



DOWNTOWN IMPLEMENTATION PLAN

City of Waco, Texas

Kimley»Horn



ACKNOWLEDGEMENTS

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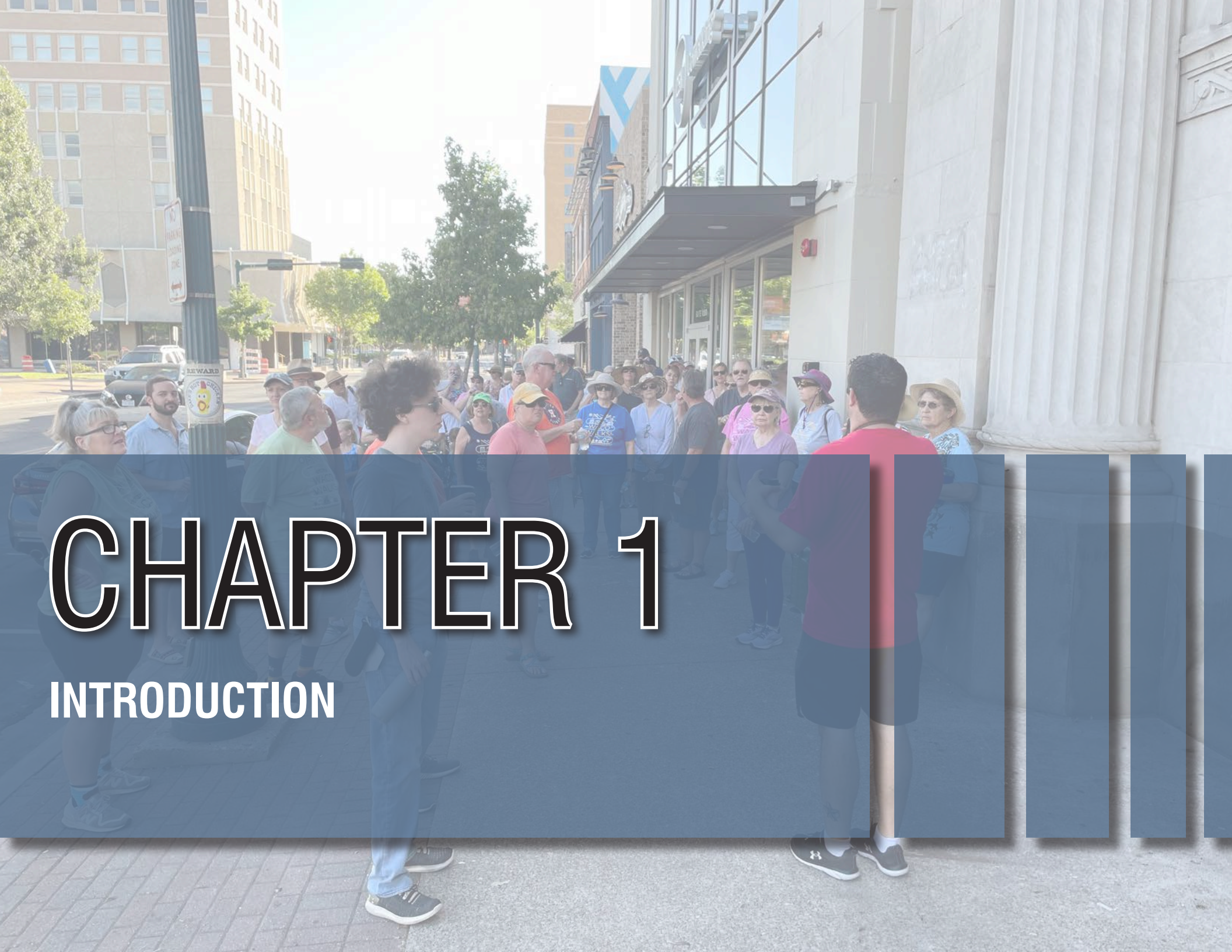
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CHAPTER 1

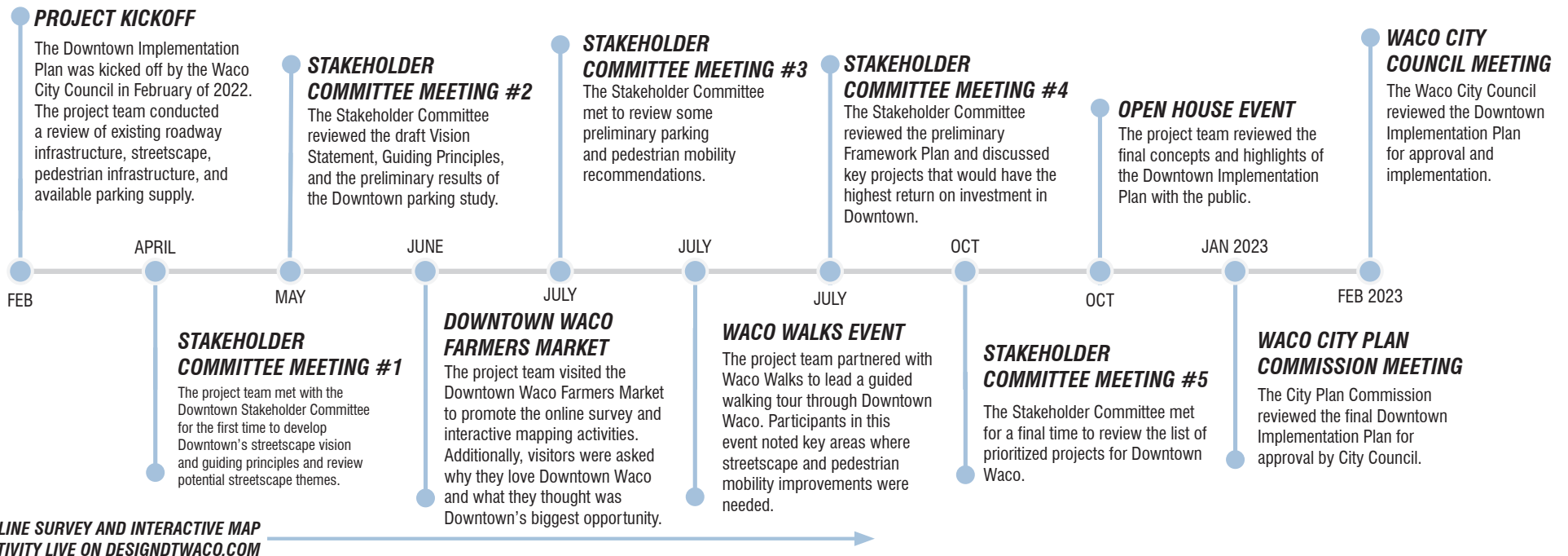
INTRODUCTION

PROJECT OVERVIEW

The Waco Downtown Implementation Plan is an action-oriented strategy for implementation of improvements to Downtown Waco. The improvements will seek to transform the streets into providing a more comfortable and enjoyable space for all who live, work, and visit Downtown Waco. Specific public improvements studied in this analysis included an evaluation of streetscape, pedestrian mobility, and parking. To help inform the Downtown Implementation Plan, the following previous plans and studies were reviewed: The City Plan: Waco Comprehensive Plan, Waco Metro Area Active Transportation Plan (2019), 2014 Waco Downtown Transportation Study, Waco Rapid Transit Corridor Feasibility Study (2018), Waco Metropolitan Trail System (2021), and Imagine Waco: Downtown Masterplan (2010).

The Waco Downtown Implementation Plan provides a Downtown framework for streetscape, pedestrian mobility, and parking design for Downtown Waco stakeholders to implement over the next several decades. Chapter 2 of this plan will provide specific “toolboxes” the City can utilize when applying treatments or making improvements generally in the downtown area. Chapter 3 categorizes street hierarchy and character for Downtown Waco. Chapter 4 identifies Downtown projects which are prioritized based on a series of metrics. Each priority project is then detailed with project information, project highlights, and other additional information.

PROJECT TIMELINE (2022 - 2023)



PUBLIC ENGAGEMENT

The Downtown Implementation Plan’s recommendations are all reinforced through a comprehensive public input process. The public provided feedback for the plan through virtual engagements displayed on the project website, **DesignDTWaco.com**. The website featured an online survey and interactive mapping activity where the public could leave geographically based feedback on specific areas of Downtown Waco. The planning team also engaged with the public through multiple public events, including the Waco Farmers Market, a Waco Walks event, and an open house at the end of the project to present the draft recommendations.

