transportation

Transportation efforts in Nacogdoches almost exclusively focus upon the automobile. However, the community understands the need for a multi-modal system. Key issues include a strong, healthy relationship between land use and transportation, maintenance of the system, enhanced public transit and air transport.

- ◆ *Constant coordination of land use and transportation planning and implementation to ensure viable development outcomes for the long term.*
- ◆ *A balance of new construction with steady maintenance of transportation facilities to address current deficiencies as well as future mobility needs.*
- ◆ *Progress toward being recognized as a pedestrian- and bicycle-friendly community, and a community that shows particular concern for accessibility for all persons.*
- ◆ *A viable, well-used public transit system that meets definite needs while also providing a practical alternative for various automobile trips in town.*
- ◆ *Expanded local air transportation options for area residents, businesses and public agencies.*

Utility Infrastructure

More than is often realized, availability of quality infrastructure dictates growth patterns and quality of life. In Nacogdoches, key infrastructure issues include efforts to increase water capacity, conserve water use, and improve wastewater and storm drainage systems.

- ◆ *Increased capabilities and capacity of the potable water system.*
- ◆ *Efficient and cost-effective use of treated water supplies.*
- ◆ *Increased capabilities and capacity of the wastewater system.*
- ◆ *Increased capabilities and capacity of the storm water collection and conveyance system.*

Housing & Neighborhoods

Quality of life begins at home and in the neighborhoods available for children at play, as well as working adults, retirees and students at SFSA. Key issues in addressing housing and neighborhoods includes affordability, student housing, retirement housing, manufactured homes, quality neighborhoods, and appropriate development.

- ◆ *A variety of quality housing options that are appropriately available to new and current residents of Nacogdoches and affordable at all income levels.*
- ◆ *A setting in which housing is appropriate to the needs of students and also sensitive to impacts upon surrounding neighborhoods.*
- ◆ *Housing and neighborhood design that successfully addresses the needs of an aging population while taking advantage of amenities attractive to retirees.*
- ◆ *Recognition of manufactured housing as a viable and affordable housing option that is acceptable upon meeting requirements regarding appropriate location, appearance, function and quality.*
- ◆ *An attractive, quality housing stock within dynamic, well-maintained neighborhoods that promote Nacogdoches as a community with character and pride.*
- ◆ *Neighborhoods that are protected through diligent enforcement and development of appropriate ordinances, regulations and incentives.*
- ◆ *Sensible growth in Nacogdoches that takes advantage of proximity to services and amenities and minimizes the strain on tax revenue.*
- ◆ *Preservation and use of natural resources as design features incorporated into sensitive, creative neighborhood development.*

Community Facilities & Services

The City of Nacogdoches offers centralized public safety and library services that face the challenges of a spreading service area and topography and other barriers that can limit quick response and/or access to these services.

- ◆ *A Police Department that fulfills its mission and duties with adequate personnel, facilities and service provision capabilities.*

- ◆ *A Fire Department that has the resources and facilities to provide superior fire and rescue services in a safe and reliable manner.*
- ◆ *An adequately staffed and housed public library able to meet the high expectations of local patrons for a range of information services.*

Parks & Recreation

Greenspace is particularly important in a “town & gown” community. Nacogdoches has met the unique needs of its population through innovative concepts such as Frisbee golf courses. Key issues in parks and recreation include ensuring adequate parks space and location, indoor and outdoor facilities, pedestrian and bike access, maintenance, and agreements to expand services and facilities.

- ◆ *A wide range of parks and recreation facilities that will accommodate the current and future needs of the City's residents and visitors.*
- ◆ *Appropriate outdoor recreation facilities.*
- ◆ *Appropriate indoor recreation facilities.*
- ◆ *Conserving Natural Resources*
- ◆ *Natural resources and open spaces that are conserved through park and recreation land acquisition, open space preservation and environmentally sensitive planning.*
- ◆ *A pedestrian and bicycle network of sidewalks, trails and bikeways which connects residential areas to parks, schools, workplaces, shopping, major open spaces and other destinations, providing alternative routes for circulation and accessibility.*
- ◆ *A parks, recreation and open space system that is maintained, enhanced and operated in a cost-effective manner.*
- ◆ *Cooperative agreements and coordinated efforts with other governmental jurisdictions, school districts and private sector entities.*

Historic Preservation

Nacogdoches offers tremendous history to area residents and for all that live in the proud State of Texas. To preserve, appreciate and utilize its history, the community must address issues such as enhancing marketing, protecting the historic integrity and striking a balance between growth and preservation.

- ◆ *Expanded and enhanced efforts to market heritage-based tourism opportunities in the community.*
- ◆ *Preservation of the City's historic and cultural resources.*
- ◆ *Effective management and coordination of historic preservation efforts in Nacogdoches.*
- ◆ *Enhanced preservation efforts while also appreciating the need for evolution and new development.*