



# Enhancing Public Space in Downtown Waco

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**RECREATION, PARK  
& TOURISM SCIENCES**  
TEXAS A&M UNIVERSITY

# 01 Executive Summary

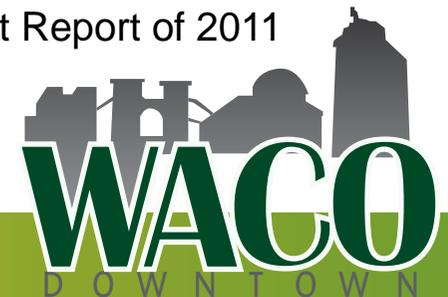
This document conveys the results of a process intended to develop ideas for Waco's Public Improvement District (PID). Ideas address ways that the city might invest funds to redevelop existing public spaces, create new ones and connect them in ways that enhance community pride, offer interesting experiences for residents and visitors, and encourage economic investment. Meetings with stakeholders were used, along with reviews of existing plans, reports and articles published in recent years, to generate ideas and in some cases reinforce ideas which have been recommended in the past

Using the Brazos River and its existing parks and trails as a starting point we considered four sites west of the river and four sites to the east. The primary ideas focus on: a) creating spaces that support flexible use for community events and programs in the downtown and; b) enhancing the aesthetic appeal and functionality of streetscapes to encourage commercial and residential infill. Recommendations in priority order are laid out below

# 01 Executive Summary

Recommendations for improvements in Waco's Public Improvement District:

- 1) Invest in the redevelopment of University Parks Drive between Washington and Franklin Avenues to create a flexible event space that remains useful as a road but can be more easily closed periodically. The space connects Indian Spring Park, the Waco Convention Center and The Hilton Waco. Our proposal is for permanent bollards to be installed at Washington and Franklin, and for the street to be resurfaced with pavers that would define the space with contrasting color and texture. This redevelopment will likely require shifting median trees toward each end of the space, closer to Washington and Franklin and leaving a central portion open for events such as stage shows. As a part of this redevelopment it will be important to work with the Hilton to create a stronger pedestrian connection between the new University Parks Drive space and existing courtyards between the Convention Center and Hotel. The area would benefit greatly from a strong connection in this area which is currently used as parking, a loading dock and trash storage
- 2) Invest in streetscape improvements at the intersection of Elm Street and Martin Luther King Jr. Boulevard. These improvements would include the development of a small public park to act as a gateway feature, provide public recreation opportunities and offer flexibility as an event space. Signage at this corner would encourage exploration of the Elm Street corridor. Streetscape improvements through redeveloped sidewalks, street trees, benches and other amenities should be implemented the full length of the PID on Elm Street. Such improvements have been recommended repeatedly from the Elm Street Improvement Plan of 2002 through the Imagine Waco Plan of 2010 and the Schubert Report of 2011



# 01 Executive Summary

- 3) Redevelop the block bounded by Washington and Austin Avenues and 5th and 6th Streets. The proximity of this block to the County Courthouse and existing downtown residents and businesses makes it an excellent location for a public gathering space as a part of commercial and/or residential redevelopment. This space would provide downtown residents/visitors with a place for lunch outings, to view art or experience music, a market or other event with the iconic McLennan County Courthouse as a backdrop
- 4) Provide more shade and working water features in Heritage Square. Shade the existing trellises with vegetation (e.g., Texas Wisteria) and make existing fountains workable. End Austin Ave at the southeast border of the square and prohibit automobile travel through that portion of the site
- 5) Redevelop additional blocks to the southwest (814 Austin is an example included here). There are multiple opportunities to develop small public gardens, parks, squares and plazas in the downtown area that will add visual quality and support community cohesiveness if well designed. Spaces like the one labeled Austin 814 in this document would provide additional spaces for public gatherings, food and a brief respite for those working and living downtown. They provide places to display and perform art while creating positive connections between people.



- The City of Waco's Public Improvement District (PID) works to enhance public spaces in the downtown area
- To help achieve this goal, a collaborative partnership was established with the Recreation, Park and Tourism Sciences Department at Texas A&M University to develop useful ideas while providing educational opportunity for students
- A strategy was developed to analyze the downtown areas within the PID boundaries and propose ideas for how to enhance spaces that support a downtown that is better connected, more walkable and offers community gathering spaces



# 03 Objectives

Propose ideas for:

- Integrating features that create positive use (e.g., Trees, Water, Sun, Sitting Space, Connection to Street, Food, Triangulation)
- Better connectivity within the Indian Spring, Waco Conference Center and Elm Street area of the PID
- Drawing people into both eastern and western downtown areas from the Brazos Rivertrail
- Gathering spaces to attract residents and visitors
- Better pedestrian linkages among Austin, Washington and Franklin Avenues



## 1 Planning

2013.  
Sep. — Initial planning meetings (1st on-site visit)

## 2 Site Assessment & Community Engagement

Oct. — Site inventory work and 2nd on-site visit for western PID  
— Public input session with TAMU students and local stakeholders

## 3 Proposals Developed and Presented

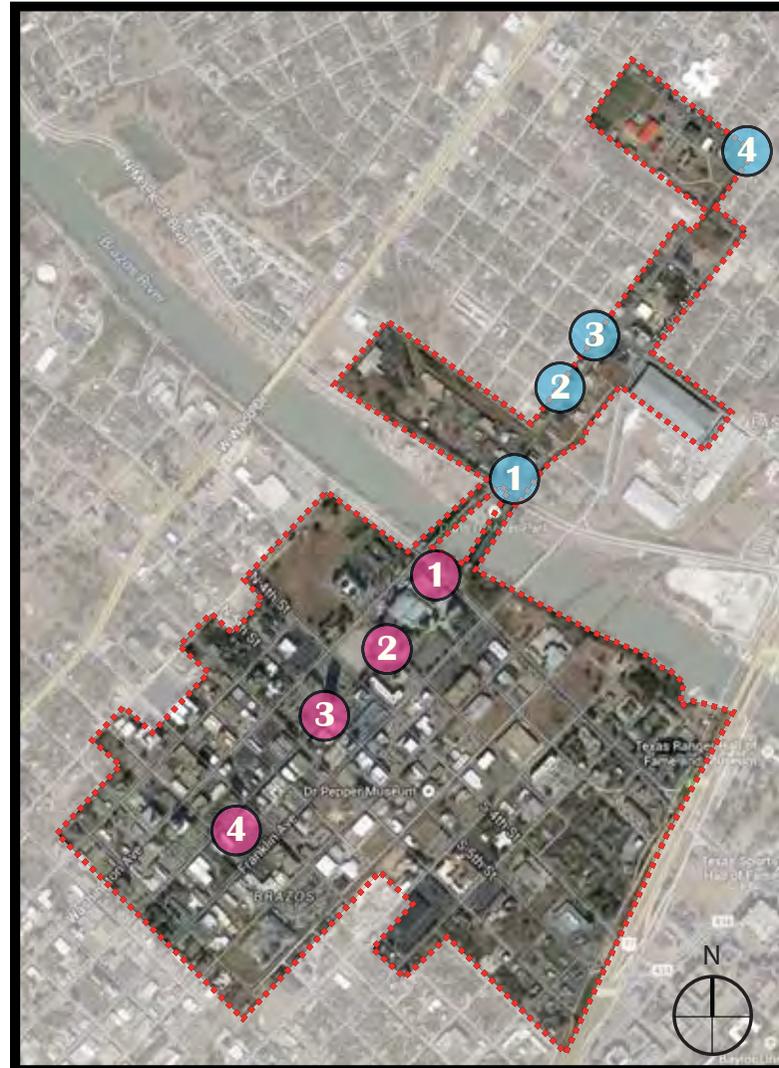
Nov. — Design proposals developed by students  
Dec. — Student presentations to PID and community members  
2014.  
Feb. — Refined concepts for the western portion of PID  
Mar. — Draft report & feedback from PID representation  
— Presentation of proposed for western PID  
May  
— Aug. — Review existing plans related to downtown Waco and east Waco  
Sept.  
— Oct. — Develop ideas for the Elm Street Corridor based on existing plans



# 05 Sites Identified

## West Waco

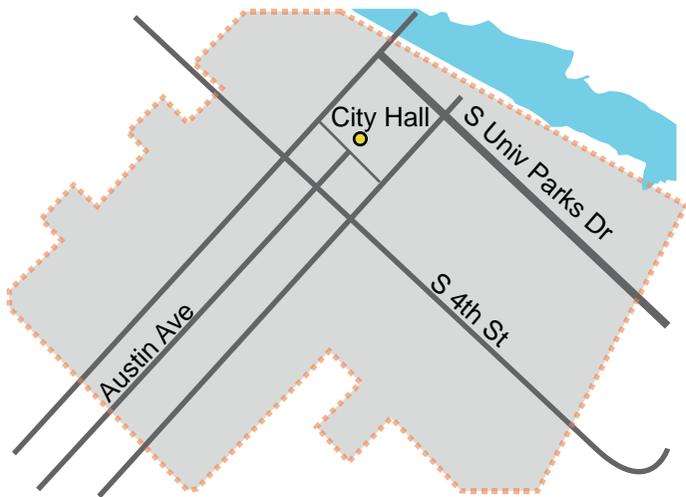
- ① Indian Springs
- ② Heritage Square
- ③ Courthouse Green
- ④ Austin 814



## East Waco

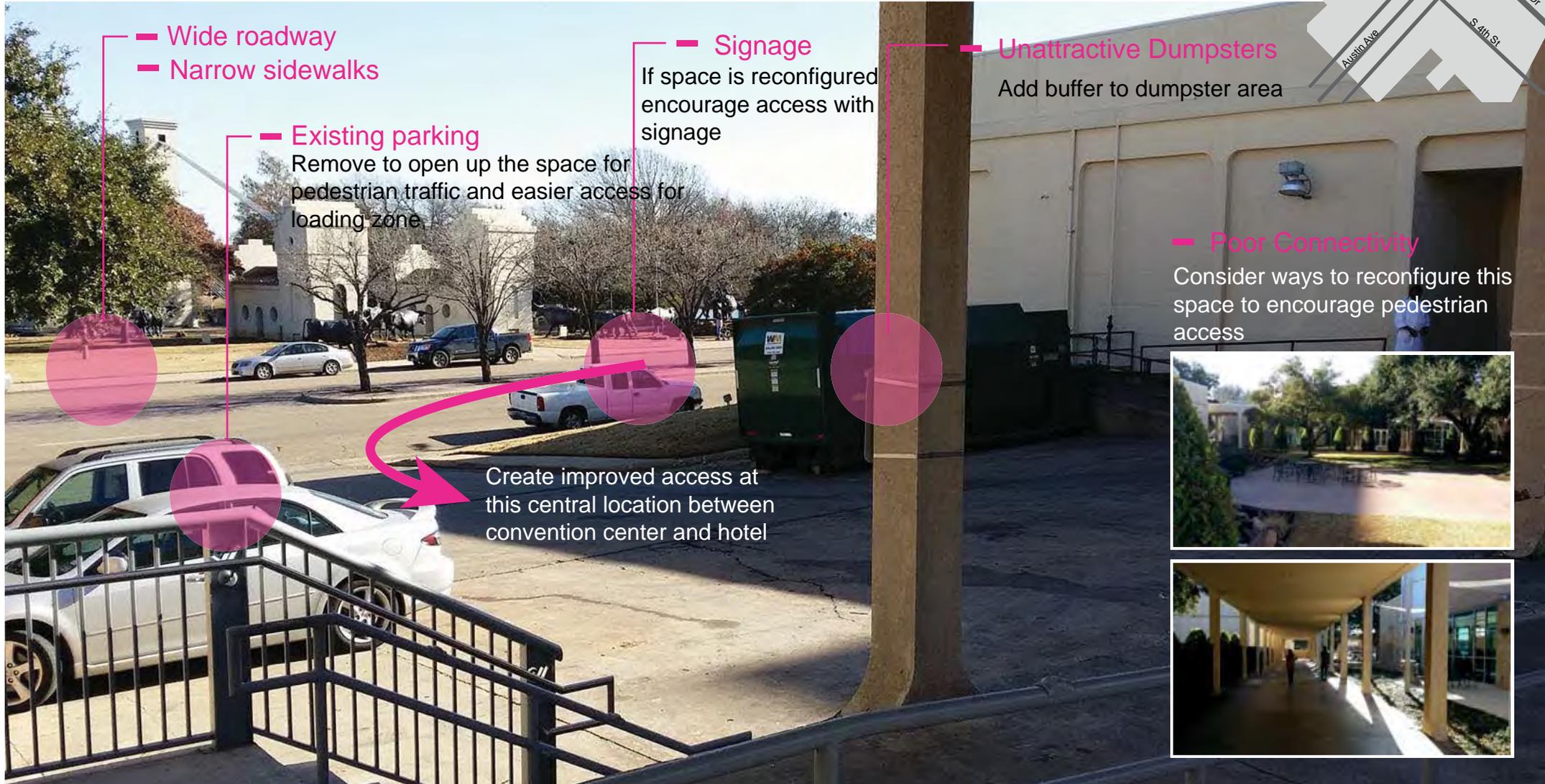
- ① Gateway Park
- ② Lula Jane's Frontage
- ③ Sherman & Elm
- ④ Forrest & Elm

