

# Strengthen the Heart of the Community

## ✓ Continue development of the Brazos River Corridor all the way to I-35

This does not mean to limit development only as far as the Interstate, but to push forward with deliberate speed. Included in such development would be improving the Convention Center and encouraging hotels for meetings.

Projects	Funding	Status
Reconstruction of the Hilton Hotel	Private/City	Phase III
Reconstruction of the Convention Center	Bond/City	Phase II
Brazos River Corridor Master Plan	NPS/City/Partners	Phase II
Development Planning along Brazos	Private	Phase I

## ✓ Support inner-city residential/commercial development on both sides of the river

Not only should the vibrancy of activity be stretched further along the river, but it should extend out and away from the river, spreading far beyond Martin Luther King Boulevard and University-Parks.

Projects	Funding	Status
Stonehenge Development on Square	Private/City	Phase I
Austin Avenue Lofts/Retail	Private/City	Phase I
Student Housing (by Marriott)	Private/City	Phase I
Elm Street Redevelopment Vision	Centex AA Chamber	Phase I
Quinn Campus Redevelopment	Multiple Partners	Phase II
Revitalization of the PID	PID Property Owners	Phase III
New Downtown Merchants Association	DT Business Owners	Phase II
New GW Chamber Building	GW Chamber/Private/City	Phase III
GW Chamber Urban Planner	GW Chamber/Private/City	Phase III
Baylor University Expanding Vision to DT	Baylor	Phase I
Riverside Apartment Homes on MLK	Private/State/City	Phase III
Old Waco High School Lofts	Private/State/City	Phase I
Roosevelt Hotel Office Development	Private	Phase II
Buzzard Billy's move to the River	Private	Complete

## ✓ Protect and develop infrastructure, e.g., transportation and water rights

Development in the heart of the community depends on investments in infrastructure such as the low water dam that will stabilize the level of Lake Brazos, the riverwalk, new and improved streets, and an abundant, clean drinking water supply.

Projects	Funding	Status
Low Water Weir Dam	City	Complete
Riverwalk expansion Ft. Fisher to Ferrell	City/TxDOT/Baylor	Phase II
Rebuilding University Parks Drive Area	City	Phase II
Barron's Branch Proposed Development	WISD/City	Concept
Review of One-Way Streets	City	Phase I
Protect Downtown Parking	City	Phase II
New Large Fire Station on Elm Street	Bond/City	Phase I
New Police Station at Hillcrest Tower	Bond/City	Phase I
MCC Police/Fire Training Center	MCC/City	Phase II
DAF Treatment Plant	City	Phase II
New, Environmentally Friendly Buses	City/Federal	Phase III
McLennan County Water District	Regional/State	Phase II
Metropolitan Planning Organization	Area Elected Officials	On-going
New Bellmead City Hall	City of Bellmead	Complete
Formed Regional Water District	Area partners	Phase II

## ✓ Celebrate the virtual "heart" exemplified through image, pride, and values

The community is characterized by many positive qualities and accomplishments that should be highlighted and promoted locally and outside the area.

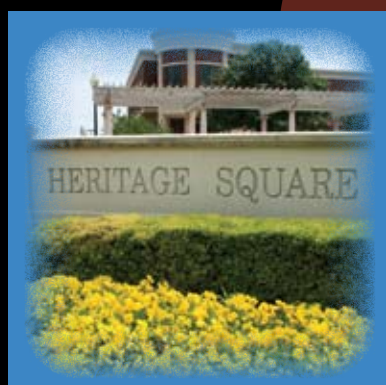
Projects	Funding	Status
Metro Waco Community Website	Vision Task Force	Concept
Waco History Week Vision Project	Vision Task Force	Concept
Brazos Belle Removal	City/Private	Phase I
Celebration of Cameron Park Centennial	City/Community	Phase I
McLennan County History Book	County/Non Profit	Phase I

# Increase Economic Opportunities

## ✓ Create, grow, and attract businesses and jobs to retain our educated workforce and accommodate returning talent

People want good jobs for themselves and for their children. If their children leave, they want their kids to be able to return and find good jobs. One way to increase opportunities is to encourage entrepreneurship and small businesses.

Projects	Funding	Status
Business Retention Program	GW Chamber	Growing
Business Development Programs	Centex AA Chamber	Phase III
WIF Industrial Park Expansion	WIF	Phase II
Sanderson Farms	Private/City/County/WIF	Phase III
Caterpillar Expansions	Private/City/County/WIF	Phase I
New Coca Cola		
Distribution Center	Private/City/County/WIF	Phase I
Tractor Supply Co. Expansion	Private/City/County/WIF	Phase I
VA Center of Excellence	Federal VA	Phase I
Small/Minority-Owned Business Support	Area Chambers	Ongoing
Job Fair, Baylor Professional	GW Chamber	Phase I
Summer Jobs Fair	Workforce Board	Phase I



## ✓ Increase average incomes

One of the most important ways to make local jobs more attractive is to increase compensation.

