

**North Central Waco
Neighborhood Revitalization
Strategy Area Plan**

Submitted as an amendment to the
Waco, Texas Five Year Consolidated Plan FY 2009-2013

Draft

Waco Community Development on behalf of
The City of Waco, Texas

Stakeholders

Mayor Virginia DuPuy

City Council

Wilbert Austin Senior, District I Representative

Alice Rodriguez, District II Representative

Randy Riggs, District III Representative

Toni Herbert, District IV Representative

Jim Bush, District V Representative

Housing and Community Development Services

Jeff Wall, Housing Director

Teri Holtkamp, Program Coordinator Homeless

Vicki Halfmann, Financial Supervisor

Johna Walker, Program Coordinator Loans

Marcus Davilla, Inspector

Greater Waco Chamber of Commerce, Consultants

Chris McGowan, Director of Urban Development, Greater Waco Chamber

Alexis Cooper, Research Manager, Greater Waco Chamber

Brook Oaks Neighborhood Association

Robert Jackson, President

Sammy Smith, Vice-president

Elsie Watson, Secretary/Treasurer

Walker Moore, Membership Chair

Darrell Abercrombie, Community Improvement Chair

Michael Outland

Alice Pollard

Bobby Robinson

Delores Robinson

Linda Sadler

Ruby Stewart

Macie Taylor

Sanger Heights Neighborhood Association (Inactive at Present—Listed are Interested Neighbors)

Tony and Anna Abad

John Alexander

Rick & Pam Allen

Fernando Arroyo

Evelyn Berry

Ed and April Braig

Daniel and Morgan Castillo
Jerrod Clark
John & Toni Herbert
Kari and Russell Van Hoozer
Chad Klawetter
Toby Lynch
Linda MacIsaac
Laine Scales
Joan Supplee
Norma Torres
Cheryl and Scott Williams
Karen & John Wood

List of Stakeholders Interviewed

Antioch Community Church

- Vincent Carpenter, Pastor of Urban Ministries

Brook Oaks Neighborhood Association

- See above list of members

Calvary Baptist Church

- Sam Oakley, Former Congregational Social Worker

Cen-Tex Hispanic Chamber

- Joe Rodriguez, Executive Director

Central Texas Youth Services

- Tina Patterson, Project Coordinator

Communities in Schools

- Ntiense Covey, Program Manager, Brook Avenue Elementary
- Cristilyn Henderson, Program Manager, West Avenue Elementary

Extraco Bank

- Sam Brown, Senior Vice President

Family Health Center, Waco

- Allen Patterson, Chief Financial Officer

Greater Waco Chamber of Commerce

- Chris McGowan, Director of Urban Development
- Alexis Cooper, Research Manager

McClennan Community College

- Sue Sadosky, Coordinator of Adult Education at Parkside Village

Mercy Housing

- Chris Nervig, Senior Project Developer

Metropolitan Planning Organization

- Chris Evilia, Director

Mission Waco

- Jimmy Dorrell, Executive Director

- Kathy Wise, Associate Director
- NeighborWorks Waco
- Chad Klawetter, Home Ownership Center Manager
- Waco Community Development
- Mike Stone, Executive Director
 - Walker Moore, Community Organizer in Schools
- Waco Habitat for Humanity
- John Alexander, Executive Director
- Waco Independent School District
- Andreia Foster, Principal, West Avenue Elementary School
 - Jessica Hicks, Principal, Brook Avenue Elementary School
- Waco Parks and Recreation
- Earl Stinnett, Recreation Coordinator
- Waco Transit System
- John Henderson, General Manager
- Youth Action Council
- Bruce Brown, Executive Director, Central Texas Community Development

List of Businesses Surveyed

- AJ's Food Mart
- Britt's Burger Barn, Owned by Britt and Liz Edwards
- Brook Oaks Senior Residence, Owned by Mercy Housing, Managed by Lisa Morquecho, National Church Residences
- D's Mediterranean Grill, Owned by Diane Issa
- El Charro Tapatío, Owned by Juan Barajia
- Green's Automatic Transmission, Owned by Keith and Nancy Green
- The Hook Up, Owned by Antonio Plump and Felicia Silva
- Kitok's, Owned by Kyung Brendemuehl
- North Waco Tropical Fish, Owned by Sue Gildman
- San Diego Restaurant
- Show and Tell Antiques, Owned by Milton Talbert
- Southwest Auto, Owned by Jim LaMonte
- Touch of Class Salon, Owned by Monica Jefferson
- World Cup Café, Owned by Mission Waco, JoBeth MacTavish, Manager