# Proposed Ideas for Western PID



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Wide roadway  
Narrow sidewalks

Existing parking  
Remove to open up the space for pedestrian traffic and easier access for loading zone

Signage  
If space is reconfigured encourage access with signage

Unattractive Dumpsters  
Add buffer to dumpster area

Poor Connectivity  
Consider ways to reconfigure this space to encourage pedestrian access

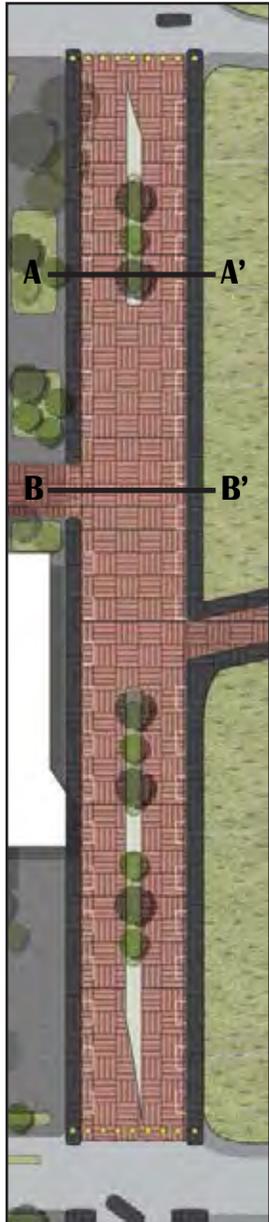
Create improved access at this central location between convention center and hotel



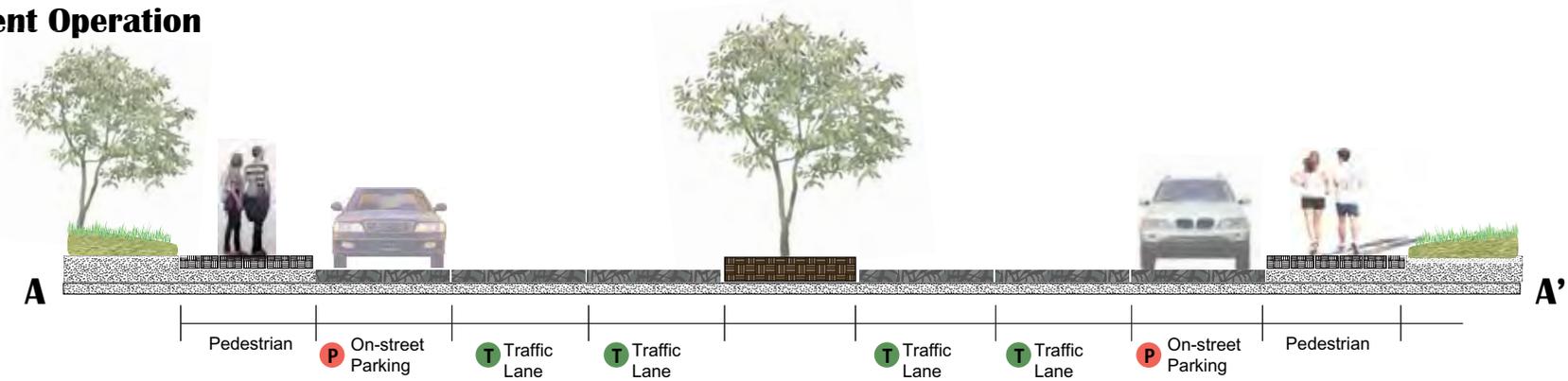


## Proposed Plan

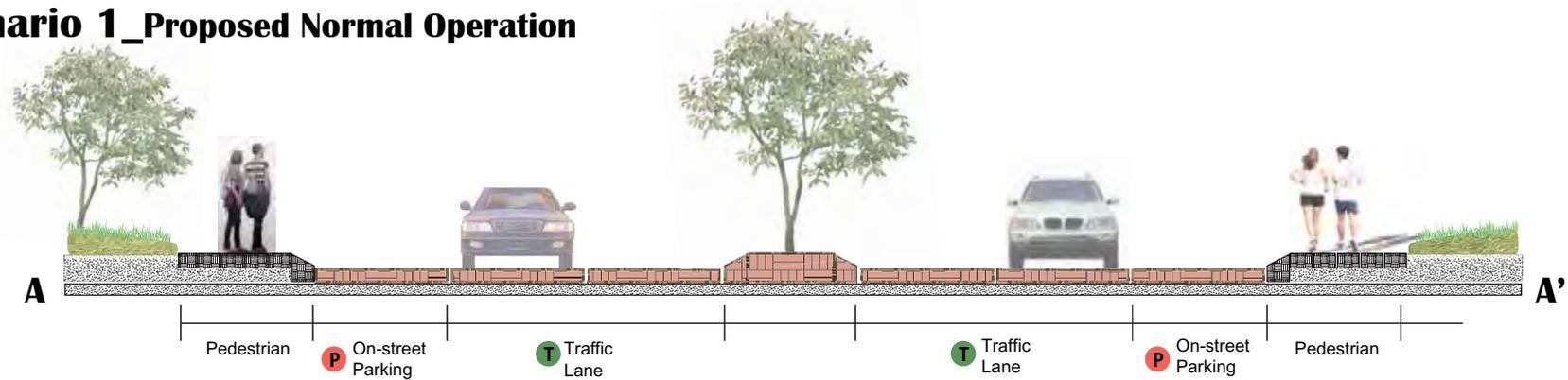
- A more pedestrian-friendly street
  - Cobblestone pavers
  - Wider sidewalks
  - Removable bollards
  - Provides options for temporary street furniture and facilities
- Use paving patterns to calm traffic and create options for closure



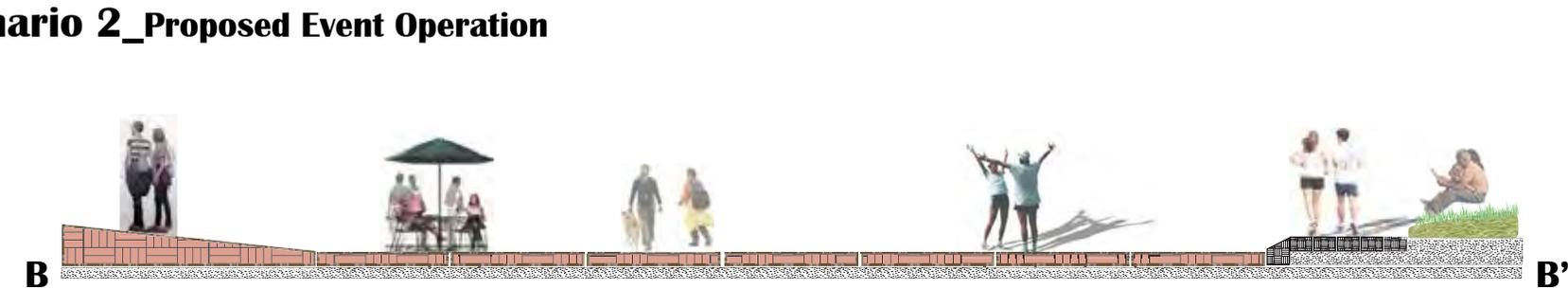
### Current Operation



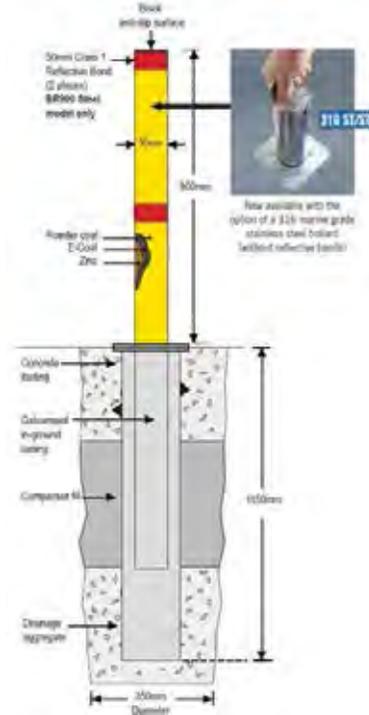
### Scenario 1\_Proposed Normal Operation



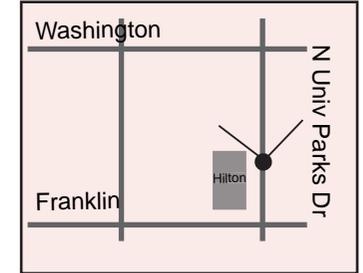
### Scenario 2\_Proposed Event Operation

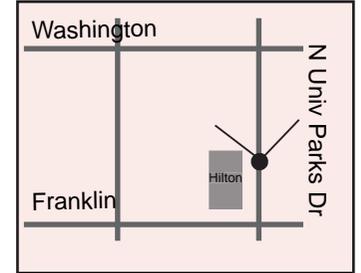


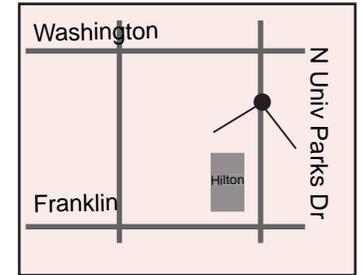
## Indian Springs Park Design Detail\_Bollards

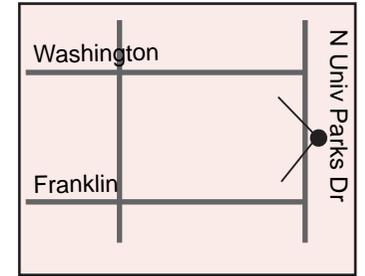


Local artists could help design unique bollards to reflect Waco's identity

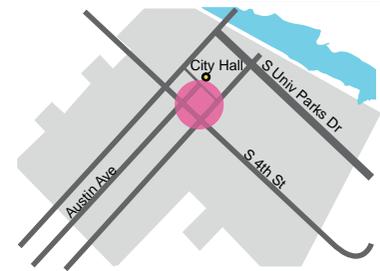








# 07 Site 2\_Heritage Square Site Analysis



- Due to **lack of accessibility** along pathways, the plaza is not as well used as it might be



- + **Water-friendly space**
- + Fountain is located in center of plaza, which divides the space



- Even when the **fountain** is working, it does not look vibrant or active. Identical fountain is located on the opposite side



+ **Wonderful view**



- + **Touchable water**
- Frequently not working
- **No shaded** seating near water

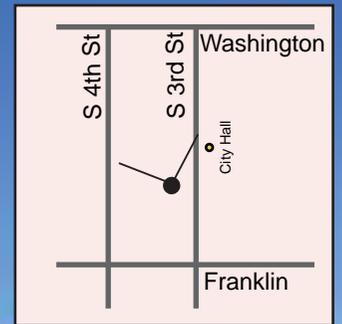




## Proposed Plan

- Enhance this gathering place
  - Splash pads
  - Planter boxes, flower pots
  - Working fountains
- Provide more shade to visitors
  - Plant ivy vines on existing arbors
  - Shaded seating
- Use themed paving patterns to improve visual connection from River & Indian Spring

# 07 Site 2\_Heritage Square



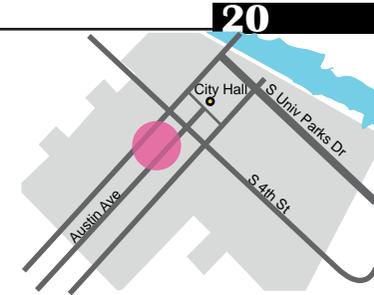
Enhancing Public Space in Downtown Waco



- Large amount of land is covered by **surface parking**, making this area less walkable and appealing.