The City of Waco created a Downtown Waco Stakeholder Committee for this planning project, which consisted of eight Downtown stakeholders. The committee met five times throughout the duration of the project to further inform and enhance the plan’s recommendations. To review the planning team’s full public engagement efforts and results, see **Appendix A: Public Engagement**.

DesignDTWaco.com

Welcome to the project website for the Waco Downtown Implementation Plan!

We need your feedback! Scroll down to find out more about the project and the online engagement activities where you can leave your opinions on future improvements for Downtown Waco!

DESIGNDTWACO.COM HOME PAGE

CITY OF WACO WANTED YOU TO THE PUBLIC OPEN HOUSE

FOR THE PROGRESS MADE ON THE DOWNTOWN IMPLEMENTATION PLAN

LET YOUR VOICE BE HEARD! At this come-and-go event, residents will have an opportunity to view renderings, ask questions and provide feedback regarding the Downtown Implementation Plan in an informal setting.

WHEN: Thursday, October 15th 11:00AM - 5:00PM

WHERE: Anthem Stories, 800 Austin Avenue Waco, TX 76710

FOR MORE INFORMATION SCAN THE QR CODE TO VISIT THE PROJECT WEBSITE

www.DesignDTWaco.com

¡AYUDA A PLANIFICAR EL CENTRO DE WACO!

Necesitamos SU opinión sobre cómo podemos hacer que el centro de Waco sea un destino más transitable y vibrante. ¡Deja tus comentarios hoy!

- Encuesta en línea
- Mapa interactivo

Si desea recibir una copia impresa de este anuncio, envíe un correo al Departamento de Servicios de Desarrollo de la Ciudad de Waco. info@cdwaco.com 412 Franklin Avenue, Waco, TX 76712

WACO DOWNTOWN IMPLEMENTATION PLAN ONLINE SURVEY DON'T FORGET TO PARTICIPATE!

HELP PLAN DOWNTOWN WACO!

ONE WEEK LEFT BEFORE THE SURVEY CLOSES! WE NEED YOUR INPUT ON HOW TO MAKE DOWNTOWN WACO A MORE WALKABLE, VIBRANT DESTINATION!

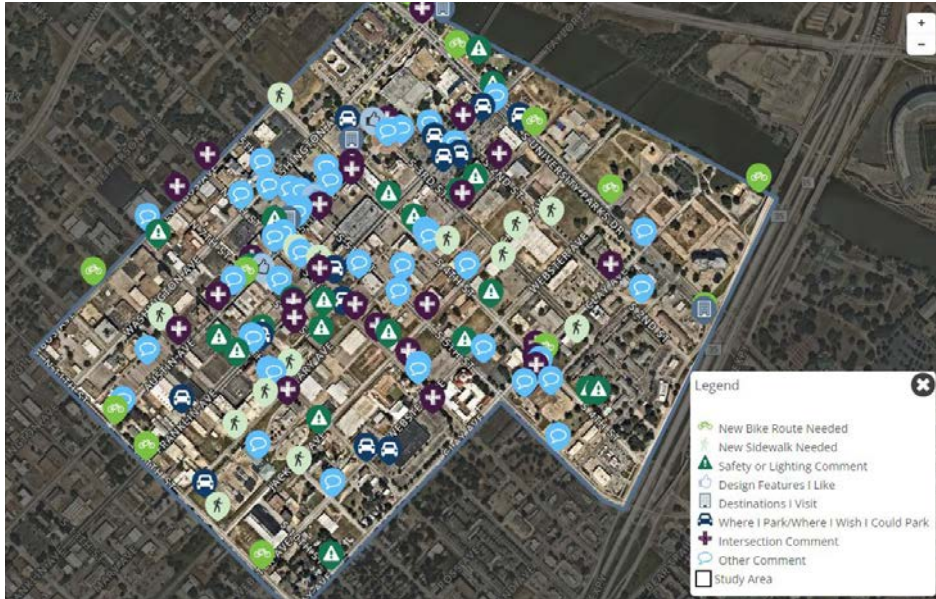
Visit: www.DesignDTWaco.com

If you'd like to take a hard copy of the survey, please visit the City of Waco Development Services Department building located at 401 Franklin Avenue, Waco, TX 76712.

EVENT ADVERTISEMENTS



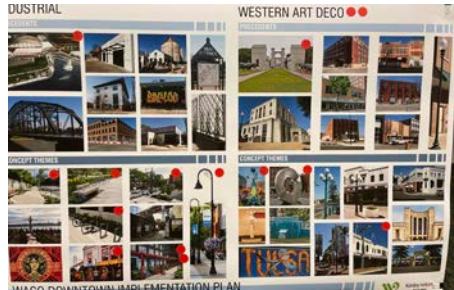
OPEN HOUSE EVENT PHOTOS



INTERACTIVE MAP ON DESIGNDTWACO.COM



WACO FARMERS MARKET PHOTOS



STAKEHOLDER COMMITTEE MEETING PHOTOS

WACO WALKS EVENT PHOTOS

EXISTING CONDITIONS

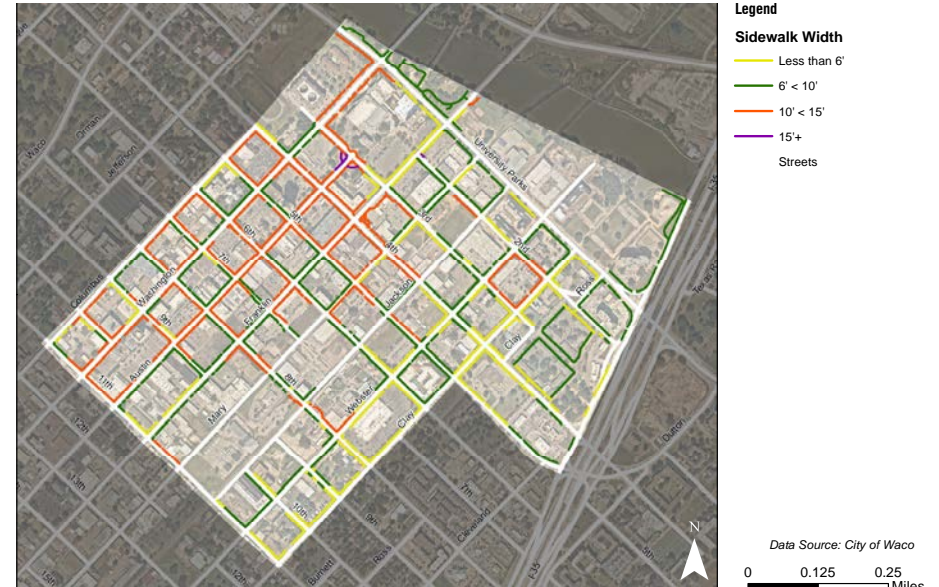
A thorough review of existing conditions is necessary to inform recommendations. An existing conditions analysis was completed for Downtown Waco. Spatial data for this analysis was provided by the City of Waco to the project team, who then analyzed the data in a series of maps. The project team reviewed the following existing conditions data:

- Spatial Analysis of Crashes
- Review of Current Land Use and Zoning
- Status of Existing Sidewalks
- Thoroughfare Network Review
- Building Footprints
- Multimodal Network Review

The existing conditions evaluation helped to identify key areas where improvements could benefit the public the most. The full series of existing conditions maps can be found in **Appendix B: Existing Conditions Maps**.