Collaborators in Writing the Neighborhood Revitalization Strategy

- Baylor University School of Social Work loaned an MSW intern and a BSW intern to the process.
- City of Waco Housing and Community Development Services advised the NRS Coordinators on HUD policy and city policy.
- City of Waco provided general funds for a comprehensive, community wide Housing Study that included details about North Central Waco.

- The Greater Waco Chamber of Commerce advised the NRS Coordinators on business and economic development.

**Waco Community Development, Neighborhood Revitalization Strategy
Coordinators**

Mike Stone, Executive Director
Walker Moore, Community Organizer
Beth Kilpatrick, MSW
Karmeshia Miller, BSW Candidate and Intern

Hours Invested in Developing the Neighborhood Revitalization Strategy

- Mike Stone 75 Hours
- Walker Moore 60 Hours
- Beth Kilpatrick 465 Hours
- Karmeshia Miller 160 Hours

Total Hours 750 Hours

Approval Process

- June 30, 2009—Met with Jeff Wall and Vicki Halfmann for feedback on NRS

Thank you to all of the businesses leaders, community stakeholders and collaborators who took time out of their busy schedules in order to submit to interviews about their part in the neighborhood revitalization process and to offer advice on the writing of this document. We look forward to the fruits of all of our labor.

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Introduction

North Central Waco is a community in transition and has been for the past 40 years. The neighborhood is successfully transitioning back to health because of numerous non-profits and community minded citizens. Since 2001, Waco Community Development has been collaborating with Waco Habitat for Humanity and Waco NeighborWorks to revitalize existing housing stock in the community and to build new homes for low and middle-income families. These organizations also provide training in home finances and home maintenance. Other organizations such as Mission Waco and Community Youth Development Waco provide services for youth leadership development. Mission Waco also provides adult education and job skills training. The Family Health Center invests in both individual and community health. The Brook Oaks Senior Residence now provides low income housing for senior residents. These organizations and many others have contributed to a community that is once again on the rise and yet the neighborhood still experiences the ravages of poverty, joblessness, limited economic activity, and blighted housing.

This document will outline the history, boundaries and demographics of the area. It will also offer a description of the process of public participation as well as assessments that have been completed. The document will describe the economic needs of the community and action plans to address those needs along with performance measures. This document has been developed with the belief that Neighborhood Revitalization Strategies like it can:

- Obtain commitments to neighborhood building.
- Make neighborhoods attractive for investments, creating a market for profits.
- Generate neighborhood participation to ensure that the benefits of economic activity are reinvested in the neighborhood for long-term community development.
- Support the use of neighborhood intermediary institutions (e.g. community development corporations, community development financial institutions, community housing development organizations, and religious institutions) to bridge gaps between local government agencies, the business community, community groups, and residents.
- Foster the growth of resident-based initiatives to identify and address their housing, economic and human services needs.

Source: U.S. HUD CDBG Regulations, Cross Reference 24 CFR Parts 91 and 570

The NRS plan also offers the following advantages through HUD:

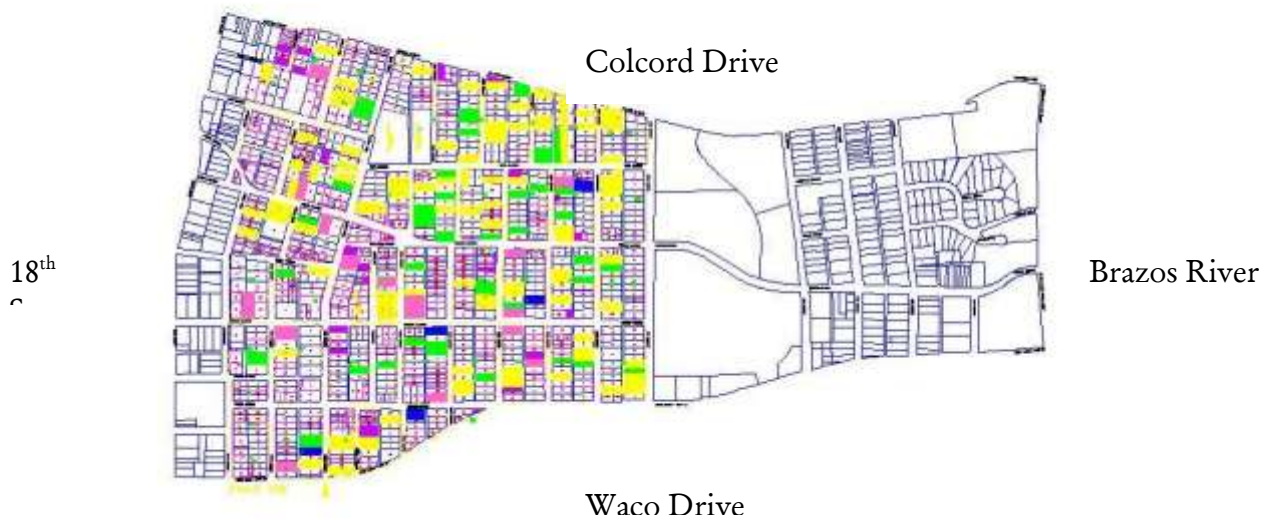
1. Job Creation/Retention as Low/Moderate Income Area Benefit: Job creation/retention activities undertaken pursuant to the strategy may be qualified as meeting area benefit requirements, thus eliminating the need for a business to track the income of persons that take, or are considered for such jobs.
2. Aggregation of Housing Units: Housing units assisted pursuant to the strategy may be considered to be part of a single structure for purposes of applying the low-and moderate-income national objective criteria, thus providing greater flexibility to carry out housing programs that revitalize a neighborhood.
3. Aggregate Public Benefit Standard Exemption: Economic development activities carried out under the strategy may, at the grantee's option, be exempt from the aggregate public benefit standards, thus increasing a grantee's flexibility for program design as well as reducing its record-keeping requirements.
4. Public Service Cap Exemption: Public services carried out pursuant to the strategy by a Community-based Development Organization will be exempt from the public service cap.

Source: U.S. HUD CDBG Regulations, Cross Reference 24 CFR Parts 570

North Central Waco Neighborhood Revitalization Strategy Area Boundaries

The North Central Waco Neighborhood Revitalization Strategy Area is an old residential neighborhood with two small commercial corridors on 18th Street and on Colcord between 18th and 15th. The area is bounded by Waco Drive, Colcord Avenue, North 18th Street and the Brazos River, about 60 square blocks.