+ Easy to access  
 + Proximity of food and entertainment on Austin Avenue



+ **The location is excellent.** It is convenient for families and office workers to access.  
 + **Wonderful view** of Courthouse from Austin Ave to Washington Ave.

- There are **few seating** possibilities. The benches that are available are in **poor condition** and not well located.



# 08 Site 3\_Courthouse Green



- Developing a concert and theater venue to become a downtown attraction
- Creating a unique outdoor and eating experience for downtown residents and workers
- Providing food truck experiences to help satisfy people's desire for something different
- Hosting events (e.g., First Friday, Holiday market) to bring life into the downtown area, attracting people and encouraging social interaction



## Proposed Plan

Ideally this block would be purchased and developed to include a public park space as depicted

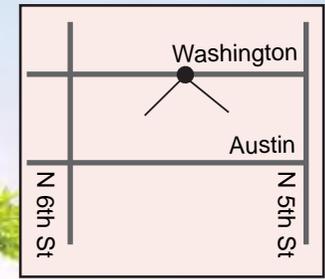
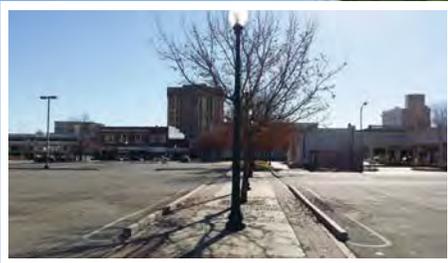
## Positives

- Provide green open spaces for relaxation
- BOA parking space can connect Austin Ave with Washington Ave
- Provide space for events and activities
- Positive example of private-public cooperation/partnership
- Provide opportunities to display art

## Negatives

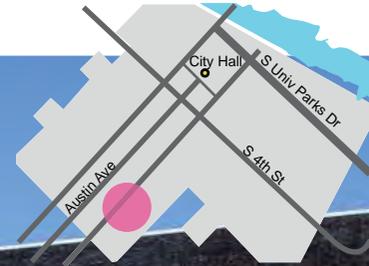
- Loss of parking

# 08 Site 3\_Courthouse Green



Enhancing Public Space in Downtown Waco





- Lack of green space provides opportunity for addition of flowers, grasses, and other plants

- Unattractive light posts provide very little light in this space and do nothing to enhance the ambiance in the evening

- Underutilized parking

+ Industrial Brick walls have nice character



+ There are lots of attractive restaurants and retail shops on Austin Ave.

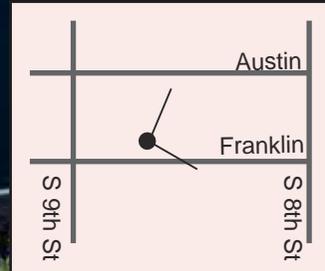




- This space would be flexible in providing opportunities as a destination for art, food and festivals
- This site could provide an additional draw to the Austin Avenue retail district
- The street frontage would enhance walkability and the space would stimulate pedestrian traffic from Franklin Ave
- This area could compliment museums and art galleries, enhancing art and heritage



# 09 Site 4\_Austin 814



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# 09 Site 4\_Austin Avenue Streetscape



## Proposed Plan

Austin Avenue between 9th and 11th Streets offers an opportunity to incorporate a median with street trees. At 9th Street Austin Ave. widens to four travel lanes going south allowing the width needed for a median

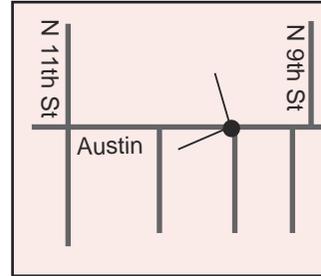
## Positives

- Single travel lanes help to calm traffic and extend the existing traffic pattern from 4th to 9th two blocks further to 11th Street
- Trees offer shade and are aesthetically appealing providing a more comfortable environment for motorists, cyclists and pedestrians
- Reducing curb cuts and access to/from parking lot to the west creates more on street parking and makes the adjacent sidewalk more pedestrian friendly by reducing intersections with auto traffic

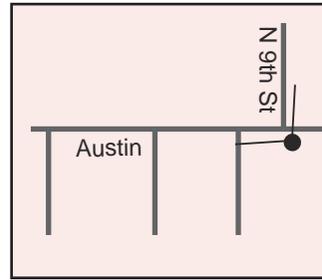
## Negatives

- Less choice in how to access the parking lot to the west

# 09 Site 4\_Austin Avenue Streetscape



# 09 Site 4\_Austin Avenue Streetscape



# Proposed Ideas for Eastern PID



Enhancing Public Space in Downtown Waco



# 10 Objectives

- Review recent (2002-2014) plans, reports, articles and related input processes concerned with enhancing Waco's downtown and East Waco in particular
- Develop and propose ideas for infrastructure investments along the Elm Street Corridor included in Waco's PID to help support community pride, create visitor interest and enhance economic development



Of the 35 Reports, Plans and Articles reviewed approximately one half of the documents referred to the Elm Street corridor and/or related development

Documents included consistent references to needs for:

- Enhancing the image of the district
- Better connectivity to Martin Luther King Boulevard and Doris Miller Park
- Retaining historic facades and character wherever possible
- Places for community gatherings
- More street trees
- Better lighting
- Improved pedestrian crossings
- Including local art and artists
- Street furniture like benches and bicycle racks
- Better wayfinding through improved signage
- The inclusion of food trucks

Flat open space offers no indication of Elm Ave opportunities

Opportunities for gateway that invites pedestrian and creates visual interest for motorists



- Sidewalk is not well maintained
- No shade present
- No Lighting present

+ Intersection provides opportunity to orient visitors through signage

Transition node



# 12 Site 1\_Gateway Park Proposed Ideas

Create a public park and/or plaza that would act as a gateway to the Elm Street corridor from Doris Miller Park and the Brazos Rivertrail System

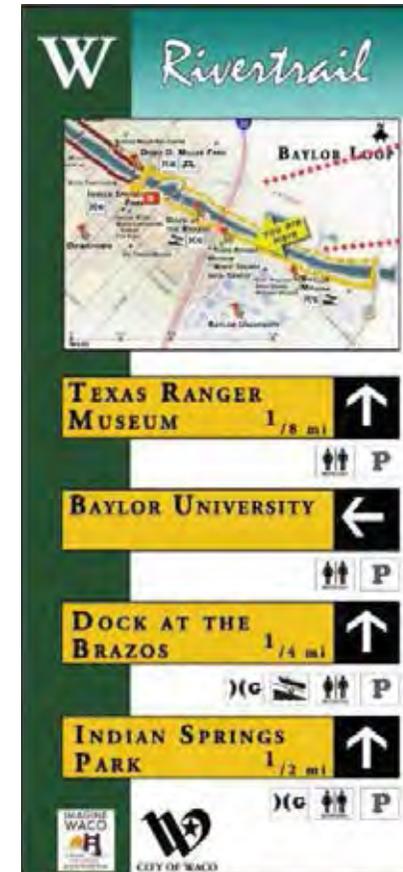
- Water feature that allows interaction through play and to cool off
- Flexible open space that allows for use as an event venue
- Could include convertible sports court for daily and special event use



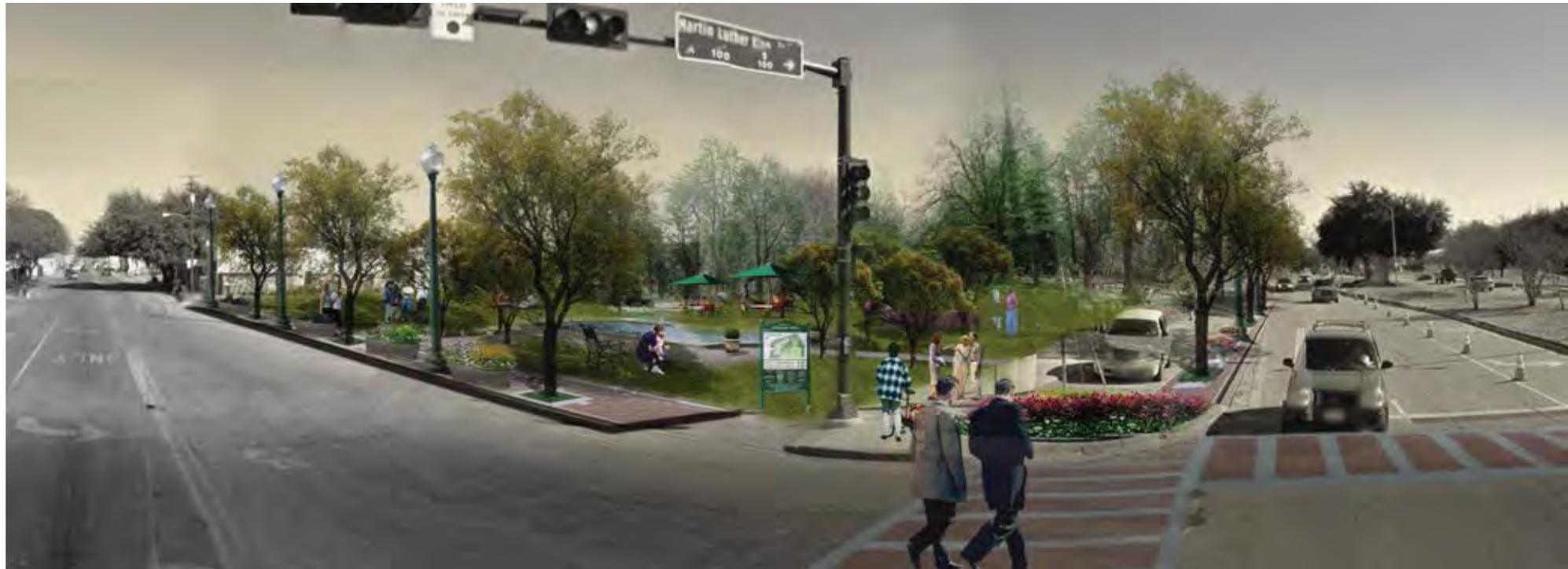
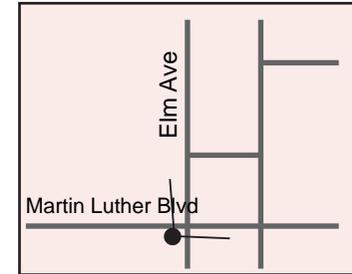
# 12 Site 1\_Gateway Park Proposed Ideas