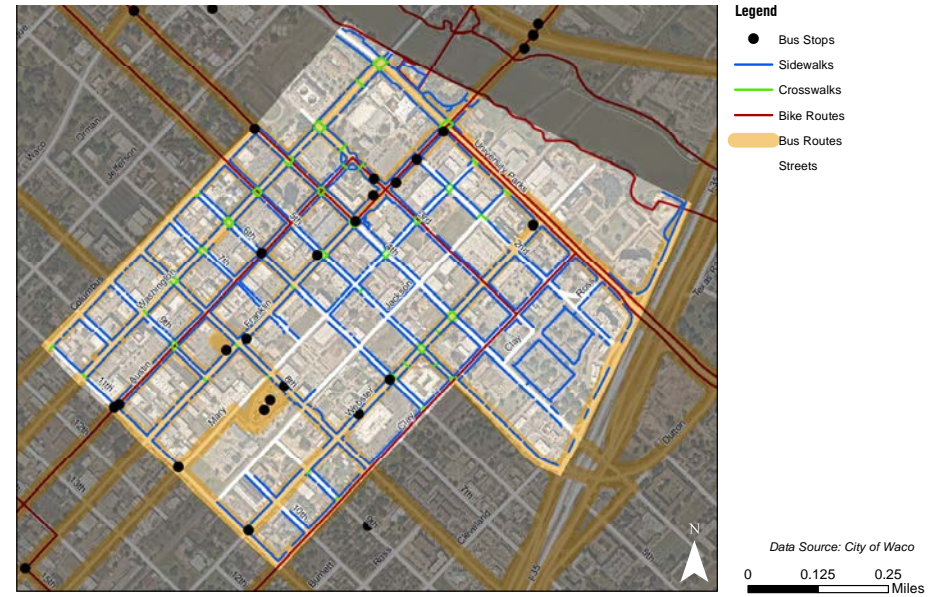
CRASH HEAT MAP (2017 - 2021)