Projects	Funding	Status
WMCED Incentives tied to wage/benefits	Private/City/County	Ongoing
TSTC Culinary Arts		
Business Development	TSTC/Private	Increasing

## ✓ Increase the overall level of education in McLennan County

Having a well-educated population makes it easier to attract good jobs. Conversely, students who drop out from school have limited financial prospects.

Projects	Funding	Status
Dual college credit enrollment	MCC/TSTC/Area ISDs	Increasing
Address Health Care Workforce Shortage	Hospitals/MCC/TSTC	Phase I
MCC Bond/Facilities Development	Citizens/MCC	Phase II
MCC/City Police Fire Training Facility	MCC/City	Phase I
WISD Bond Election	Citizens	Successful
MISD Bond Election	Citizens	Successful
Public Four Year Degree Plans	MCC/State Universities	Increasing
Library System Expansion	Bond/Private	Phase I
GW Chamber Mentoring Program	MCC/WISD	Phase III
Business League: IB Program Support	Waco Business League	Phase I
Campus Based Decision-Making Teams ISDs/Area Partners		Increasing

## ✓ Develop an understanding that the entire community shares responsibility for educating every citizen

Tutoring and encouraging students to succeed in school, keeping them engaged in learning, helping them see the relevance of educational attainment, and providing co-ops for exposure to the workplace are just a few of the ways the general public can be involved in increasing the level of education for local students.

Projects	Funding	Status
Mayor's Education Initiative	Education Partners	Phase II
Community Education Summit	Education Committees	Phase I
One Book, One Waco Literature Project	GW Chamber/CRRC	Phase II

# Engage Leaders

## ✓ Identify, recruit, develop, and engage leaders of all ages and from all parts of the area

This community's diversity takes many forms—economic, ethnic, and religious, among others. There is a desire to capitalize on that diversity in seeking leaders.

Projects	Funding	Status
City Bond Election	100 Citizens Committee	Successful
Young Professionals Groups	GW Chamber	Growing
Schools Mammoth Site Fundraising	WISD/KWB/Camp Fire	Phase II
Centex AA Chamber Leadership Programs	Centex AA Chamber	Phase II
BU Student Initiatives	Baylor/Community	Growing
GW Chamber Higher Ed Annual Job Fair	GW Chamber	Phase I
City Employee Leadership Program	City	Phase II
Churches' Leadership Programs	Community-wide	Ongoing
Little League, Rec. Centers, YMCA, etc	Community-wide	Ongoing
Teen Leadership Waco	Camp Fire	Ongoing

## ✓ Develop a proactive attitude and encourage multiple vehicles for civic engagement

While some leaders are easy to spot, others may require intentional searching. There need to be new ways for identifying leaders and providing opportunities for persons to grow into leadership roles.

Projects	Funding	Status
Community Visioning Project	Community Volunteers	Phase III
City Bond Election Groups	City/Volunteers	Complete



Boards and Commissions	City/Community	Ongoing
Cameron Park		
Centennial Committee	City/Community	Phase I
Habitat for Humanity	Community	Ongoing
United Way Committees	Community	Evolving
Non-Profit Boards	Community	Evolving
Baylor Habitat for Humanity	Habitat	Growing
Leadership Waco Alumni	GW Chamber	Ongoing
New Chamber Committees	GW Chamber/Private	Phase II
Young Professionals	Committees/GW Chamber	Phase III
Campfire Leadership Program	Campfire/WISD	Phase III

## ✓ Leverage current leaders' ability to inspire future leaders

Many leaders are executives in the workplace, but perhaps more leaders serve as Little League coaches, Den Mothers, Sunday School teachers, mentors, or counselors. Their roles and contributions need to be recognized, and their help is needed in guiding future leaders into pathways resulting in community leadership.

Projects	Funding	Status
Revitalized Centex AA Chamber	Centex AA Chamber	Phase II
CRRC Difference Maker Awards	CRRC	Ongoing
Waco Tribune-Herald Awards	Waco Tribune-Herald	Phase II
Philanthropist of the Year Awards	Fund Raisers Assn.	Annual
Hometown Hero Awards	Private	Annual
Adopt a School Awards	WISD/GW Chamber	Annual
Girl Scouts		
Women of Distinction Awards	Girl Scouts	Annual
Boy Scouts Awards	Boy Scouts of America	Growing
ISD Distinguished Alumni Awards	Area ISDs	Ongoing

# Enhance Life Outside the Workplace

## ✓ Ensure access to high quality health care now and in the future

The community is fortunate to have two local nonprofit hospitals and many specialists; however, a growing uninsured population means many do not have access to the health care they need and unreimbursed care threatens the financial well-being of medical providers.