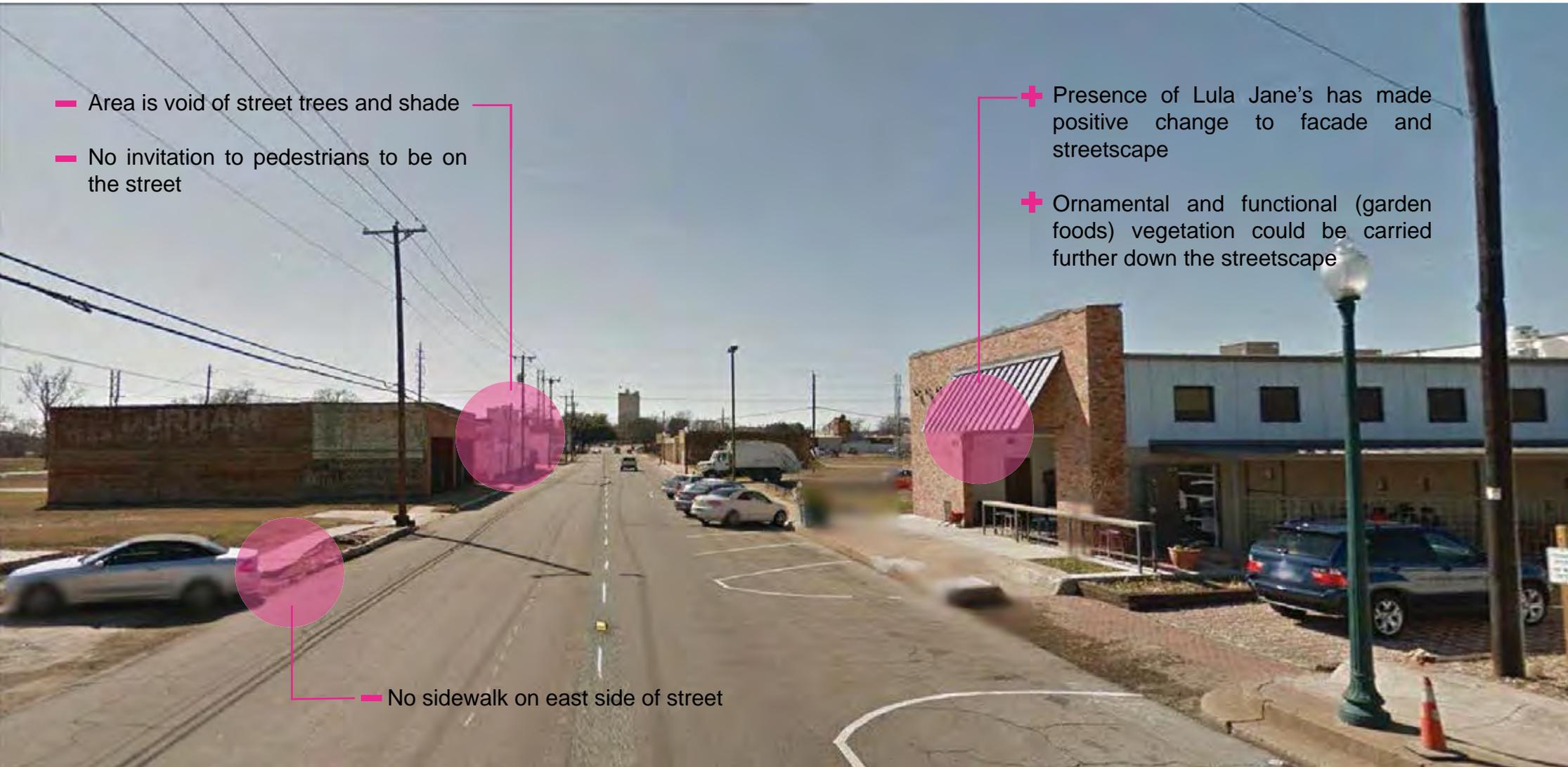
Enhance the streetscape with new street trees, improved sidewalks, street furniture and lighting

- Sidewalks widened to a minimum of 6 feet and resurfaced with pavers
- Street trees of native species placed to shade sidewalks and streets
- Street furniture that is durable, comfortable and fits the historic character of the street
- Enhance pedestrian street crossings with pavers themed to connect with sidewalks and designate pedestrian spaces
- Information sign to orient visitors to the Elm Street corridor and provide information about experiences, landmarks, etc.
- Add lighting to this side of Elm Street and in park.



# 12 Site 1\_Gateway Park

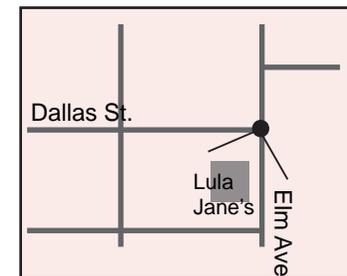




## Enhance the streetscape

- Extend ideas related to ornamental and functional vegetation already implemented by Lula Jane's
- Use ornamental plants in planters and on walls to increase color accents and textures
- Use food plants in streetscape gardens to exhibit use as food source and promote community access
- Include art in this area commissioned from an east Waco artist or school group – sculpture, mural, street furniture
- Add street trees and benches

# 13 Site 2\_Lula Jane's Frontage



— Vacant storefronts are uninviting

Large blank wall that may be useful for art or advertising

Lack of street shade and poor sidewalk

— No designated pedestrian crossing



# 14 Site 3\_Sherman & Elm Proposed Ideas

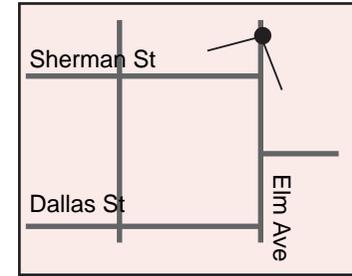
## Enhance the streetscape

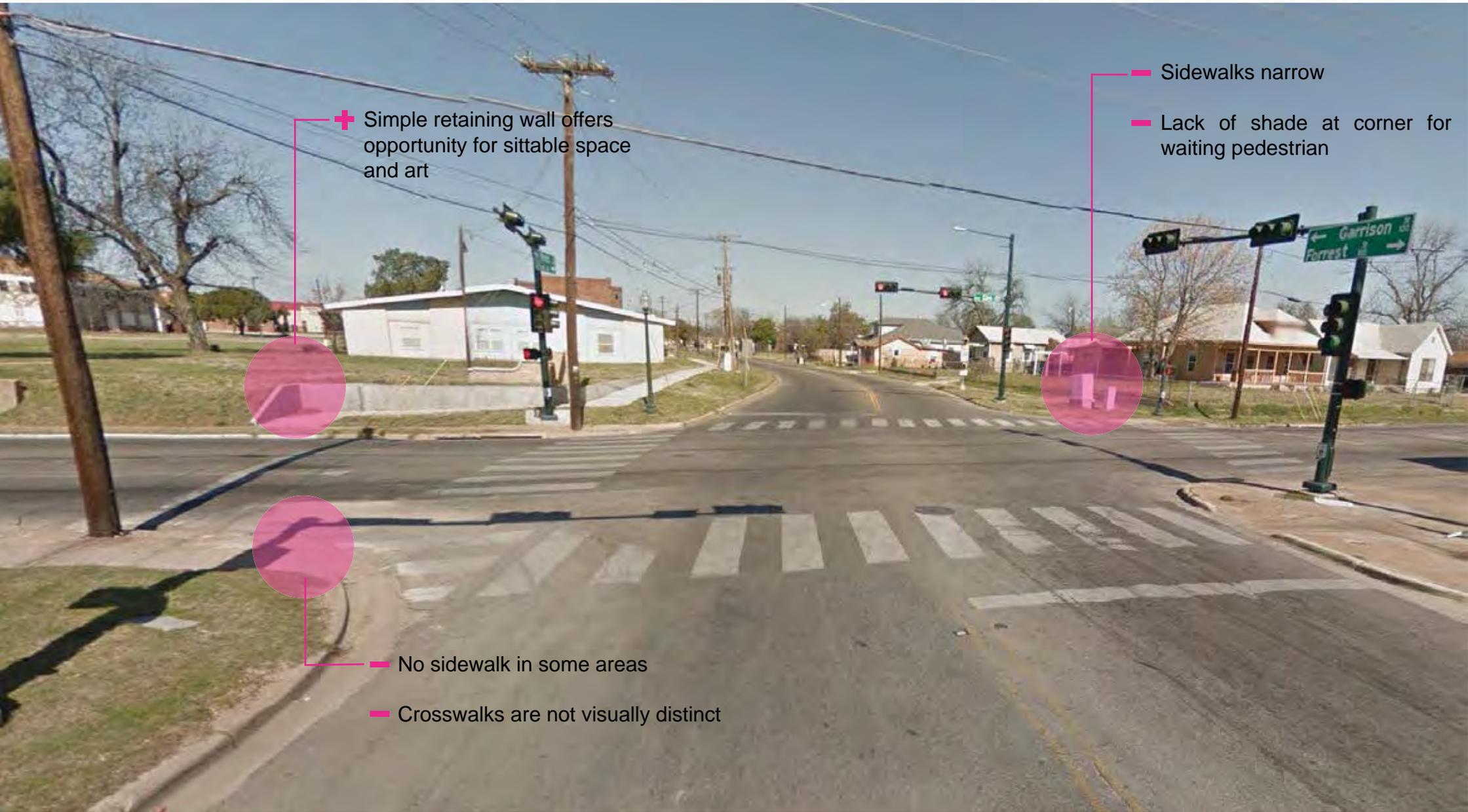
- Include art in this area commissioned from an east Waco artist or school group
  - blank façade on Sherman good mural “canvas”
- Reconstruct sidewalk on east side of Elm Street
- Add street trees and benches
- Enhance empty frontage with art planters and vegetation for color and texture (e.g., Texas native grasses and ornamentals seasonal)
- Upgrade crosswalks to connect with the sidewalks thematically and designate pedestrian spaces



Ice Plant & Daminata  
- Native Texas plants

# 14 Site 3\_Sherman & Elm





+ Simple retaining wall offers opportunity for sittable space and art

- Sidewalks narrow

- Lack of shade at corner for waiting pedestrian

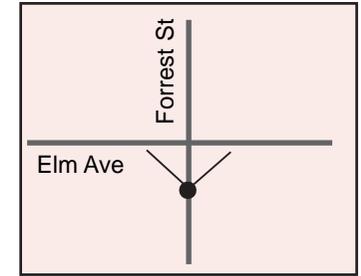
- No sidewalk in some areas

- Crosswalks are not visually distinct

## Enhance the streetscape

- Create “sittable space” street corner with enhanced seating on retaining wall and additional accents (vegetation, art)
- Reconstruct sidewalks on Elm and add sidewalks on Forrest to create wider and more attractive pedestrian spaces
- Add street trees and benches
- Upgrade crosswalks to connect with the sidewalks thematically and designate pedestrian spaces

# 15 Site 4\_Forrest & Elm



# 16 How proposed ideas meet objectives

47

- Recommendations attempt to integrate new spaces connected to existing streets that are pedestrian friendly through trees, sittable space, water, food and triangulation (art, events)
- Recommendations for connectivity between Indian Spring, Convention Center, and Elm Street better connect those spaces and provide a more cohesive and flexible region
- New sites at Courthouse Green, Austin 814, and Gateway Park create interesting destinations that can draw people into downtown areas
- Redevelopment of Heritage Plaza can help draw people from the Rivertrail



# 16 How proposed ideas meet objectives

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- Courthouse Green has potential to become a significant open space that can create synergy through daily use and events
- Courthouse Green better connects Washington to Austin Avenue
- Austin 814 offers potential destination further into downtown that helps connect Franklin to Austin Ave and stimulates pedestrian traffic
- Gateway Park at Elm Street and MLK Blvd. helps to stimulate visual interest, encourage pedestrian traffic into Elm Street District and offers an event space
- Streetscape improvements along Elm Street will bolster the area's image, invite people to explore, and encourage economic development



# 17 Acknowledgement



RPTS 402: Park Planning and Design  
Department of Recreation, Park & Tourism Sciences