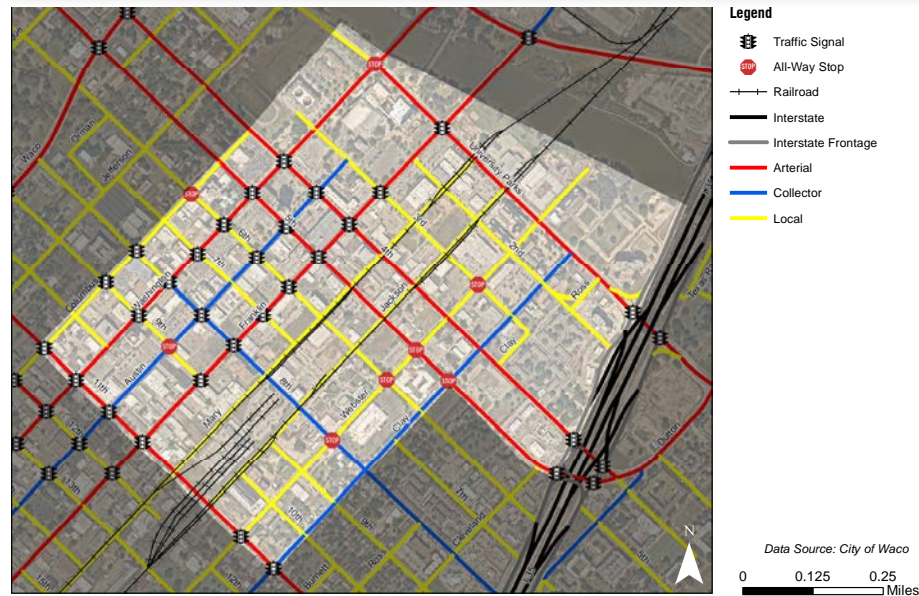
EXISTING SIDEWALK WIDTH



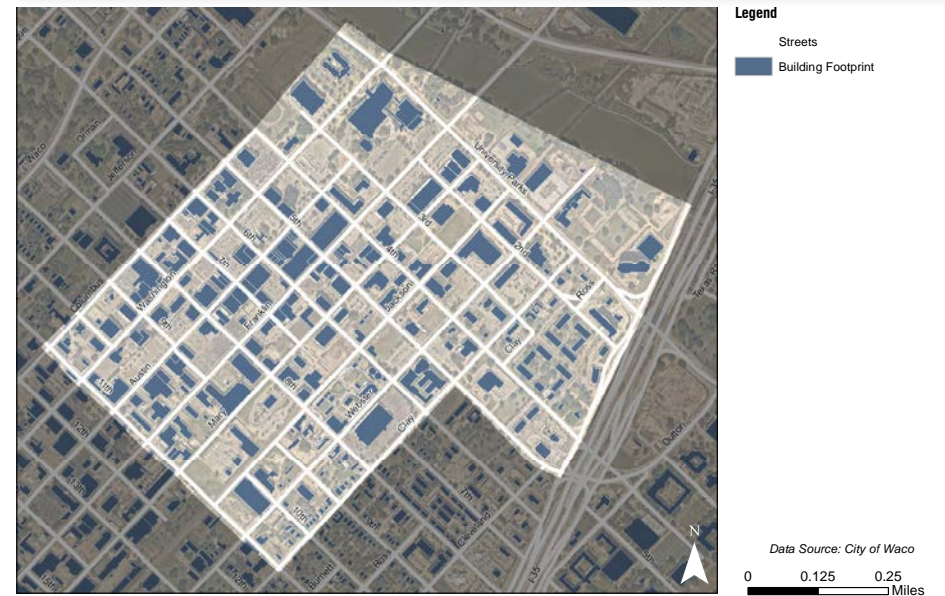
EXISTING ZONING



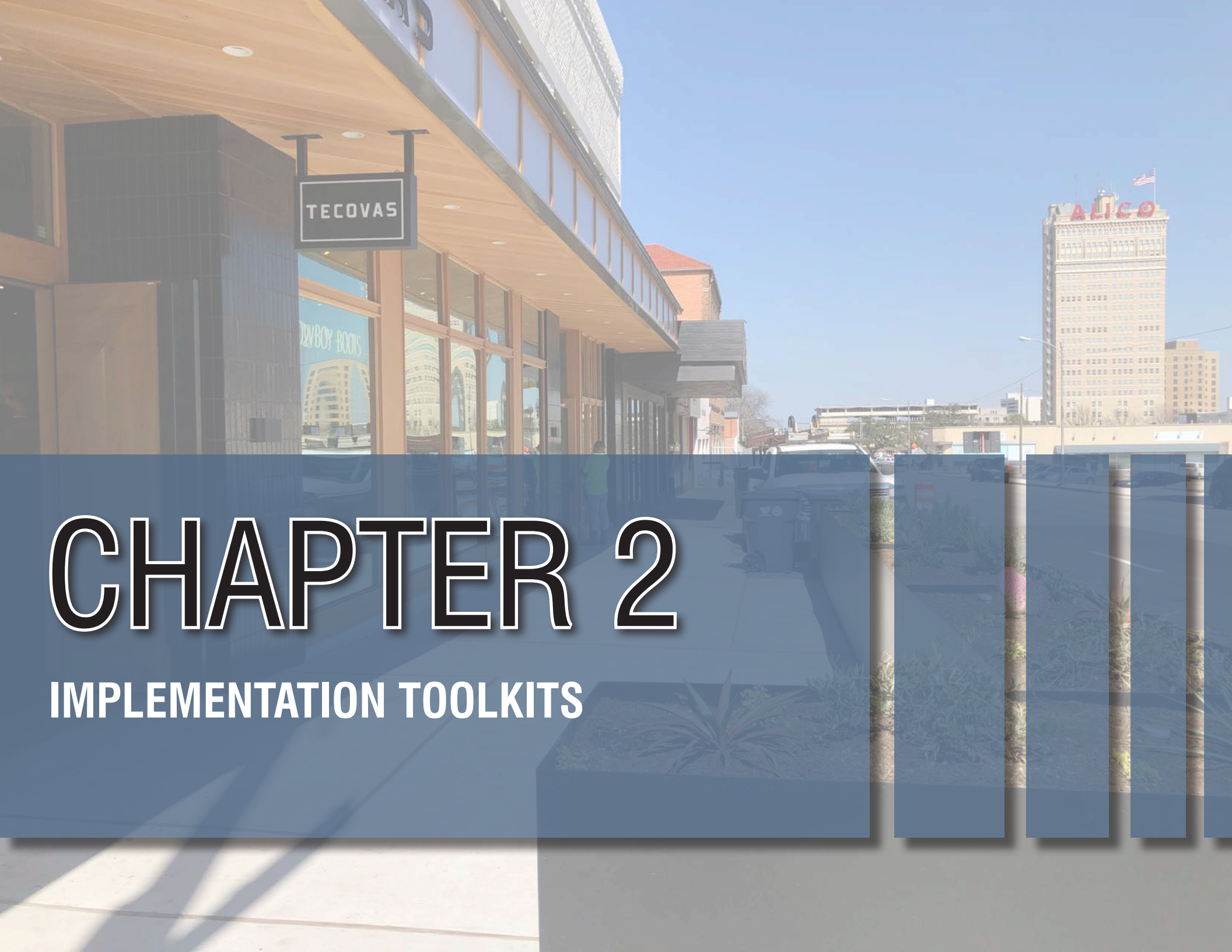
EXISTING MULTIMODAL NETWORK



EXISTING THOROUGHFARE NETWORK



BUILDING FOOTPRINT



CHAPTER 2

IMPLEMENTATION TOOLKITS

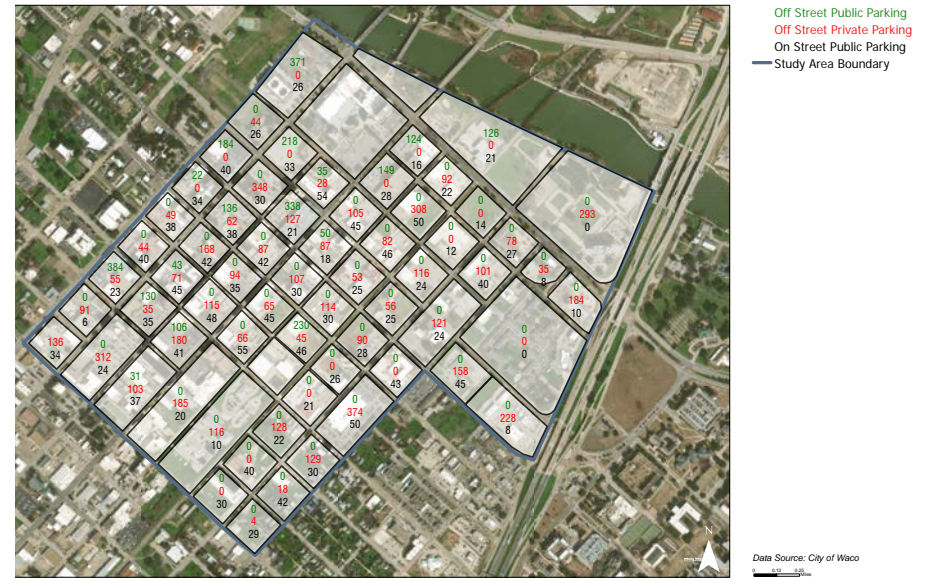
PARKING TOOLKITS

A parking utilization study was conducted for the study area in March of 2022 to identify the current parking supply and demand in Downtown Waco. The project team observed and documented parking utilization for one weekday (Thursday, March 31st) and one weekend day (Saturday, March 19th). The Saturday observation period coincided with “The Texas Food Truck Showdown,” which was well attended (Greater Waco Chamber estimates 20,000 attendees). The maps to the right display Downtown Waco’s parking inventory, which is broken down by ownership and parking facility type, and Downtown’s weekend parking occupancy levels observed during the March event.

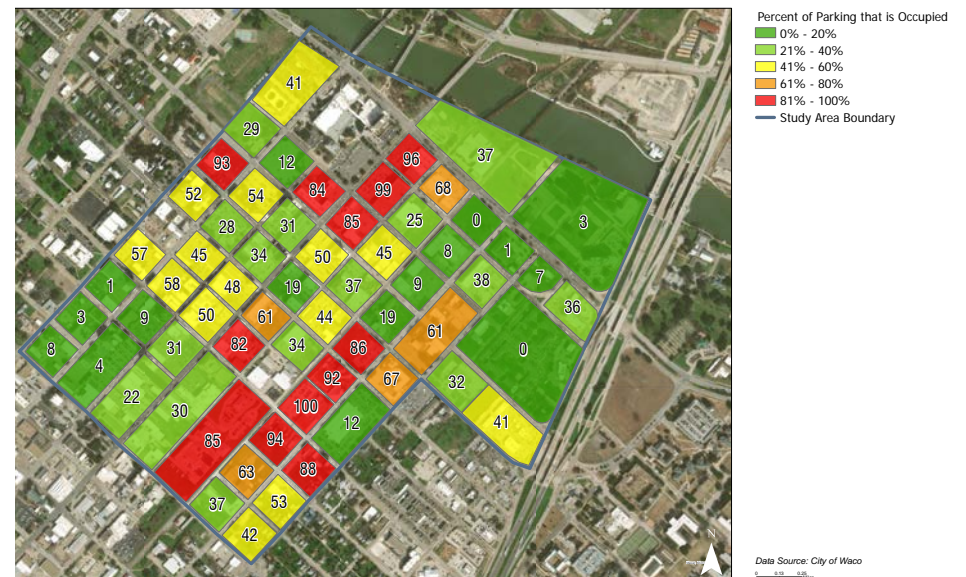
The parking utilization study served as a baseline measurement of parking utilization during the week and on the weekend as well as during a major event. This study was used as the basis for the parking toolkits and final recommendations. The full Downtown Waco Parking Study Analysis can be found in **Appendix C: Downtown Waco Parking Study**.

Based on the parking supply and demand analysis, four parking toolkits have been developed for the Waco Downtown Implementation Plan. These parking toolkits are meant to be strategically implemented throughout the Downtown area to help ease parking constraints experienced during both peak activity periods and during regular day-to-day business times. The four parking toolkits include and are described in the following sections:

- Valet Program Toolkit
- Signage and Wayfinding Toolkit
- Public Private Partnership Toolkit
- Curbside Management Toolkit



DOWNTOWN WACO PARKING INVENTORY BY TYPE



DOWNTOWN WACO WEEKEND PARKING OCCUPANCY

VALET PROGRAM TOOLKIT

Valet-managed parking lots or programs are intended to provide an opportunity to park cars closer together so that lots can accommodate more total vehicles. Organized vehicle stacking in the drive aisles is also an option when necessary. A valet-managed parking approach can be more economical than constructing new off-street parking capacity. The proposed valet program for Downtown Waco is recommended to be implemented during weekends and special events.

The use of modern technology is strongly recommended to manage a modern valet service. This includes the use of software and hardware that guards revenues as well as the user's vehicle and protects both the operator and the owner from false vehicle damage claims. Moreover, the hardware/software requirements should accommodate the use of cash, credit cards, QR codes, and mobile payment systems such as Google Pay, Apple Pay, Samsung Pay, Venmo, etc.

The software and hardware system should provide the operator and property manager with a snapshot in real-time of how many vehicles are currently parked and where these vehicles are stored.

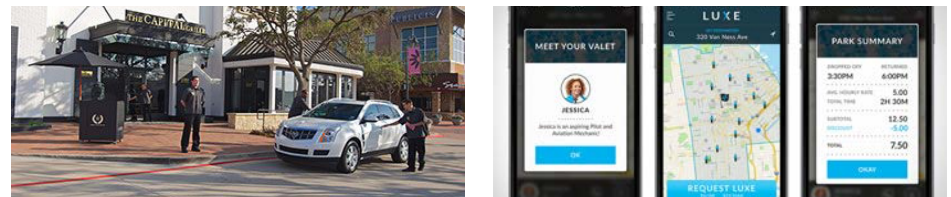
The system should allow users to inform the operator that they are ready to retrieve their vehicle. The application should use SMS (text) messaging rather than a propriety app interface so that there is nothing additional the user needs to download. An established minimum or estimated amount of time it will take to bring the vehicle to the valet meeting area, dependent on valet staffing levels and demand, should be communicated to the user. This will streamline the vehicle hand-off process and provide a high level of convenience to visitors.

A summary of modern system capabilities includes:

- Complete vehicle data entry automation system
- VIN decoding (year, make, model) and VIN recognition reader
- Vehicle time in/time out/duration information
- Detailed record of who accepts, parks, and retrieves vehicle
- Handheld camera system that can capture 360-degree view of all cars to prevent false damage claims
- Remote real-time monitoring of all vehicles
- SMS communication for vehicle requests
- Comprehensive user configurable reports
- Vehicle key tracking

Many large parking management firms use this type of system as it is capable of handling large volumes of vehicles in fast paced environments. This system, along with proper staffing levels, will aid the operator in keeping vehicle retrieval times to the lowest level possible.

In addition to the use of valet specific hardware/software systems, it is imperative that all staff members can communicate among themselves to adjust for changing program demands in real time. As a result, all staff members should be equipped with two-way radios owned and managed by the operator.



EXAMPLES OF VALET SERVICES

SIGNAGE AND WAYFINDING TOOLKIT

People travel to a destination and not a parking lot. As indicated in the parking demand maps, several blocks had high occupancy while other nearby blocks remained unfilled. Often times, once people reach their destination they search for parking. Signage and wayfinding can be an upstream prevention of people circulating for a parking spot.

As drivers near the general area of a neighborhood or event destination, dynamic signage coordinated by the city and event or venue staff should be strategically placed to serve their parking area wayfinding needs.