Projects	Funding	Status
VA Hospital Center of Excellence	VA/Federal	Phase II
New Hillcrest Hospital	Private	Phase III
Expansion of Providence Hospital	Private	Complete
Family Health Center Dental Services	Area Partners	Complete
MHMR Funding increases	State/Federal	Growing
Homeless Coalition	Area Partners	Ongoing
Health Industry Alliance	GW Chamber	Phase II

## ✓ Host, package, and market outdoor recreational sporting events

With fabulous sports facilities, Cameron Park, Lake Brazos and Lake Waco, and numerous golf courses, the community is well-equipped to be a top destination for outdoor events.

Projects	Funding	Status
Cameron Park Enhancements	Bond/City	Phase I
WacoWeDoSports Website	GW Chamber	Evolving
Riverbend Ball Park Development	City	Growing
Asian Exhibit Cameron Park Zoo	Private/City	Phase II
Baylor Bear Force One Games Attendance	Baylor/Community	Growing
Baylor Football Campus Practice Facility	Baylor	Phase II
Bike racks on Waco Transit Buses	City	Growing

## ✓ Encourage diverse entertainment options, preferably on or near the river

Increasing the amount and types of entertainment will make the community more attractive to young adults. Putting live music and other recreational diversions near the river builds on the investment to create a dining and entertainment district that will draw locals and visitors alike.

Projects	Funding	Status
Various Live Music Events	Non-profit/private	Growing
Summer Brazos Nights Downtown	City/Partners	On-Going
MCC River Sounds (on Brazos)	MCC/Partners	Growing

## ✓ Continue to support abundant cultural opportunities

The community is rich in cultural resources, such as museums and live theater. Again, these resources enhance life for local residents and also cause guests to visit the area. Designation of the Mammoth site as a National Park would have huge implications for the community.

Projects	Funding	Status
Mammoth Site	Baylor/City/Private/Fed	Phase II
WacoWeDoArts Website	GW Chamber	Ongoing
Hippodrome Revitalization/Renovation	Hippodrome/Private	Phase II-III
Branding the Brazos Public Art	Private	Phase I

## ✓ Enhance all transportation infrastructure to assure access to and within the community

Major vehicular arteries must make it convenient for persons to go from the highway to the heart of the city and other parts of the community. Other transportation options should be plentiful. Once in the community, streets should be easy to navigate, and public transportation should provide a good alternative to private vehicles.

Projects	Funding	Status
Metro Planning Organization Outreach	City/County/TxDOT	Ongoing
Transportation Service Marlin to Waco	Waco Transit/Workforce	Phase III
New Environmentally Friendly City Buses	City/Federal	Phase II
First I-35 Flyover	TxDOT	Complete
Second I-35 Flyover	TxDOT	Phase I
Alternate transport options	City/State/Federal	Concept
Baylor to Downtown Noon Routes	City/Baylor/Private	Concept

# Develop Our Distinct Advantage

## ✓ Continue to develop and showcase the Brazos River Corridor

Intentional planning and investment will be required to capitalize on the unique opportunities created by a river running through the heart of the community.

Projects	Funding	Status
Cameron Park East Renovations	Bond/City	Phase I
Texas Ranger Museum Expansion	Bond/City	Phase I
Texas Ranger Headquarters	City/State	Phase I
Cameron Park Renovations	Bond/City	Phase I
NPS Brazos River Master Plan	City/NPS/Partners	Phase I
Brazos River Development Plan	Private	Phase I
I-35 Suspension Bridge/Service Roads	Private/TxDOT	Concept

## ✓ Promote the "Hometown Feel with Worldwide Opportunities"

The community is recognized as a great place to raise a family, with the easy friendliness of a smaller town and the amenities and sophistication of a big city.

Projects	Funding	Status
Waco We Do Marketing	GW Chamber	Phase II
Cablevision Hometown		
Hero Awards	Private	Ongoing
Third Thursday Family Movies	Private	Phase I

## ✓ Capitalize on our educational resources

With three institutions of higher learning, the community should benefit from research and development to technology transfer and workforce development; from degrees in healthcare to creation of new drugs; from education of teachers to the Physics Circus; from courses in cooking to courses in Italian; from collegiate athletics to opera performances.

Projects	Funding	Status
Multiple Educational Collaborations	Higher Ed/ISDs	Increasing
New restaurants and catering from TSTC	TSTC/Private	Phase II

## ✓ Become recognized as a center for aviation commerce

Building on the synergy of numerous businesses in aviation, avionics, and related services, the community has the opportunity to develop an international reputation as a center for expertise, engineering, and employment in this field.

Projects	Funding	Status
Waco Aviation Alliance	Private	Ongoing
Bellmead Commitment to funding support		
Waco Regional Airport Expansion	FAA/City	Pending
Airport Land Use Plan	City	Phase II