Undergraduate teams involved in developing ideas for this project

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Type	Title	Year	Description	Methods	Results (See Table #2)	Recommendations
<b>1. Documents Providing an Overview of East Waco</b>						
Report (by Michael Schubert and NeighborWorks Waco)	Schubert Report	2011	<p>This report emerged from initial conversations between Waco Community Development, Habitat for Humanity and NeighborWorks which were seeking to collaborate around issues of NRS (Neighborhood Revitalization Strategy) in East Waco. NeighborWorks secured funding to hire Michael Schubert, a neighborhood revitalization consultant, to conduct this study in East Waco.</p> <p>This study lays out an approach to strengthening the neighborhoods of East Waco and making them stronger, healthier places.</p>	<p>A total of 32 interviews, field observations, and small group meetings with neighborhood residents of East Waco were performed starting in August 2011.</p> <p>Three fundamental questions were asked:                      1) How can the work of NeighborWorks Waco and its partners have the most impact in the neighborhoods of East Waco?                      2) How can NeighborWorks Waco and its partners restore hope and confidence in the neighborhoods of East Waco?                      3) How can NeighborWorks Waco develop networks of people in East Waco that can help sustain revitalization efforts?</p>	<p>Findings were presented in the form of five strategies including:</p> <ol style="list-style-type: none"> <li>1) Increase home ownership</li> <li>2) Promote home repair and improvement</li> <li>3) Improve the public infrastructure in East Waco</li> <li>4) Develop Elm Street as destination, commercial district with an arts orientation</li> <li>5) Develop and implement a communication strategy to improve the image and identity of the neighborhood of East Waco</li> </ol>	<ul style="list-style-type: none"> <li>Provide a nice, affordable housing (mix a higher quality new home)</li> <li>Provide home buyer incentives</li> <li>Develop marketing strategy for homebuyers</li> <li>Develop a home improvement loan product</li> <li>Develop a campaign to raise home repair and improvement</li> <li>Consider the renovation of a model house</li> <li>Need a document of current infrastructure conditions</li> <li>Need a document of tax revenue</li> <li>Need a campaign around improving infrastructure</li> <li>Need to know building by building analysis</li> <li>Attract to early adopters</li> <li>Find ways to attract potential uses (art, music, gallery, work-live spaces)</li> <li>The inside strategies                             <ul style="list-style-type: none"> <li>- Design logo and produce house banners</li> <li>- Replace old flags</li> <li>- Create neighborhood brochure</li> </ul> </li> <li>The outside strategies                             <ul style="list-style-type: none"> <li>- Convene decision makers in East Waco</li> <li>- Develop social media (Facebook or Twitter)</li> <li>- Develop a regular means of communicating results</li> <li>- Designate a small 6-8 block feature area, and focus on this area for a limited time</li> <li>- Make safer environment to get to school</li> <li>- Do these things                                     <ul style="list-style-type: none"> <li>- Inventory all properties and identify both well maintained and problem properties</li> <li>- Begin to find out the networks of people</li> <li>- Promote home improvement loan programs</li> <li>- Identify potential sites for new construction and acquire land</li> <li>- Carry out "Pride projects" (e.g., lighting projects and clean-ups)</li> <li>- Identify public infrastructure needs</li> <li>- Get neighbors to participate in the home improvement contest</li> <li>- Carry out neighborhood tours for school staff of completed activities</li> </ul> </li> </ul> </li> <li>Second method of approach to the neighborhood                             <ul style="list-style-type: none"> <li>- Carry out 150-180 one-on-one interviews with neighbors (80%) and other key stakeholders (20%)</li> <li>- Map the physical strengths and weaknesses of the neighborhood</li> <li>- Analyze both the patterns of relationships (who we know) and the opportunities presented by the physical landscape (where we can make an impact) and identify areas of strength that might be featured for initial program focus</li> </ul> </li> </ul>
Report/Plan (Fregonese Associates, Portland, OR)	Imagine Waco: A Plan for Greater Downtown	2009-2010 with final plan released in Jan 2011	<p>This document conveys a vision for the future of downtown Waco. Goals laid out relate to access for residents, vibrant public spaces, transportation choices, a focus on the river front, new housing options and east west linkages.</p>	<p>During 2009 - 2010 - 1) Stakeholder interviews with approximately 100 people representing development education and landowners among others. 2) Two public workshops were held in Oct of 2009. Over 350 people participated</p>	<p>Sections of resulting plan: Land use and urban design, Economic assessment, Housing needs, Transportation system (gateways, critical intersections, urban design and streetscaping, transit and pedestrian connections), and Implementation strategies</p>	<p>Action items: Create a "festival street" and link it to enhance riverfront; revitalize east Waco at riverfront and MLK as gateway to Elm Ave; identify two locations in core for redevelopment; widen and shade sidewalks, visually define crosswalks, encourage linkages among school facilities; prioritize transportation initiatives (plant trees, add curb extensions, improve sidewalks, add street furniture); create neighborhood nodes with streetscaping and visible crosswalks at key intersections;</p>



Type	Title	Year	Description	Methods	Results (See Table #2)	Recommendations
<b>2. Documents Addressing Housing and Neighborhoods</b>						
<b>Report</b> (Commissioned by City of Waco, completed by [Not Available])	Executive Summary (No other title details available)	2007	This study was commissioned by the City of Waco. The goal of the study was to establish a baseline for understanding the market conditions, housing and neighborhood stability issues, and concerns of citizen. Four target areas are identified: East Waco, North Waco, South Waco, and the area being revitalized through efforts of the Waco CDC. In this report, particular emphasis has been placed on revitalizing commercial corridors as a critical component of revitalizing neighborhoods. The report contains 4 pages of recommendations and strategies for implementing housing and neighborhood revitalization.	<ul style="list-style-type: none"> <li>◦ Analysis of Census data.</li> <li>◦ Trends and neighborhood characteristics analysis citywide and for target areas.</li> <li>◦ Focus groups held for community members' input. Attendees included representatives from the City staff, local non-profit organizations, housing professionals, industry leaders, and other community representatives.</li> <li>◦ Analysis of Home Mortgage Disclosure Act data.</li> <li>◦ Neighborhood evaluation based on an examination of the physical conditions of residential areas and qualitative and quantitative data collected from these areas.</li> </ul> <p>The report contains more detailed explanations of each of the above methods used to gather data.</p>	<p>This report contains 4 pages of recommendations and strategies, including a chart timeline that prioritizes recommendations.</p>	<p>Report contains 4 pages of recommendations and strategies. See actual report for details, as there are too many to fit here.</p> <p>However, in an attempt to summarize, these seven strategy areas are offered:</p> <ol style="list-style-type: none"> <li>1. Restore the Community's Basic Attributes.</li> <li>2. Enhance the Community's Image and Identity.</li> <li>3. De-concentrate Poverty, Rebuild Housing and Restore Neighborhood Stability.</li> <li>4. Improve Neighborhood Safety and Security.</li> <li>5. Capitalize on the student housing market by redirect new housing development to downtown.</li> <li>6. Undertake Catalyst Economic Development Projects that will re-energize area reinvestment and help jump start revitalization efforts in declining areas.</li> <li>7. Expand resources for housing and revitalization and increase the role and participation of the private sector, faith based community and educational institutions.</li> </ol>
<b>Report</b> (NeighborWorks America)	Community Stabilization Case Studies: Showcasing Innovative Strategies in the NeighborWorks America Network	At least March 2012	This report highlights the work of eight organizations across the country, members of the NeighborWorks® America network, that are using innovative and promising strategies to accomplish community stabilization goals. One case study is "NeighborWorks® Waco-Waco, Texas" which discusses NeighborWorks Waco's (NWW) program known as PRIDE (Purchase Rehab Invest Delight Enjoy!), a lease-purchase program.	<ul style="list-style-type: none"> <li>◦ Roy Nash (NWW executive director) and Chris Gutierrez (commercial real estate broker and NWW board member) were interviewed in order to obtain their perspective on the work this/these organization(s) is doing.</li> <li>◦Writer's observations</li> </ul>	<ul style="list-style-type: none"> <li>◦ NWW is providing opportunities for affordable housing in Waco. NWW originally purchased 65 homes for this purpose. At the time of publication, 7 tenants had purchased homes.</li> <li>◦"Nash and his board believe that redeveloping homes into high quality, well managed rentals that are occupied by responsible tenants, add stability to the neighborhoods in which they are located. Once they sell, NeighborWorks Waco will use sale proceeds to buy and renovate new properties, thus continuing the process of upgrading the housing stock and strengthening the neighborhoods."</li> </ul>	<p>Based on the four goals NWW outlined, the following recommendations are directed towards other lease-purchase programs:</p> <ol style="list-style-type: none"> <li>1. Have a defined plan.</li> <li>2. Focus on quality.</li> <li>3. Make lease properties indistinguishable from owner occupied housing.</li> <li>4. Seek to ultimately sell the homes.</li> </ol>
<b>Newsletter</b> (Waco CDC; article by Mike Stone)	Waco Community Development Newsletter Article: "Are the kids OK?"	2011.4rd	This article describes a weeklong service project in which youth from all across the country came to Waco to volunteer reroofing houses, building ramps, and painting houses as part of the World Changers Waco project. This was a partnership between the City of Waco, Waco Community Development, Waco Habitat for Humanity, and the Carver Neighborhood Association. <u>During the week, 21 home repairs were completed.</u>	<ul style="list-style-type: none"> <li>◦ Author's observations</li> <li>◦ Interviewed residents in the work sites</li> </ul>	<ul style="list-style-type: none"> <li>◦21 homes received exterior improvements</li> <li>◦Residents were very appreciative/supportive</li> </ul>	<ul style="list-style-type: none"> <li>◦The author described his interest in seeing this effort continue in future years.</li> </ul>
<b>Government Document</b> (City of Waco)	Housing and Community Development Services DRAFT: 2014-2018 Consolidated Plan and 2014 Annual Action Plan Draft	2014	This document is a draft for the 2014-18 Consolidated Plan and the 2014 Annual Action Plan for Waco's Housing and Community Development Services. This 5-Year Consolidated Plan covers Program Year (PY) 2014 through PY 2018. The 2014 Annual Action Plan specifies what will be done in the first of those five years. Document contains description, input process, data collected, goals/projects/needs of community, partners, and proposed plan of action for issues related to housing, homelessness, and economic opportunities. Information is not specific to East Waco or Elm Street, but useful for better understanding the goals proposed for Waco.	<p>During 2013, the City of Waco involved residents and stakeholders to the greatest extent possible to develop these action plans through:</p> <ul style="list-style-type: none"> <li>◦ 2 public hearings</li> <li>◦ Resident survey (online &amp; hard copy, English &amp; Spanish)</li> <li>◦ 2 stakeholders meetings</li> <li>◦ 1-on-1 interviews with stakeholders</li> </ul> <p>In addition to the above participatory processes, the following were also done:</p> <ul style="list-style-type: none"> <li>◦ Secondary data analysis from HUD, Census Bureau and other HUD-approved sites</li> <li>◦ Evaluation of past performance of programs</li> </ul>	<p>Basically the whole document should be consulted. Too much to summarize.</p> <p>One key paragraph on page 10: "Residents and stakeholders alike indicated a great concern for the high level of poverty in Waco, lack of jobs at livable wages, lack of affordable housing and lack of adequate transportation. Homelessness rated as a high priority on most of the surveys. Residents indicated that racism and racial segregation were still issues in Waco as well as barriers to the integration/reintegration of ex-offenders, homeless and mentally ill into the community. Economic development and education were major concerns for the stakeholders. Neighborhood revitalization and safety were concerns for both groups."</p>	<p>Major action plan categories in the plan are:</p> <ul style="list-style-type: none"> <li>◦Decent Housing</li> <li>◦Sustainable Living Environment</li> <li>◦Economic Opportunity</li> <li>◦Homeless Activities</li> </ul> <p>Each of these categories has many sub-categories, as well.</p> <p>*There was a specific recommendation towards improvements of sidewalks and aesthetics of neighborhoods, under Sustainable Living Environments.</p>

Type	Title	Year	Description	Methods	Results (See Table #2)	Recommendations
<b>2. Documents Addressing Housing and Neighborhoods</b>						
<b>Government Document</b> (City of Waco)	2013 Annual Action Plan	2013	This document is extremely similar to the 2014 Annual Action Plan included in the row above and the 2011 Annual Action Plan included in the row below.	<p>The City of Waco involved residents and stakeholders to the greatest extent possible to develop and review the action plan through:</p> <ul style="list-style-type: none"> <li>◦Public hearings (Feb. 5 &amp; June 18, 2013)</li> <li>◦Plan draft made available online and in multiple physical locations throughout Waco</li> <li>◦Citizen comments were taken, but none made</li> </ul> <p>The City of Waco also completed an annual comparison of the objectives stated in the 5-year Consolidated Plan with the actual accomplishments. Programs and projects carried out by the City are monitored regularly by multiple staff positions.</p>	Basically the whole document should be consulted. Too much to summarize.	<p>Major action plan categories in the plan are:</p> <ul style="list-style-type: none"> <li>◦Decent Housing</li> <li>◦Sustainable Living Environment</li> <li>◦Economic Opportunity</li> <li>◦Homeless Activities</li> </ul> <p>Each of these categories has many sub-categories, as well.</p>
<b>Government Document</b> (City of Waco)	2011 Annual Action Plan Draft	2011	This document is extremely similar to the 2014 and 2013 Annual Action Plans included in two rows above.	<p>The City of Waco involved residents and stakeholders to the greatest extent possible to develop and review the action plan through:</p> <ul style="list-style-type: none"> <li>◦Public hearings (Feb. 1/9? &amp; June 14, 2011)</li> <li>◦City collected applications from the public for CDBG and HOME project funding, reviewed applications, and recommended a funding plan to city council</li> <li>◦Plan developed based on additional input from stakeholders and baseline data</li> <li>◦Plan draft made available for public review both online and in multiple physical locations throughout Waco</li> <li>◦Comments were taken; City received comments from four organizations; No citizen comments were made</li> <li>◦City sought input from the Housing Coalition and the Heart of Texas Homeless Coalition</li> <li>◦City placed emphasis on collaboration within and between City departments, local and regional public agencies, and local non-profits</li> </ul> <p>The City of Waco continued to monitor and oversee the actions laid out in the plan.</p>	Basically the whole document should be consulted. Too much to summarize.	<p>Major action plan categories in the plan are:</p> <ul style="list-style-type: none"> <li>◦Decent Housing</li> <li>◦Sustainable Living Environment</li> <li>◦Economic Opportunity</li> <li>◦Homeless Activities</li> </ul> <p>Each of these categories has many sub-categories, as well.</p>
<b>Online Survey</b> (City of Waco and MKP Consulting)	Waco 2014 Survey	2014	This document is an online public survey (hard copy also distributed) whose main objective was to determine community needs and priorities for the next 5 years. The survey appears to have been commissioned to MKP Consulting by the City of Waco Community Development Department. The survey contains questions regarding housing, public infrastructure, lighting, sidewalks, streets, etc. that are of particular importance to East Waco and Elm Street.	Public Survey. Both paper copy and online version available. Open ended questions, ratings, and option-selection style questions.	No results disclosed as of time of our study. It appears survey responses are still being collected.	No results disclosed as of time of our study. It appears survey responses are still being collected.
<b>Informational Pamphlet</b> (Waco Housing Authority 7 Affiliates)	Waco Housing Authority & Affiliates	N/A	This document is a short informational pamphlet which describes programs that the Waco Housing Authority & Affiliates (a quasi-governmental organization) assists with: Section 8 Rental assistance, Section 8 Homeownership Program, Public Housing Rental Assistance, and Community Services.	Informational document about programs offered by the organization. No methods used/described.	N/A. Informational pamphlet.	N/A