On-street dynamic message signs (DMSs) are used to communicate rate information and real-time parking availability to motorists. While the use of permanent DMS is a good opportunity to quickly relay real-time information to motorists, DMSs are costly. Another option to inform the public of rate changes and lot vacancies could be the use of mobile variable messaging signs (VMSs). Distributed VMSs provide an opportunity to broadcast parking conditions to the public on more streets in the area than static on-street signage.

These mobile signs should have remote control capabilities to change their messaging as parking needs change in real time. This optional connectivity can be set up for VMSs by installing a cellular modem. DMSs can be wired to connect to the valet team's core systems.

Once the visitor has parked, and likewise for other pedestrians in general, fixed wayfinding signs installed by the city should orient pedestrians to their surroundings as well as nearby events when applicable. This "points of interest" style of signage is particularly prevalent and beneficial in downtown areas that are walkable and have many events and venues that draw new out-of-town visitors.



EXAMPLES OF PARKING WAYFINDING SIGNAGE

PUBLIC PRIVATE PARTNERSHIP TOOLKIT

Public-private partnerships (PPPs) between cities and parking operators have emerged in recent years as a means to hand over on-street and parking lot management to operators that specialize in running highly utilized parking lots profitably.

In a parking PPP, the private parking operator leases the land on which the parking lot sits from the city for either an upfront or ongoing lease fee. In the former arrangement the parking operator assumes all economic benefit (parking fees) and risk, while in the latter arrangement the city and parking operator share fee revenue and risk.

The terms of parking PPPs may stipulate that the parking operator must make a certain set of capital (infrastructure) improvements on and around the lot over the course of the lease term (typically 50 years). Parking fee sales are also subject to local taxes, which may include a special parking tax.

Parking PPPs can increase local tax revenues and provide a means for a high-quality paid parking experience when implemented in appropriate areas such as downtowns.



EXAMPLES OF PARKING PUBLIC PRIVATE PARTNERSHIPS

CURBSIDE MANAGEMENT TOOLKIT

Curbside, or curb management, refers to the suite of policies and design details that optimize the specific uses of curb space on a given street.

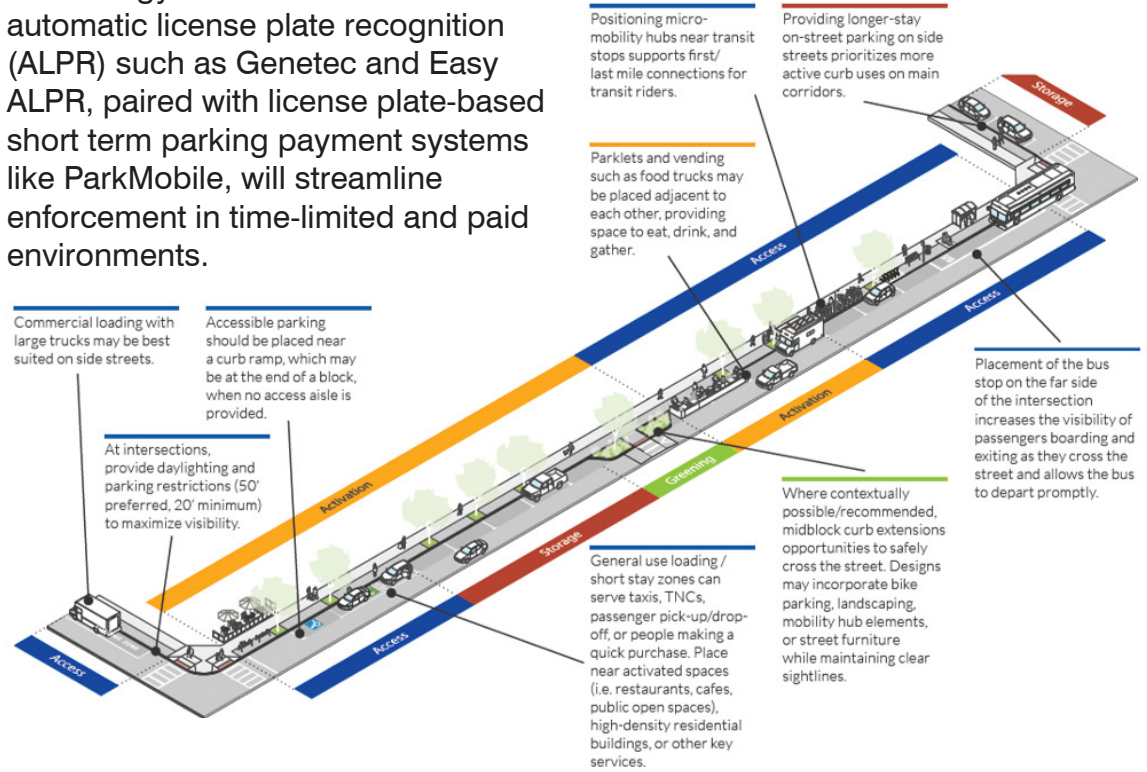
Block faces should maintain consistent uses, restrictions, and time limits so that users can more easily understand how to use the space. Additionally, certain curb uses such as loading zones should be consolidated to serve the most adjacent businesses efficiently. Smart loading zones are an emerging option whereby delivery services can reserve and locate needed loading space with a smartphone app, which allows cities to better monitor and plan for loading demands on a granular, block-by-block basis. Smart parking systems can also communicate available spaces to incoming drivers ahead of time to minimize the unsafe practice of double parking.

Strategically placed short-term parking is key to the parking turnover that businesses need to attract new customers and thrive. As commercial activity expands in a downtown or other relatively dense area, market conditions support higher-priced parking lots and the implementation of time-limited (and possibly paid) on-street parking. The standard downtown and prime commercial area parking time limit is two hours.

In certain locations, especially with a higher influence of short-term retail stores (e.g., coffee shops, dry cleaners, take-out food) the City could consider using short-term customer convenience zones to provide a larger capacity of quick turnover parking.

By implementing a shorter time limit, such as 30 minutes rather than 2 hours, a parking space could turnover 16 times in an 8-hour period, rather than 4 times. If an average shopping trip takes 30 minutes and an average purchase level is \$5.00, a retailer could make an additional \$60 per day, or more than \$15,000 per year. Another benefit of this short-term parking is the availability of convenient nearby parking for customers. Paid parking in on-street areas with particularly high demand and demonstrated shortages at peak times may also be considered.

Technology such as vehicle-mounted automatic license plate recognition (ALPR) such as Genetec and Easy ALPR, paired with license plate-based short term parking payment systems like ParkMobile, will streamline enforcement in time-limited and paid environments.