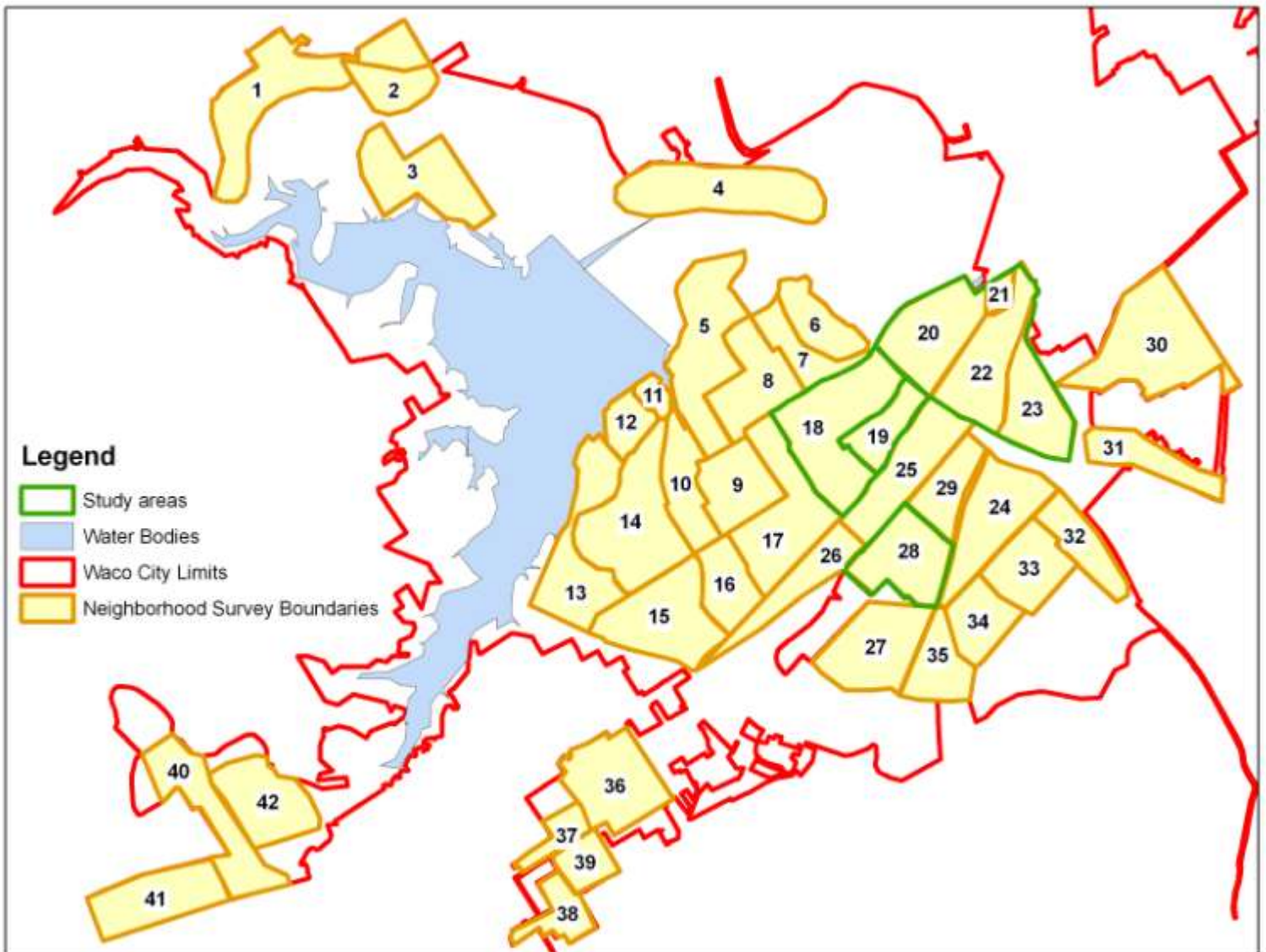
North Central Waco NRS Strategy Area



Colored spots are the
190 Vacant Lots in the
neighborhood in 2001.

The map below shows North Central Waco (section 19) in the context of a larger map of Waco neighborhoods. This map has been copied from the Waco Housing Study commissioned by the City of Waco in June 2007.

Map 5.1: Neighborhood survey Boundaries



North Central Waco Demographics

The following community profiles have been excerpted from the Waco Housing Study commissioned by the City of Waco in June 2007. The profiles compare North Central Waco (Waco CDC area) to three other areas in Waco and to demographics of the City of Waco as a whole.

Community Profiles

The Community Profiles focus on four study areas in Waco and compare the demographics in those study areas to the overall city. The study areas are North Waco area, Waco CDC area i.e. North Central Waco, East Waco area, and South Waco area. Waco is the 26th largest city by population in Texas and is the County seat of McLennan County. According to the U.S. Census, the population of Waco was estimated to be 113,726 in 2000. In 2000, the Hispanic population was 26,885, 23.6 percent of the total population. The African-American population was 25,754 or 22.6 percent of the total population in 2000. In 2000, the White population made up 69,119 or 60.8 percent of the total city population.

In 2000, 30 percent of all households in the North Waco area, 38.3 percent in the Waco CDC area, 34.9 percent in the East Waco area, and 18 percent in the South Waco area were female-headed, compared to 16.2 percent in the city overall. About 27 percent of the households in the North Waco area were non-family or single-person households, compared to 31.3 percent in the Waco CDC area, 38.5 percent in the East Waco area, 21.2 percent in the South Waco area, and 41.4 percent in the city overall.