Type	Title	Year	Description	Methods	Results (See Table #2)	Recommendations
<b>2. Documents Addressing Housing and Neighborhoods</b>						
<b>News Article</b> (Waco Tribune by Regina Dennis)	East Waco collaborative hoping projects help revitalize neighborhood	2013	This is a news article describing a community collaborative partnership focused on revitalizing East Waco. The Neighborhood Revitalization Initiative (NRI) is a partnership of community groups, part of larger investment program by Habitat International. While the article lists several projects by this partnership, it specifically focuses on a project in which Waco residents and volunteers from Baylor University's Steppin' Out student organization painted house numbers on curbs for about 200 houses in Carver Park neighborhood.	<ul style="list-style-type: none"> <li>◦ Author's observations/research</li> <li>◦ Interview with one East Waco resident/leader</li> <li>◦ Interview with NRI program director</li> </ul>	Based on the work from this project and others conducted by NRI: <ul style="list-style-type: none"> <li>◦ House numbers now visible on curbs.</li> <li>◦ Residents feel safer</li> <li>◦ Rehabilitating old homes</li> <li>◦ Equipping homes with handrails, wheelchair ramps, other accessibility features</li> <li>◦ Nonfunctioning lights replaced</li> <li>◦ Requesting additional lighting in unlit areas</li> </ul>	<ul style="list-style-type: none"> <li>◦ The author believes that small, targeted neighborhood projects, such as this, will boost development, safety, and community pride</li> <li>◦ Saw a need for a plan to guide future projects, so at the time of publication, a neighborhood action plan was being developed to outline the individual projects the committees plan to address and compile suggestions from residents on improvements they'd like to see</li> <li>◦ Saw a need for a housing fair to aid residents, so at the time of article publication, they were planning one for January 2014</li> </ul>
<b>Blog Post</b> (midamericamuralproject.blogspot.com) containing News Article (Waco Tribune by David A. Smith)	East Waco mural and the U.S. Department of Arts and Culture	2014	The information discussed in this document was found in a blog maintained by Mid America Mural Project, that contains two postings relevant to East Waco mural: "East Waco mural and the U.S. Department of Arts and Culture" and "Apprentice Catherine Hart writes about her experience in Waco, Texas". The two blog posts simply provide a "snapshot" into the East Waco mural project and show that the project has received attention at the national level.	Author's observations and opinions.	Provides an overview of the culture of art, and Culture of art in Waco. The importance art plays in communities.	N/A
<b>News Article</b> (Nadia Galindo of KWTX-TV News 10)	Residents Start Petition To Bring Lights To Dark Streets	2013	This document is a news article found on KWTX-TV News 10's website explaining that the Carver Neighborhood Revitalization Initiative (a partnership of community groups, part of larger investment program by Habitat International) is starting a campaign to install more lights on poorly lit streets.	<ul style="list-style-type: none"> <li>◦ Author's observations/research</li> <li>◦ Interviews with organization members</li> </ul>	Light Up Carver campaign	<ul style="list-style-type: none"> <li>◦ install more lights on poorly lit streets in the Carver Neighborhood in East Waco</li> <li>◦ Britt Duke, NRI Program Manager, says that more lighting helps to better the infrastructure of the neighborhood and deter crime.</li> </ul>
<b>City Council Agenda</b> (City of Waco)	Waco City Council Meeting: Tuesday, April 16, 2013	2013	The agenda for the Waco City Council Meeting on April 16, 2013. Item #17 discusses the installation of a mural at the East Waco Library on Elm. Item #18 discusses a funding agreement between Waco CDC and World Changers 2013 Home Rehabilitation Project, a group of youth that will repair homes during the summer.	Observations and written agenda for the meeting.	As related to East Waco...Item 17 was approved. Item 18 was also approved, but it is not restricted to just East Waco.	N/A

Type	Title	Year	Description	Methods	Results (See Table #2)	Recommendations
<b>3. Documents Specific to Elm Street District</b>						
<b>Report</b> (Gould Evans Affiliates, San Antonio, TX and The City of Waco, TX)	Elm Avenue Improvement Plan	2002	<p>This report is designed to set a vision for Elm Street development, specifically streetscape enhancements. The report was developed by Gould Evans Affiliates, a private consulting firm that was hired by the City of Waco.</p> <p>Three distinct sections where the focus of this report:            1) The West-End - The role of this section needs to draw people from Brazos River into the Elm Avenue. Also, this avenue should be enhanced to assist with pedestrian crossing, wayfinding and gateway elements            2) Main Street - many vacant structures should be renovated for small businesses and public activities. Specifically, commercial shops and retail activity would be located on the ground whereas office and residential use would be located on upper floors of the structures            3) The East-End - the goal of this section is to strengthen the existing neighborhoods. Instead of commercial activities, infilling housing on vacant parcels and housing rehabilitation efforts may help to improve the residential neighborhoods.</p>	<ul style="list-style-type: none"> <li>◦ Appear to have conducted land use inventory as evidenced in map and other graphics</li> <li>◦ No information included in the report on if or how data were gathered from any stakeholders</li> </ul>	Results were not provided in that report	<p>There are twelve recommendations to enhance streetscape</p> <ol style="list-style-type: none"> <li>1) Retain on-street parking</li> <li>2) Retain the current traffic lane configuration</li> <li>3) Select a lighting standard to create unique built environment</li> <li>4) Unify future streetscape furnishings</li> <li>5) Reconstruct street pavement, curbs and sidewalks</li> <li>6) Replace street trees into larger caliper ones</li> <li>7) Place stylized permanent metal banners on the light fixtures for unique quality on Elm Avenue</li> <li>8) Deal with ground utilities on a block by block basis</li> <li>9) Limit gateway and wayfinding features to key intersections</li> <li>10) Develop guidelines to reflect the history of the Elm Avenue</li> <li>11) Consider the development of a public park or community gathering place along Elm Avenue</li> <li>12) Enhance the quality of Taylor Avenue to create a better connection with Elm Avenue</li> </ol>
<b>(a) Commercial District</b>						
<b>Magazine</b> (Focus Magazine by Bonnie Holman)	Creating a community in East Waco	2012	<p>This article was written by Baylor Univ. student, named Bonnie Holman. This article describes how much the owner of Lula Jane's devoted her efforts to create a strong gathering point in East Waco</p>	<ul style="list-style-type: none"> <li>◦ The author interviewed the owner of Lula Jane's and asked her about how and why she started the business</li> </ul>	The owner of Lula Jane's purchased about 95 feet of Elm Avenue property and spent six months to open Lula Jane's bakery	<ul style="list-style-type: none"> <li>◦ Brown and McDowell, the City of Waco Plan Commissioners, hope Lula Jane's will create an eclectic culture with arts, music and unique food.</li> </ul>
<b>News article</b> (Waco Tribune by unknown)	Lula Jane's bakery brings bustling traffic to East Waco	2012	<p>This article describes how traffic has increased after the development of Lula Jane's</p>	<ul style="list-style-type: none"> <li>◦ Writer's observation</li> </ul>	The creation of this business has positively contributed to the image of East Waco by drawing in business	<ul style="list-style-type: none"> <li>◦ The owner of Lula Jane's hopes that more people will visit Lula Jane's through word of mouth that the bakery had opened and hopes draw more business on Elm Avenue through Lula Jane's garden</li> </ul>
<b>News article</b> (Waco Tribune by J.B.Smith)	East Waco bakery shares windfall of garden seeds	2013	<p>This article describes a program developed by the owner of Lula Jane's Bakery, which consists of giving away five packets of free seeds to customers who come to the bakery to encourage them to create their own garden.</p>	<ul style="list-style-type: none"> <li>◦ The author interviewed customers of the business and asked them about how much they've appreciated the owner of Lula Jane's efforts when receiving garden seeds at Lula Jane's</li> </ul>	The author describes Lula Jane's brings positive changes of Elm Avenue. Customers have received seeds that can potentially bring benefits to the area's residents and the community	<ul style="list-style-type: none"> <li>◦ The owner of Lula Jane's hopes people will grow their own vegetables and promote small garden throughout East Waco</li> </ul>
<b>News article</b> (Waco Tribune by Mike Copeland)	Leaders say new Elm Ave bakery could help revitalize East Waco area	2012	<p>This article notes how Lula Jane's became the best bakery in East Waco by transforming an old building into a coffee shop. The article also describes how Waco City officials believe that other businesses like Lula Jane's will also become the assets of East Waco.</p>	<ul style="list-style-type: none"> <li>◦ Writer's observation</li> <li>◦ It appeared that the author interviewed several community leaders and asked them about the contributions of Lula Jane's in East Waco</li> </ul>	Waco used \$62,305 in Tax Increment Financing Zone funds to help the owner of Lula Jane's create her business	<ul style="list-style-type: none"> <li>◦ Waco expects that other businesses like Lula Jane's will contribute to the development of Elm Ave while making this area more vibrant and active</li> </ul>
<b>News article</b> (Waco Tribune by Regina Dennis)	East Waco residents plans food truck court on Elm Avenue	2013	<p>This article describes the work of East Waco resident (Dotson) who is creating a mobile food vending park on Elm Avenue that eventually may host food trucks.</p>	<ul style="list-style-type: none"> <li>◦ The author interviewed Dotson and asked her about how and why she started the business</li> </ul>	Dotson bought land along the 900 block of Elm Avenue to operate her business. Further, she inspires the neighbors to open up businesses on Elm Avenue	<ul style="list-style-type: none"> <li>◦ Dotson believes that mobile food trucks should be promoted throughout Elm Street to contribute to the economic growth of East Waco</li> </ul>