EXAMPLES OF CURB MANAGEMENT BEST PRACTICES

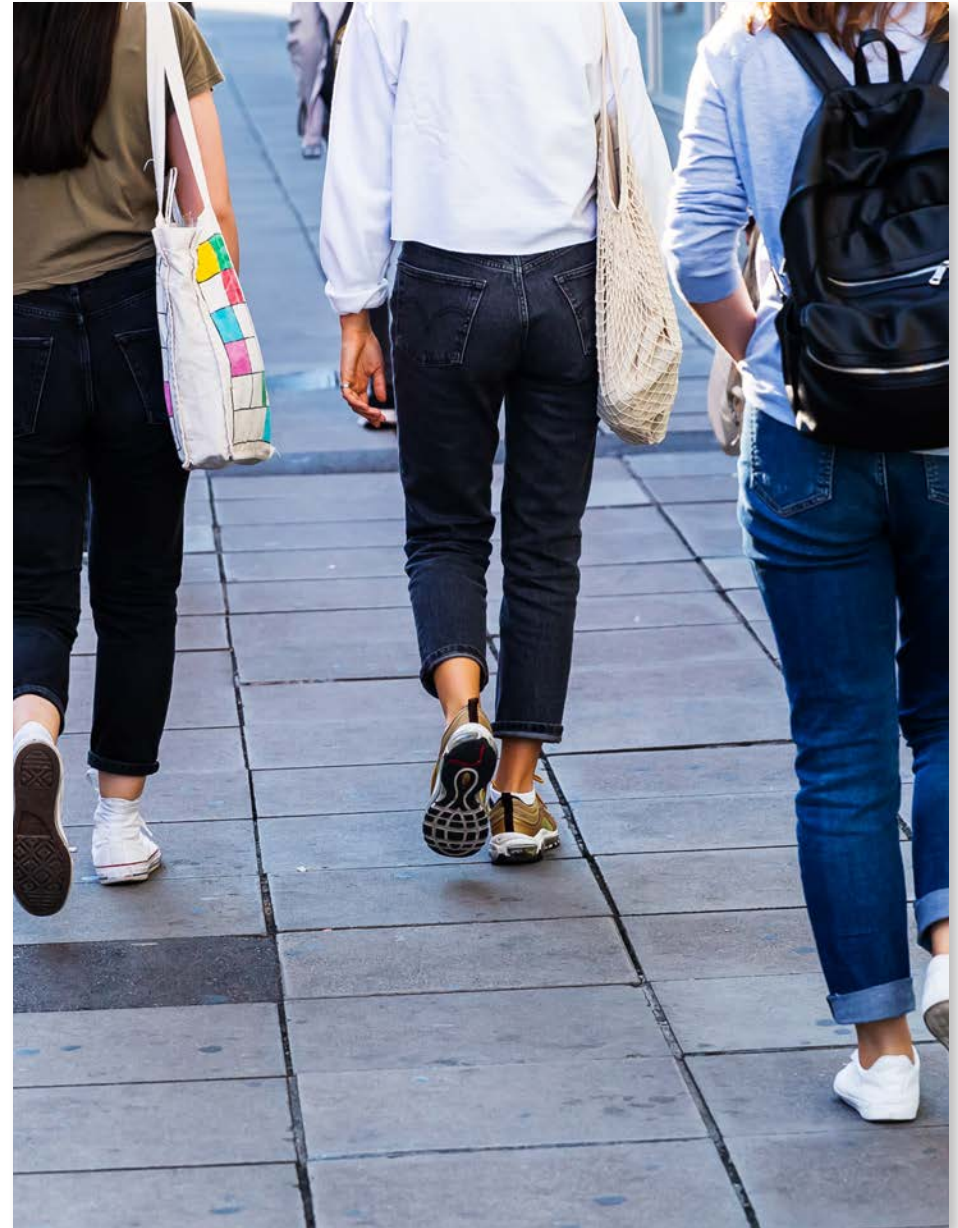
Source: Dallas On-Street Parking & Curb Management Policy Study, August 2022

PEDESTRIAN TOOLKITS

It is vital for the health and long-term sustainability of a downtown to be supported by a robust network of connected sidewalks, trails, and other multimodal infrastructure. As downtown areas historically experience very high traffic levels, it is important to provide alternative modes of transportation as a means of maneuvering throughout Downtown. As a policy recommendation, the City should obtain a goal of upgrading all sidewalks in Downtown Waco to be compliant with the American Disabilities Act (ADA). It is also important to ensure new multimodal infrastructure connects with the existing network.

The following sections outline several toolkits the City of Waco can utilize when implementing pedestrian infrastructure improvements on Downtown streets. Below describes each pedestrian toolkit that will be reviewed:

- **Pedestrian Comfort:** The pedestrian comfort toolkit should be applied to all streets in Downtown Waco. The comfort elements described in this toolkit are fundamental amenities that make a Downtown walkable.
- **Pedestrian Experience:** The pedestrian experience toolkit consists of supplementary pedestrian amenities that will enhance and activate sidewalks. Not every pedestrian experience tool can be applied along every street but should rather be placed in strategic locations where pedestrian activity is high.
- **Street Design Toolkit:** The street design toolkit provides specific treatments that can be applied to the physical design of a downtown street. This toolkit applies measures that physically alter sidewalk or street design to produce a safer, more enjoyable pedestrian experience.



PEDESTRIAN COMFORT TOOLKIT

The pedestrian comfort toolkit should be applied to all streets in Downtown Waco. The comfort elements described in this toolkit are fundamental pedestrian amenities that all streets in Downtown Waco should obtain to maintain consistent theme and cohesive character. Specific design of pedestrian comfort items should refer to the Streetscape Design Toolkit discussed later in this chapter to identify the specific amenity manufacturers to apply on future streetscape improvement projects.

SIDEWALK EXPANSION



Wider sidewalks make it easier to accommodate pedestrians in high traffic areas. Special materials and other paving enhancements can make sidewalks stand out and provide additional levels of comfort.



PEDESTRIAN BUFFERS



Creating physical buffers can protect pedestrians from oncoming traffic. In addition to increasing safety, buffers can also enhance the street's aesthetics by providing new landscaping or community sculptures to adjacent businesses. Buffers can exist in many forms and can range widely, either by simply adding an increased physical separation between traffic lanes and the sidewalk, or by enhancing the buffers with street trees, benches, planters, or other landscaping.



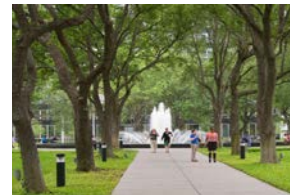
LIGHTING



Lighting can help define special areas of downtown or activate existing entertainment districts. Overhead decorative or pedestrian-level lighting will also increase visibility and comfort. Safety in urban areas is closely tied to visibility and activity at night.



CANOPY/SHADE



Few urban elements are as impactful as a large, mature tree canopy. A comprehensive downtown urban canopy strategy will identify priority corridors and maximize return on investment. The required infrastructure and logistics of care and establishment are important to consider early in the design process. Synthetic shade structures can also provide cooling effects and placemaking.



PEDESTRIAN EXPERIENCE TOOLKIT

Pedestrian experience tools will enhance and activate existing or new sidewalks. Unlike the pedestrian comfort toolkit, this toolkit should be applied to key areas that have high pedestrian activity. Not every pedestrian experience tool can be applied along any street, but rather these amenities should be placed in strategic locations where the City will see the highest return on investment. These tools can enhance Downtown Waco's character and will transform an existing sidewalk into an activity zone where people will want to stay.

SIGNAGE/BRANDING



Clear and consistent signage can be implemented in key locations throughout Downtown Waco to communicate important information as well as provide Downtown branding opportunities. Examples include variations on traffic signs, art or special district logos, and wayfinding signage.



SEATING



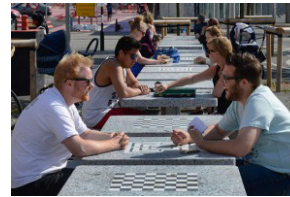
Invite the public to sit and rest in strategic locations where active frontage, food and beverage, or entertainment is present. Colors, style, scale, and capacity should reflect intended use and city standards. Maintenance and ownership should be considered early on in the planning process. Seating can come in many forms, such as benches, picnic tables, outdoor patio furniture, or even innovative methods such as a swing bench.



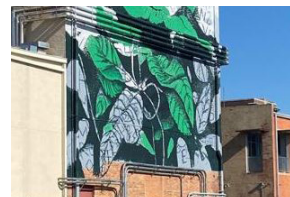
LAWN GAMES



Lawn games are entertaining for the whole family. These large games can be placed in strategic locations such as public plazas, parks, or along corridors in need of urban activation. Simply adding lawn games can further develop an area's sense of place by increasing pedestrian activity.



PUBLIC ART



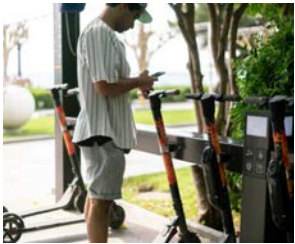
Public art in downtowns vary widely and can be customized specifically to enhance Downtown Waco's brand and overall character. The City already displays many murals and sculptures that the community loves. Adding additional murals, sculptures, or other public art amenities will continue to enhance Downtown Waco's heritage.



BIKE AND SCOOTER RENTALS



Bike and scooter rental stations can be placed in strategic locations throughout Downtown Waco. These amenities can expand a pedestrian's mobility within Downtown by acting as last-mile connectors, so they do not have to rely on an automobile to reach nearby destinations.



PAVEMENT VARIATION



A special downtown provides unique areas to walk, drive, or ride. Sidewalks and intersections that experience high pedestrian activity could be upgraded with pavers or enhanced concrete finishes to upgrade the area's aesthetics and to increase pedestrian safety. Variation in pavement, especially at intersections, should trigger drivers to slow down and watch for pedestrians. Additionally, the variation in pavement will also delineate a clear path for pedestrians and can provide intersection crossing ease of access to people with visual disabilities.



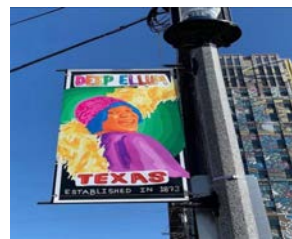
GREEN INFRASTRUCTURE



Green infrastructure will help keep Downtown Waco resilient and sustainable while also integrating the 'green' and 'Brazos River' themes throughout Downtown. Green infrastructure can help with flood and stormwater management but can also be designed to be aesthetically pleasing and become a community asset. Green infrastructure treatments should especially be applied near the Brazos River to protect the remainder of Downtown from flooding issues.