The city's median household income was \$26,264 in 2000, compared to \$22,718 in the North Waco area, \$19,345 in the Waco CDC area, \$15,190 in the East Waco area, and \$24,985 in the South Waco area. The modal income class (the income class with the highest number of households) for the city was the \$30,000 to \$50,000 range, compared to less than \$10,000 range for the North Waco area, Waco CDC area, and the East Waco area, and \$10,000 to \$20,000 for the South Waco area.

According to the Bureau of Labor statistics, the unemployment rate for the Waco Metropolitan Statistical Area was 4.8 percent in 2006. In 2000, the city's unemployment rate was 11.6 percent, while it was 14.3 percent in the North Waco area, 19.8 percent in the Waco CDC area, 12.1 percent in the East Waco area, and 9.6 percent in the South Waco area.

The poverty rate was 36 percent in the North Waco area, 33.5 percent in the Waco CDC area, 37.5 percent in the East Waco area, and 28.1 percent in the South Waco area, compared to 26.3 percent for the city overall.

Over 28 percent of the population over 25 years of age had less than high school education in the city, compared to 48.6 percent in the North Waco area, 49.9 percent in the Waco CDC area, 32.6 percent in the East Waco area, and 62.6 percent in the South Waco Area.

Of the 45,819 housing units in Waco, about 64 percent were classified as single-family in 2000. The homeownership rate was 46.4 percent in Waco compared to 46.6 percent in the North Waco area, 37.5 percent in the Waco CDC area, 40.8 percent East Waco area, and 62.0 percent in the South Waco area. About 43 percent of the housing stock in the city was built prior to 1960, and 59 percent of the housing units were built prior to 1970. Median housing values in the city for owner-occupied housing units increased by approximately 27 percent between 1990 and 2000, from \$41,800 in 1990 to \$53,200 in 2000. Median contract rents in the city increased by approximately 40 percent between 1990 and 2000, from \$281 in 1990 to \$394 in 2000.

Additional Demographics

The demographic charts below utilize information that was compiled in 2006 from the 2000 Bureau of Census Report. It also uses data compiled by the Greater Waco Chamber of Commerce in 2008. The North Central Neighborhood Revitalization Strategy Area includes sections of four Census blocks. The data compiled here uses the data from those blocks.

Residential Nature of North Central Waco

North Central Waco had 3663 housing units in 2007 with 200 vacant lots. The area has 120 business establishments including 22 vacant business spaces. The area is overwhelmingly residential.

Percentage of Low-Moderate Income Residents

Tract	Block Group	Pop 100	Low-Mod	Low-Mod %
7	1	524	272	56.4
10	1	899	497	65.4
12	3	1801	1232	73.6
<i>Total</i>		<i>3224</i>	<i>2001</i>	<i>62.1</i>

Source: U.S. Department of Housing and Urban Development, Percent of Low-Mod Persons by Census Tract and Block Group Low-Mod Income Level Used: 4-Person Income Limit \$37,050 Per Year, 2000 Census

North Central Waco has 62.1% of its residence earning low to moderate incomes according to the 2000 census.

Median Age

The median age for this area is lower than the median age of Texas as a whole. Forty-percent of the households are headed by someone under 35. The youth of the neighborhood offers great potential for the community if well harnessed, and a great challenge if left untapped.

	Age
North Central Waco	24.3
Texas	33.5
United States	36.1

Source: Claritas Inc., 2001

Household by Age of Householder

Age	North Central Waco	Texas	United States
Under 25	14%	6%	5%
25-35	26%	19%	17%
35-45	18%	22%	22%
45-55	17%	20%	21%
55-65	9%	13%	14%
Over 65	16%	19%	22%

Source: Claritas Inc., 2001

Poverty Rates

Waco is one of the top 20 poorest cities in the nation according to data from the 2000 Census. The chart below shows the poverty rates as of 2001 and reflects that the median household income for the target area is noticeably less than that of the city or the state.

	North Central Waco	Waco	McLennan County
Population	10,225	113,726	213,517
Median Household Income	20,331	26,264	33,560
Persons in Poverty	3692	27,862	35,977
% In poverty	35.6%	24.5%	16.85%

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Source: U.S. Department of Commerce; 2000 Bureau of the Census

Almost half (46%) of the households in the Target Area had incomes below \$25,000.