Type	Title	Year	Description	Methods	Results (See Table #2)	Recommendations
<b>3. Documents Specific to Elm Street District</b>						
<b>(b) Arts Orientation</b>						
<b>News article</b> (Waco Tribune by Carl Hoover)	East Waco Library wall a canvas for mural project	2013	This article describes the painting of a mural in the East Waco Library exterior wall with an assistance of professional designers and residents of the community. This is one of regional mural arts projects supported by Cultural Arts of Waco	<ul style="list-style-type: none"> <li>◦ It appeared that the author interviewed lead artist, David Loewenstein and inquired about his thoughts of the East Waco Library mural project</li> </ul>	An estimated 50 people helped to create a massive mural on the side of the East Waco Library.	<ul style="list-style-type: none"> <li>◦ Lead artist, David Loewenstein hopes the more people participate in this project</li> </ul>
<b>News article</b> (Waco Tribune by Don Bolding)	East Waco mural takes shape with help from public	2013	The article described a local effort in which an estimate of 50 people helped to create a massive mural on the side of the East Waco Library. The mural consisted mostly of scenes depicting highlights in the neighborhood's history.	<ul style="list-style-type: none"> <li>◦ The author observed approximately 50 people attending the project</li> <li>◦ It appeared that the author interviewed some of volunteers and asked why they participated in the project</li> </ul>	The project was intended to boost local pride and promote a renaissance in East Waco. The mural wall on the East Waco Library has two levels - the lower telling the story of East Waco from the late 19th century, and the top illustrating East Waco scenes and symbols through the years	<ul style="list-style-type: none"> <li>◦ Recommendation was not provided in that news article</li> </ul>
<b>News article</b> (Waco Tribune by Don Bolding)	East Waco mural party draws 200	2013	This article describes how local residents, painters and supporters gathered at the East Waco Library to celebrate a mural project which took three months to complete. The project was highly acclaimed by Waco community leaders	<ul style="list-style-type: none"> <li>◦ The author observed approximately 200 people attending the event</li> <li>◦ It appeared that the author interviewed Waco community leaders and lead artists</li> </ul>	An estimated 200 people gathered in East Waco Library and celebrated the latest mural in Waco	<ul style="list-style-type: none"> <li>◦ Greater Waco Chamber of Commerce Vice Chairman, Ken Hampton, wants more arts projects like East Waco Library mural project to raise awareness of the arts in East Waco</li> </ul>
<b>News article</b> (Baylor Lariat by Kat Worrall)	Art on Elm Avenue shows Waco creativity	2014	This article describes the arts event initiated in 2012 by NeighborWorks, a non-profit organization. The project consists of several food trucks, music festivals, various artwork, and craft vendors. NeighborWorks and business owners on Elm Avenue wanted it to become the center of art and culture of East Waco	<ul style="list-style-type: none"> <li>◦ The author's observation</li> <li>◦ It appeared that the author interviewed director of NeighborWorks and business owners and asked them about how they anticipate future event</li> </ul>	NeighborWorks put on arts event on Elm Avenue with exhibitions of fine art, music, poetry and dance, showing that Waco has an arts scene	<ul style="list-style-type: none"> <li>◦ NeighborWorks and small businesses participating in the arts event want people to voluntarily support all of the events on Elm Avenue</li> </ul>
<b>(c) History and Old Architecture</b>						
<b>News article</b> (Waco Tribune by J.B.Smith)	Texas Main Street City designation could help downtown Waco, Elm Avenue	2013	This article describes how the Texas Main Street City designation could boost downtown revitalization efforts and help save historic buildings on Elm Street. Waco city officials and Downtown Development Corp. agree with the need of free consulting services from the Historical Commission's Main Street consulting team	<ul style="list-style-type: none"> <li>◦ It appeared that the author interviewed several officials in The City of Waco and asked how they expect the Elm Avenue going to be after designation</li> </ul>	Waco, particularly Elm Street, became the part of Texas Main Street program. The Historical Commission's Main Street consulting team provided free consulting services to Waco, which includes architectural renderings and exterior drawings of buildings	<ul style="list-style-type: none"> <li>◦ Henderson warned that preserving old buildings is not just for getting grants from the Texas Historical Commission, but it should be viewed as enhancing identity of East Waco</li> </ul>
<b>News article</b> (Baylor Lariat by Rebecca Fiedler)	Texas first lady helps Waco celebrate downtown	2014	The article accounts the visit of the Texas first lady, Anita Perry to Waco. She and some of Waco's community leaders gathered at the Waco Convention Center to celebrate the induction of Waco into the Main Street program.	<ul style="list-style-type: none"> <li>◦ It appeared that the author participated in designation ceremony</li> <li>◦ Writer's observation</li> </ul>	A potential design for aesthetic changes to Elm Street was provided by design experts and architectural assistants on ceremony.	<ul style="list-style-type: none"> <li>◦ Recommendation was not provided in that news article</li> </ul>
<b>News article</b> (Environmental Protection Agency by no author)	Site of Historic Black College Lives on as Community Centerpiece	2007	This article describes how the former Paul Quinn campus, the oldest historically black college in Texas, has been changed to Quinn Campus, Inc., a non-profit, to continue public education and community service	<ul style="list-style-type: none"> <li>◦ No specifics about methods included in this report</li> </ul>	Quinn Campus is currently being renovated with the assistance of community fundraising in order to promote and utilize the community's vision	<ul style="list-style-type: none"> <li>◦ Recommendation was not provided in that news article</li> </ul>
<b>News article</b> (kwbu, Heart of Texas Public Radio by Ryland Barton)	Rapoport Academy Renovates Old Paul Quinn Building	2014	This article reports on the first project of the Texas Main Street Development project. This project is led by Rapoport Academy and consists of the renovation of the Gomez Building, an old administrative building for the former Paul Quinn campus.	<ul style="list-style-type: none"> <li>◦ It appeared that the author interviewed Matthew Polk, superintendent of Rapoport Academy, and asked how he expects the future of Elm Avenue to change after renovation of Gomez building</li> </ul>	The building is in process of renovation. The 17,000 square foot building will be converted into high school classrooms	<ul style="list-style-type: none"> <li>◦ Waco Mayor, Malcolm Duncan, Jr., believes that the efforts to preserve the historical look and traditional feel of Elm Street should be continued</li> </ul>
<b>Report</b> (by Rapoport Academy)	Gomez Administration Building Renovation Project Summary	Unknown	The report describes that the renovated and expanded Gomez building will revitalize the campus and provide public school space, which will increase student enrollment	<ul style="list-style-type: none"> <li>◦ No specifics about methods included in this report</li> </ul>	The building that is currently renovated will provide increased enrollment and parking space, contributing to the revitalization of East Waco and the greater downtown Waco area	<ul style="list-style-type: none"> <li>◦ Recommendation was not provided in that news article</li> </ul>

Type	Title	Year	Description	Methods	Results (See Table #2)	Recommendations
<b>4. Documents on Education and Leadership</b>						
<b>Education</b>						
<b>(a) Parental Engagement Project (PEP)</b>						
<b>Newsletter</b> (Waco Community Development by Walker Moore)	"Introduction to East Waco"	2011	This article explains how in January 2011, Waco Community Development (a non-profit organization) began working in East Waco in a two-pronged strategy: 1. Implementing the Parental Engagement Project (PEP) at J.H. Hines Elementary, 2. Developing Neighborhood Revitalization Strategy (NRS)	<ul style="list-style-type: none"> <li>◦ Author's narrative</li> <li>◦ Author's personal view</li> </ul>	East Waco Community Development Plan was created with an effort of collaboration between Waco community development and Waco community leaders for the purpose of revitalizing East Waco	<ul style="list-style-type: none"> <li>◦ Waco Community Development believes that programs or efforts like PEP and NRS should be prevalent in East Waco in order to make East Waco a more vibrant place to live</li> </ul>
<b>Newsletter</b> (Waco Community Development by Walker Moore)	"East Waco Action Team"	2012	This newsletter describes how Parental Engagement Project (PEP) was successfully organized and how Waco organizations collaborated with each other to create Neighborhood Revitalization Strategy (NRS)  1. The strategy of PEP on J.H. Hines Elementary was successful as planned by Waco Community Development, a non-profit organization.  2. Waco Community development, Habitat for Humanity and NeighborWorks collaborated for the creation of NRS in East Waco. From their collaboration, these organizations hired a neighborhood revitalization consultant, named Michael Schubert, to set detailing strategies to revitalize East Waco	<ul style="list-style-type: none"> <li>◦ Author's narrative</li> </ul>	Through PEP at J.H. Hines Elementary, parents and teachers have strongly connected with each other  The East Waco Action Team was formed to serve revitalization of East Waco and to implement the "Schubert Report" with an collaboration effort (Waco CD, Habitat for Humanity, NeighborWorks and Restoration Haven Inc.)	<ul style="list-style-type: none"> <li>◦ Waco Community Development believes that collaboration efforts between Waco organizations should be emphasized in order to revitalize East Waco</li> </ul>
<b>News article</b> (Waco Tribune by Wendy Gragg)	Waco ISD works to improve parent-teacher interaction	2011	The author describes the importance of interaction between parents, Waco ISD and teachers. J.H. Hines Elementary School holds parent-teacher meetings regularly starting from early 2011. In order to raise the rate of participation, schools make calls to parents to remind them of regular meeting	<ul style="list-style-type: none"> <li>◦ Author's narrative</li> <li>◦ The author interviewed community organizer, Walker Moore, and asked the benefits of interaction between teachers and parents</li> </ul>	Due to increased interaction between teachers and parents, they are getting to know each other better while seemingly starting to build some trust between each other.	<ul style="list-style-type: none"> <li>◦ Waco ISD believes that part of teacher training, particularly building relationships with students and parents, should be promoted in order to improve the quality of education in East Waco</li> </ul>
<b>(b) Educational Development</b>						
<b>Newsletter</b> (Waco Community Development by Ryn Farmer)	"More Than Just the Three R's"	2012	This newsletter article describes the General Education Development (GED) program (an examination for adults who have not completed their high school diploma) in detail. The article also encourages East Waco community residents to pursue this program due to its benefits.	<ul style="list-style-type: none"> <li>◦ Author's narrative</li> <li>◦ It appeared that the author interviewed several participants of GED program and asked why they were participating in it.</li> </ul>	The GED program was improved further by providing one-on-one tutoring and mentoring from community members	<ul style="list-style-type: none"> <li>◦ Waco Community Development wants combined efforts, such as a group of individuals, churches and organizations, to be promoted in order to inspire community members to serve the community</li> </ul>
<b>Newsletter</b> (by Ryn Farmer)	"A Mentor Who Lost Hope"	2013	This newsletter details the problems faced by participants of a General Education Development (GED) program in East Waco, such as the slow progress of students, reduced motivation of mentors, and uncertainty of this program's outcome	<ul style="list-style-type: none"> <li>◦ Personal opinion of the author</li> </ul>	Several months after implementing the GED program, some of the mentors stopped participating in this program due to reduced motivation	<ul style="list-style-type: none"> <li>◦ Waco Community Development believes potential community leaders should be developed to positively change East Waco, and collaboration efforts also should be promoted rather than independent efforts</li> </ul>
<b>(c) Grassroot Leadership Training (GLT)</b>						
<b>Newsletter</b> (Waco Community Development by Ryn Farmer)	"Recapturing Power"	2014	This is a newsletter written by Waco Community Development, a non-profit organization, which reports the start of a leadership development program called Grassroots Leadership Training program (GLT). The program aims to help potential leaders cultivate their skills and abilities	<ul style="list-style-type: none"> <li>◦ Author's narrative</li> <li>◦ The author interviewed several participants of the GLT program and asked why they were involved in it</li> </ul>	Three community members in East Waco participated in the GLT training program to cultivate skills and abilities of community leader, and then they completed the three-sessions of the GLT training program	<ul style="list-style-type: none"> <li>◦ Waco Community Development believes that the GLT training program should inspire more people in East Waco to engage in community concerns</li> </ul>