BANNERS



Additional branding of the Downtown area on a site-specific basis is recommended through the use of a vibrant banner program. This program can help celebrate specific districts and locations with special cultural or historic significance. They can also be utilized to celebrate and advertise seasons and special events.



STREET DESIGN TOOLKIT

The street design toolkit provides specific treatments that can be applied to the physical design of a Downtown Street. This toolkit applies measures that physically alter sidewalk or street design to produce a safer, more enjoyable pedestrian experience in Downtown.

EDGE DELINEATION



Edge delineation treatments change the texture of the sidewalk or crosswalk so that people with visual disabilities can still safely utilize the sidewalk network. Curb ramps often have small raised textural patterns to indicate the visually impaired that they are approaching an intersection and to proceed with caution.



DRIVEWAYS/ACCESS MANAGEMENT



The City should be mindful of the number of driveways located along a corridor in Downtown Waco. Limiting driveway access points can create a safer environment for pedestrians. Many driveways put pedestrians at risk for unwanted interactions with vehicles, especially vehicles making a right turn into a parking lot. Driveways should be limited to key entrance points so that pedestrians have a continuous sidewalk path that is not disturbed by entering and exiting vehicles.



BOLLARDS/VERTICAL BARRIERS



Bollards and vertical barriers provide safety and definitions to pedestrian areas. Integrated lights and other creative vertical protection measures, like concrete planter boxes, help make these safety features feel more like placemaking elements.



BULBOUTS



Bulbouts shorten the distance pedestrians need to walk along intersections. This provides added safety and comfort. Material changes at intersections also signal to drivers and pedestrians that this is an area of enhanced safety and program. Curb management best practices limit the number of curb cuts in a given distance to minimize conflict areas (much like the Driveway/ Access Management design tool).



LEADING PEDESTRIAN INTERVAL



A leading pedestrian interval (LPI) gives pedestrians the opportunity to enter the crosswalk at an intersection 3 – 7 seconds before vehicles are given a green indication. Pedestrians can better establish their presence in the crosswalk before vehicles have priority to turn right or left.



CROSSING TREATMENTS



Rectangular Rapid Flashing Beacons (RRFBs)/ Pedestrian Hybrid Beacons (PHBs) can be implemented as a design tool where special attention is needed for crossing pedestrians, especially mid-block. This treatment should be applied to areas where enhanced safety is needed to cross at popular mid-block locations where pedestrians are already crossing in unmarked locations. RRFBs and PHBs will stop oncoming vehicular traffic and will allow a designated crossing time for pedestrians to safely cross the street.



SHARED STREETS



Shared streets can be implemented on streets where pedestrian traffic is high. Streets can be reconfigured to give additional space to pedestrians and bicyclists through wider sidewalks, bicycle trails, and enhanced street pavements. Vehicles will still be able to use shared streets, but traffic should be drastically calmed through lane reconfiguration and street design.



DROP-OFF ZONES



Drop-off zones provide an option to service valet programs, allow direct door ADA access, or ride share pickup/drop-off. These zones should be located near high activity areas where traffic and parking pressures are high.



STREETSCAPE DESIGN TOOLKITS

At the beginning of the planning process, the project team reviewed the various architectural, historic, cultural, and natural elements in Downtown Waco to assess the existing Downtown Context. The team then prepared alternative themes for the Stakeholder Committee to review and develop consensus on an overarching streetscape design palette. As a result of this exercise, three streetscape themes were introduced to the Stakeholder Committee:

- **Industrial Theme:** The industrial theme is reflective of several architectural elements throughout Downtown Waco, including the Silos building and the Waco Suspension Bridge. Industrial themes can be utilized in streetscape elements through using the colors black and grey, incorporating metal, and designing with a historic influence.
- **Western Art Deco Theme:** Western Art Deco inspiration was displayed through several of the art and architectural elements seen throughout Downtown. Examples of the Western Art Deco theme can be seen through architecture pieces like Waco City Hall and the “Branding the Brazos” Sculptures.
- **Brazos River Theme:** The Brazos River theme took inspiration from the adjacent Brazos River that serves as the northeast Downtown Waco boundary. This theme can be further implemented throughout Downtown by adding additional water features and green infrastructure/ sculptures throughout the area.

The purpose of the streetscape design toolkit is to create a unified package of streetscape elements that can be applied across Downtown Waco. The project team coordinated with City

Staff, the Stakeholder Committee, and the public to determine the appropriate streetscape theme elements. Several streetscape palettes were created for three different streetscape themes, and from there were edited and narrowed down to the final preferred streetscape design package.

After several rounds of discussion with City Staff, the Stakeholder Committee, and with additional input from the public, the streetscape design package, displayed on pages 25 - 29, was developed in support of the preferred streetscape vision statement.

The streetscape design package should be used as a guidebook for City Staff when implementing street or streetscape improvements on roadways in Downtown Waco. The specific streetscape elements on pages 25 – 29 show the preferred manufacturers and dimensions of each specific streetscape element. However, a context-sensitive approach should be used when deciding specific streetscape elements on a case-by-case basis. It is recommended that new development utilize the preferred streetscape elements listed in this plan, however, the City should allow flexibility in specific streetscape element implementation. Streetscape improvements should utilize the preferred design package where possible, but, at a minimum, should at least be visually similar or in the same manufacturer family.

To better visualize the streetscape elements design package chosen for Downtown Waco, a 3D rendering was created and is displayed on page 24.

STREETSCAPE VISION STATEMENT AND GUIDING PRINCIPLES

Working closely with the Stakeholder Committee, a preferred vision statement, guiding principles, and a streetscape theme was developed in support of the plan's priorities and objectives. It is essential to form an actionable and direct vision statement to ensure the plan's vision is being achieved with every streetscape improvement made. The established streetscape vision statement and guiding principles for the streetscape theme are as follows:

VISION STATEMENT

“Waco’s Downtown Streetscape theme provides a timeless canvas for accentuating the inherent cultural meeting place where Hispanic south, industrial north, wild west, deep south, and emergent black music collided and grew.”

GUIDING PRINCIPLES

The Downtown Streetscape Theme will:

- Maintain its relevance over time
- Be compatible with multiple architectural styles and historic periods without being reflective of those styles or periods
- Provide a subtle tie between existing downtown attributes without proclaiming its own intrinsic characteristics
- Encourage each downtown neighborhood/sub-district in accentuating its own character through specific area branding (signage, wayfinding, banners), public art, and aspirational design
 - Industrial North
 - Wild West
 - Deep South
 - Lost Hispanic Architecture
 - Emergent Black Music and Culture
 - The Brazos River

PREFERRED STREETScape ELEMENTS



PREFERRED STREETScape ELEMENTS FOR DOWNTOWN WACO

BENCHES



ELEMENT NAME AND MANUFACTURER	DESIGN/MATERIALS	DIMENSIONS
Bench 447 by Dumor	<ul style="list-style-type: none"> • Metal (aluminum) with polyester powder coat finish in black • Wood in Douglas fir • Surface mounted 	<ul style="list-style-type: none"> • 6' long bench • Backed or backless with center arm rest

LIGHT FIXTURES



ELEMENT NAME AND MANUFACTURER	DESIGN/MATERIALS	DIMENSIONS
Pendant: Westbrooke LED Pendant (CXF14/CXF15) Post Mounting Arm: HFP410-P4A Pole: P4031 All part of the HADCO collection by Signify	<ul style="list-style-type: none"> • All metal (aluminum) with polyester powder coat finish • Surface mounted with base cover • Single or double light fixture • Color: Black 	<ul style="list-style-type: none"> • 14' Min. Height

PREFERRED STREETScape ELEMENTS FOR DOWNTOWN WACO

PLANTERS



ELEMENT NAME AND MANUFACTURER	DESIGN/MATERIALS	DIMENSIONS
Mill Valley Collection by Longshadow Planters	<ul style="list-style-type: none"> • Concrete planter • Surface mounted with irrigation and drainage hole • Color: Verdigris LS 0029 	<ul style="list-style-type: none"> • 14" Min. Height • 48" Max Diameter