Households by Income

	North Central Waco		Texas	United States
Under \$15,000	299	36%	16%	14%
\$15 to \$25,000	159	19%	13%	13%
\$25 to \$35,000	105	13%	12%	12%
\$35 to \$50,000	114	14%	16%	16%
\$50 to \$75,000	86	10%	19%	20%
\$75 to \$100,000	43	5%	11%	11%
Over \$100,000	15	2%	14%	14%
<i>Source Claritas Inc., 2001</i>				

Crime

North Central Waco experiences a significant amount of crime, as the statistics below will attest. However, both the reality of crime and the perception of crime need to be addressed. The level of crime in North Central Waco is improving while the city's perception of the area seems to stay the same, based on interviews with local residents.

North Central Waco Crime Statistics 2008

	Narcotic s Offense	Assault	Burglary / Vehicle	Burglary of Building	Criminal Mischief	Theft/ Fraud	Other Misc.
Parkside Village Area	37	48	3	15	16	10	154
Percent of BON offenses taking place in the PV area	22.98%	20.08%	4.48%	10.56%	13.79%	6.06%	15.68%
Percent of Waco offenses taking place in the PV area	3.57 %	1.74%	.15%	.74%	.99%	.26%	1.03%
Villages	5	44	17	17	19	32	102
Percent of BON offenses taking place in the Villages	3.11%	18.41%	25.37%	11.97%	16.38%	19.39%	10.39%
Percent of Waco offenses taking place in the Villages	0.48%	1.59%	.87%	.84%	1.18%	.82%	.68%
Total in BON	161	239	67	142	116	165	982
Total in Waco	1036	2760	1956	2029	1615	3912	14914
BON Percent of Total Waco Crime	15.5%	8.66%	3.43%	7.00%	7.19%	4.22%	6.6%

BON=Brook Oaks Neighborhood

PV=Parkside Village

Notes: The Villages is a separate low income housing complex from Parkside Villages.

Parkside Village and the Villages are located next door to each other in North Central Waco.

They are both 100% section 8 housing.

Source: City of Waco Police Department 2008 Crime Stats by Neighborhood, http://www.waco-texas.com/city_depts/police/crimestats.htm

Housing

Housing demographics will be included in the housing assessment section.

Public Participation & Consultation

In order to facilitate appropriate input based on the goals and objectives established for the North Central Waco Neighborhood Revitalization Area plan, the NRS Development Team chose to utilize several methods of engaging the community. We first interviewed stakeholders in Waco's Parks and Recreation Department, local nonprofit organizations that focus their energy on revitalizing North Central Waco, organizations that educate children and adults, churches and organizations involved in developing area housing. We asked each stakeholder to articulate their observations about the community, the strengths and challenges they see, the role they play in revitalization, their five year goals and any funding they anticipate needing (see Appendix A) for the focused conversation protocol). The findings from these interviews will be detailed in the assessment section.

The NRS Development Team also surveyed local businesses to understand their view of North Central Waco, the strengths and challenges they face as a business, their long-term goals, and funding needs they may have. Although our team surveyed some businesses on Waco Drive and 18th Street, we focused our attention on the businesses located in the Colcord and 15th corridor. We believe this area has the most potential to develop quickly because of relationships already established between businesses, and we hope these businesses will develop a model that can be used to encourage businesses in other sections of the neighborhood (see Appendix B for the survey). The results of these surveys will be reported in the economic assessment section of this document.

Transportation, a key aspect of economic development, required its own evaluation process. The NRS Development Team interviewed leaders in Metropolitan Planning Organization, Waco Transit Authority (see Appendix C for the interview questions) as well as members of the community who utilize the bus system and those who do not because the system does not serve their needs (see Appendix D for bus survey questions). We also utilized a map from the Waco Transit Authority in order to identify routes for sidewalks and bike lanes.

Throughout the process the NRS Development Team communicated with the Brook Oaks Neighborhood Association and the Sanger Heights Neighborhood Association, the two neighborhood associations that represent North Central Waco residents. The associations gave their feedback on stakeholders to interview as well as content of the report.

Finally, once the NRS report was written, each stakeholder had an opportunity to give feedback. A group of community members selected from the relationship network of the NRS Development Team edited and gave feedback to the NRS Report.