# 19 Appendix B Details about the specific needs

Project/Program	Description	Needs		Organization	Who initiated	Progress	Mentioned	etc.
		Organization	Community/Individual					
<b>1. Housing &amp; Neighborhoods</b>								
<b>PRIDE (Purchase Rehab Invest Delight Enjoy!)</b>	A program in which NeighborWorks Waco buys foreclosed or distressed single family homes and renovates them for a scattered site lease-purchase program.	<ul style="list-style-type: none"> <li>•Constant cash flow and source of income (has through grants and home sales)</li> <li>•Workforce to renovate homes (has established this)</li> </ul>	<ul style="list-style-type: none"> <li>•Community needs upgraded and renovated housing options</li> <li>•Neighborhoods need strengthened</li> <li>•Individuals need help transitioning to home-ownership and learning how to responsibly care for a home</li> </ul>	NeighborWorks Waco<NeighborWorks America	LEAD ORGANIZATION: NeighborWorks Waco contact: Roy Nash (executive director) PARTNERS: City of Waco, Texas Local Banks NeighborWorks America NeighborWorks Salt Lake	Ongoing indefinitely. Well underway, though.	•	
<b>World Changers 2013 Home Rehabilitation Project.</b>	Waco CDC partners with World Changers to repair houses in Waco, some in East Waco. World Changers organizes youth groups to go across the country volunteering to repair homes. Waco CDC has partnered with World Changers since 2010. City Council has requested programs that can help the existing homeowners. This program addresses this request.	World Changers needed approval and funding from Waco CDC. Both were granted.	Homes throughout Waco needed repaired, painted, roofs replaced, etc.	World Changers (partnered with Waco CDC)<(WC is a part of) Lifeway  (partnership between the City of Waco, Waco Community Development, Waco Habitat for Humanity, and the Carver Neighborhood Association)	World Changers & Waco CDC	Completed: 21 homes had a quality home repair, were painted, or had a new roof installed.	••	
<b>Section 8 Rental Assistance</b>	Housing Authority of City of Waco assists families with their rent by providing subsidy payments directly to landlord.		Financial Assistance	Waco Housing Authority & Affiliates	Waco Housing Authority & Affiliates	Ongoing.	•	
<b>Section 8 Homeownership Program</b>	Eligible families can receive mortgage assistance for up to 15 years if meet requirements.		Financial Assistance	Waco Housing Authority & Affiliates	Waco Housing Authority & Affiliates	Ongoing.	•	
<b>Public Housing Rental Assistance</b>	Offers assistance at three developments in Waco to qualified applicants.		Financial Assistance	Waco Housing Authority & Affiliates	Waco Housing Authority & Affiliates	Ongoing.	•	
<b>Community Services</b>	Offers an array of services free to all residents: resident council, youth activities, transportation, family self-sufficiency program, elderly services department, community connections learning centers.		Financial/Educational/Transportation Assistance	Waco Housing Authority & Affiliates	Waco Housing Authority & Affiliates	Ongoing.	•	
<b>Neighborhood Revitalization Initiative</b>	A community collaborative focused on revitalizing East Waco through a series of small, targeted neighborhood projects to boost development and community pride. Formed of many subcommittees. Many partner organizations form this Initiative.	<ul style="list-style-type: none"> <li>•Developing a neighborhood action plan to address and compile residents' suggestions</li> <li>•Planning a housing fair in Jan. 2014</li> </ul>	<ul style="list-style-type: none"> <li>•Boost in development and community pride</li> <li>•curb numbers repainted</li> <li>•older home rehabilitation</li> <li>•Equipping homes with hand rails, wheelchair ramps, other accessibility features</li> <li>•replace nonfunctioning lights</li> <li>•requesting additional lights in poorly lit areas</li> </ul>	Neighborhood Revitalization Initiative (divided into subcommittees)<Baylor's Steppin' Out student organization, Waco Habitat for Humanity, NeighborWorks, Restoration Haven, other partners>Habitat International	Neighborhood Revitalization Initiative contact: Britt Duke (program director)<Waco Habitat<part of larger neighborhood investment program kicked off by Habitat International in 2010	Ongoing. Many projects completed, others continuing and being planned.	••	
<b>Light Up Carver Campaign (part of NRI)</b>	Part of the Neighborhood Revitalization Initiative, a campaign to install more lights on poorly lit streets. Hoping to improve infrastructure of neighborhood and deter crime.	<ul style="list-style-type: none"> <li>•Started a petition and need signatures</li> </ul>	<ul style="list-style-type: none"> <li>•replace nonfunctioning lights</li> <li>•requesting additional lights in poorly lit areas</li> </ul>	Neighborhood Revitalization Initiative (partnership of Habitat for Humanity & Carver Neighborhood Assn)	<ul style="list-style-type: none"> <li>•Britt Duke (NRI program director)</li> <li>•Shirley Langston (Beautification and Infrastructure Committee leader)</li> </ul>	•Ongoing, I think.	••	

Project/Program	Description	Needs		Organization	Who initiated	Progress	Mentioned	etc.
		Organization	Community/Individual					
<b>2. Elm Avenue</b>								
<b>(a) Commercial District</b>								
<b>Lula Jane's Bakery &amp; Pocket Park</b>	This was the first private project on Elm Avenue that applied for and received TIF funding (Tax Increment Financing). A building that was beyond repair was demolished and the bricks were reused to build the bakery. Nancy Grayson, the owner of Lula Jane's, started the business to create a venue for community, strong gathering point in East Waco. TIF funds assisted with site work, utilities infrastructure improvements, concrete walks, patio, & landscaping etc.	<ul style="list-style-type: none"> <li>◦ The City of Waco hopes to see Elm Ave become a vibrant, active corridor of mixed-use development, where businesses grow and places become destinations where people like to hang out</li> <li>◦ The City of Waco wants people to come into this community and see things for their own eyes, instead of judging about what East Waco is all about.</li> </ul>	<ul style="list-style-type: none"> <li>◦ Grayson looks for a way to draw community more together.</li> <li>◦ She wants people to realize that this is a place for everyone</li> <li>◦ She hopes to inspire people to take an interest in healthful food, gardening and environmental sustainability.</li> </ul>	The City of Waco	Nancy Grayson, the owner of Lula Jane's	100% (Completed in Jan 2013)	•••••	Waco made \$62,305 in Tax Increment Financing Zone funds available for the project.
<b>Mobile food truck</b>	One East Waco resident is gearing up to create a mobile food vending park on Elm Avenue that eventually may host food trucks run by different restaurants and business owners.	<ul style="list-style-type: none"> <li>◦ Needs were not provided from organization</li> </ul>	<ul style="list-style-type: none"> <li>◦ Dotson hopes to draw interest from local restaurants with mobile food trucks and offer them space on the property to serve clients.</li> <li>◦ Local residents have been concerned about whether the project will cause traffic and safety concerns for homeowners.</li> </ul>	None	Individual (Carla Dotson)	10-20% (?) (Only one was found based on news article)	•	
<b>(b) Arts Orientation</b>								
<b>Community Mural Project (East Waco Library)</b>	It is one of regional mural arts projects supported by Mid-America Arts Alliance and Cultural Arts of Waco. An estimated fifty people helped to create a massive mural on the side of the East Waco Library. The mural consisted mostly of scenes depicting highlights in the neighborhood's history. The project was intended to boost local pride and promote a renaissance in East Waco	<ul style="list-style-type: none"> <li>◦ The idea of community painting is to foster public ownership of the finished product, which is intended to boost local pride</li> <li>◦ Loewenstein, lead artist, wanted an active participation in community painting</li> <li>◦ The City of Waco hopes to raise an awareness of the arts in East Waco</li> </ul>	<ul style="list-style-type: none"> <li>• Participants wanted to keep the story of the history of Waco going</li> <li>• Participants were also looking for ways to advance cultural awareness in East Waco.</li> </ul>	Mid-America Arts Alliance Cultural Arts of Waco NeighborWorks Waco The City of Waco	◦ Kansas muralist David Loewenstein, project lead painter  ◦ People interested in participating in the mural design and painting at the library	100% (Completed in Jan 2013)	•••••	
<b>Art on Elm Ave</b>	The NeighborWorks presented a free pop-up art exhibition every September starting from 2012. The event was initiated when a representative from NeighborWorks America visited Waco, evaluated East Waco's attributes and labeled what exactly Waco was missing	<ul style="list-style-type: none"> <li>◦ NeighborWorks wants Elm Avenue to stay as local as possible</li> <li>◦ NeighborWorks expects an increase in attendance every year</li> </ul>	<ul style="list-style-type: none"> <li>◦ Residents hope that this entire area will be transformed and will become a part of downtown</li> <li>◦ Business owners want local residents to come out and support the events</li> </ul>	NeighborWorks Waco	NeighborWorks Waco	Annual event in Sep	••	
<b>(c) History and Old Architecture</b>								
<b>Main Street Designation on Elm Avenue</b>	The Waco Downtown Development Corp. and the City of Waco have strongly desired "Texas Historical Commission Program" on Elm Ave, which provides free expert assistance for historic preservation. Recently, the city of Waco was officially inducted into the Texas Main Street program. At the celebration event, a potential design for aesthetic changes to Elm Street was unveiled.	<ul style="list-style-type: none"> <li>◦ The officials in the City of Waco hope to create unique street by preserving the remaining buildings on Elm Avenue</li> <li>◦ Before designation, the officials in the City of Waco caved for free consulting services from the historical commission program</li> </ul>	<ul style="list-style-type: none"> <li>◦ Needs were not provided</li> </ul>	Downtown Development Corp. The City of Waco Texas Historical Commission	Downtown Development Corp.	Approved by Texas Historical Commission in 2014	••••	

Project/Program	Description	Needs		Organization Who initiated	Progress	Mentioned	etc.
		Organization	Community/Individual				
<b>2. Elm Avenue</b>							
<b>Rapoport Academy</b>	After Paul Quinn College Campus moved to Dallas in the early 90s, its East Waco campus was acquired by Quinn Campus, Inc., a non-profit whose mission is to revive the historic campus for the good of the East Waco and Greater Waco communities. Rapoport Academy is committed to the renovation of Quinn Campus for the purposes of public education and community life. Since 2003, Rapoport Academy has been converting Quinn Campus into space for high school students					The academy is converting the 17,000 square foot building into high school classrooms. ....	
<b>① Gomez Administration Building (Renovating)</b>	Gomez Administration Building, the centerpiece of Quinn Campus, will be renovated to make way for an expansion of Rapoport Academy's high school program	◦ Preserving the historical look and feel of traditional downtown		Rapoport Academy The City of Waco East Waco Neighborhood Association East Waco Economic Development Corporation	Rapoport Academy	Renovating ...	
<b>② Grant Hall (2011) - Renovation Complete</b>	Grant Hall, a women's dormitory for Paul Quinn College, now serves as a dining hall and creative arts facility for Rapoport Academy middle school and high school students (Grant Hall → Vance Dunnam Creative Arts Center)	◦ Continuation of development on Elm Street	◦ Economic development along this street			Completed in Jan 2011 ..	
<b>③ Meyer High School Annex (2007) - Renovation Complete</b>	The renovation of Sherman-Abington Library (1964), which prior to renovation had served as a storage garage for Waco Habitat for Humanity, was successfully completed in 2007. This building serves as a fifth-grade center, providing a facility for students transitioning from the elementary to the middle school campus.	◦ Looking forward to restore former glory of Paul Quinn campus				Completed in Jan 2007 .	
<b>④ Quinn Campus Middle School (2003) - Renovation Complete</b>	The two-story Moody Liberal Arts Building (1968) was renovated for use as a middle school facility, including a kitchen for the school's food service program					Completed in Jan 2003 .	
<b>3. Community &amp; Education</b>							
<b>(a) Education</b>							
<b>Parental Engagement Project (PEP)/Parent-Teacher Association (PTA) at J.H. Hines</b>	This project is one of the East Waco Community Development Plan, implementing the PEP at East Waco's J.H. Hines Elementary. Through the PEP, East Waco Community Development hopes to organize parents, teachers, and community members to strengthen the education of J.H. Hines Elementary students	Waco ISD hopes to improve and encourage parental involvement to strengthen ties between parents and teachers	East Waco parents want stronger parent-teacher ties at community meetings	Waco ISD	Waco Community Development	Started in 2011 .	
<b>General Educational Development (GED) - Adult Education Program</b>	The GED examination is for adults who have not completed their high school diploma. The East Waco community leaders encourage community members to pursue education goals	Waco CD wants to encourage community members to pursue educational goals	Needs for finding better job and better life	McLennan Community College's Adult Education program	Waco Community Development	Started in 2012 ..	
<b>Grassroots Leadership Training (GLT)</b>	Waco CD officially started leadership development session, which is called GLT program (Grassroots Leadership Training), to help potential leaders cultivate their skills and abilities.	◦ Waco CD is focusing on identifying leaders from within the neighborhoods ◦ Waco CD hopes to help potential leaders cultivate their skills and abilities.	◦ Potential leaders want to know more about their community and concerns of neighborhoods	Waco Community Development	Waco Community Development	Started in Oct. 2013 .	
<b>Snugg Harbor (treatment center for boys with severe mental, emotional disorders)</b>	Snugg Harbor is 90-bed residential treatment center for boys ages 8 to 17 with severe mental, emotional, or behavioral problems. Since its potential clients would attend La Vega schools, La Vega ISD concerns proposed plan due to lack of budget and lack of school facilities. East Waco residents also strongly opposed this plan because the center will be located in East Waco. However, Texas Department of Family and Protective Services mentioned that opposition from the community alone won't exclude Snugg Harbor from operate receiving an initial license to operate.	Texas Department of Family and Protective Services: opposition from the community alone will not exclude Snugg Harbor from receiving an initial license to operate	La Vega School officials: It will be tremendous challenge for teachers (Lack of capacity, strain budgets, and need of more buildings) Residents: Snugg Harbor facility will make our community worse because potentially violent students might roam the neighborhood Rosalyn Ruffin: This kind of facility will be an asset to this community	Texas Department of Family and Protective Services La Vega ISD	Rosalyn Ruffin, a psychologist from Katy (the owner of Snugg Harbor)	Snugg Harbor is in the application process to get a residential child care license ..... The proposed area was once Pecan Ridge Assisted Living Center, a home for disable adults	