BOLLARDS



ELEMENT NAME AND MANUFACTURER	DESIGN/MATERIALS	DIMENSIONS
R-7539 Decorative Bollard by Reliance Foundry	<ul style="list-style-type: none"> • All metal (ductile iron) w/ polyester powder coat finish • Surface mounted or removable • Color: Black 	<ul style="list-style-type: none"> • 10" Min. Diameter • 35" Min. Height

PREFERRED STREETScape ELEMENTS FOR DOWNTOWN WACO

BIKE RACKS



ELEMENT NAME AND MANUFACTURER	DESIGN/MATERIALS	DIMENSIONS
Bike Rack 292 by Dumor	<ul style="list-style-type: none"> All metal (steel) w/ polyester powder coat finish Surface mounted Color: black 	<ul style="list-style-type: none"> 41" Width 33" Height

TRASH RECEPTACLES



ELEMENT NAME AND MANUFACTURER	DESIGN/MATERIALS	DIMENSIONS
Scarborough Litter by Landscape Forms	<ul style="list-style-type: none"> All metal (steel) w/ polyester powder coat finish Surface mounted Lift up Top-Opening Color: Black 	<ul style="list-style-type: none"> 25" Diameter 41" Height 30 Min. Gallon Capacity Vertical Slats

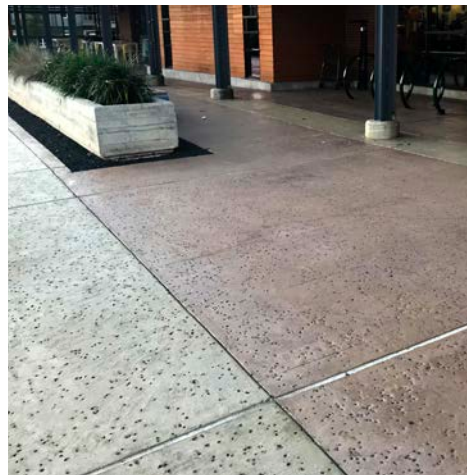
PREFERRED STREETScape ELEMENTS FOR DOWNTOWN WACO

CONCRETE PAVERS



ELEMENT NAME AND MANUFACTURER	DESIGN/MATERIALS	DIMENSIONS
<p>Verona Series by Keystone or Holland Series by Belgard or approved equal</p>	<ul style="list-style-type: none"> • Concrete Pavers • Smooth surface, finely chamfered edges and tight joints • Color: Georgia Blend 	<ul style="list-style-type: none"> • 6x18 80 mm

CONCRETE FINISH 1



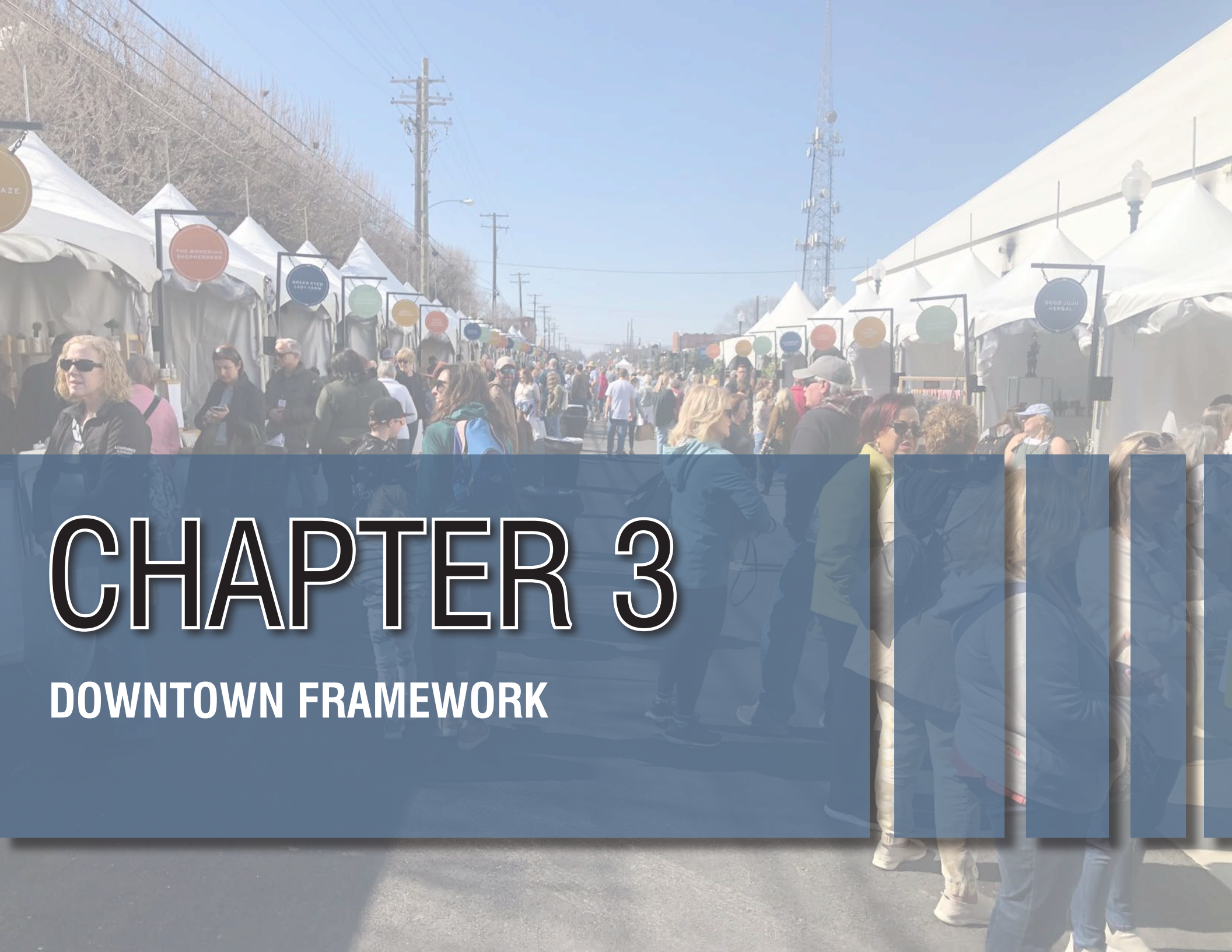
ELEMENT NAME AND MANUFACTURER	DESIGN/MATERIALS	DIMENSIONS
<p>Standard Concrete</p>	<ul style="list-style-type: none"> • Medium to Heavy Rocksalt 	<ul style="list-style-type: none"> • Pattern varies

PREFERRED STREETScape ELEMENTS FOR DOWNTOWN WACO

CONCRETE FINISH 2



ELEMENT NAME AND MANUFACTURER	DESIGN/MATERIALS	DIMENSIONS
Standard Concrete	<ul style="list-style-type: none">• Medium to heavy Sandblast	<ul style="list-style-type: none">• Pattern varies



CHAPTER 3

DOWNTOWN FRAMEWORK

INTRODUCTION

The Downtown Framework Chapter reclassifies Downtown Waco's streets and identifies an innovative framework for future Downtown streetscape and transportation improvements. The streets are classified with the following elements:

- **Downtown Context:** Integrates the importance of surrounding amenities, such as the Brazos River and various land uses. The Downtown Context map influences the plan's recommendations on how the street will interact with the adjacent land use.
- **Street Classification:** Sets new standards for cross sections, capacity, and function.
- **Framework Plan:** All streets in Downtown Waco were then classified based on both function and character. Several prototypical street sections were created as a graphic representation of the street's full build-out potential.
- **Parking and Shuttle Circulation:** A series of new shuttle routes are identified for special events and during times where parking constraints are prevalent.

The Downtown Framework Plan establishes the vision for a walkable, safe, multimodal downtown for all to enjoy. From this framework study, eleven priority street projects and several parking programs are recommended for implementation and are described in Chapter 4.



WACO FARMERS MARKET EVENT

DOWNTOWN CONTEXT

The Downtown Context map will help surface the hidden potential of multiple corridors and add to the long-term vibrancy of Downtown. Below shows the streetscape theme analysis that was conducted to further understand Downtown Waco’s influences and historic context.

The proximity of the Brazos River is an important linkage to Waco’s past and provides an excellent opportunity to expand connections further into downtown. The Brazos River influence can already be seen in existing Downtown amenities, including the fountain at Heritage Square, Downtown’s existing River District, and the Downtown Riverwalk trails. The photos below show examples of existing streetscape elements in Downtown Waco that obtain inspiration from the Brazos River, as well as concept themes on how this inspiration could be implemented further.

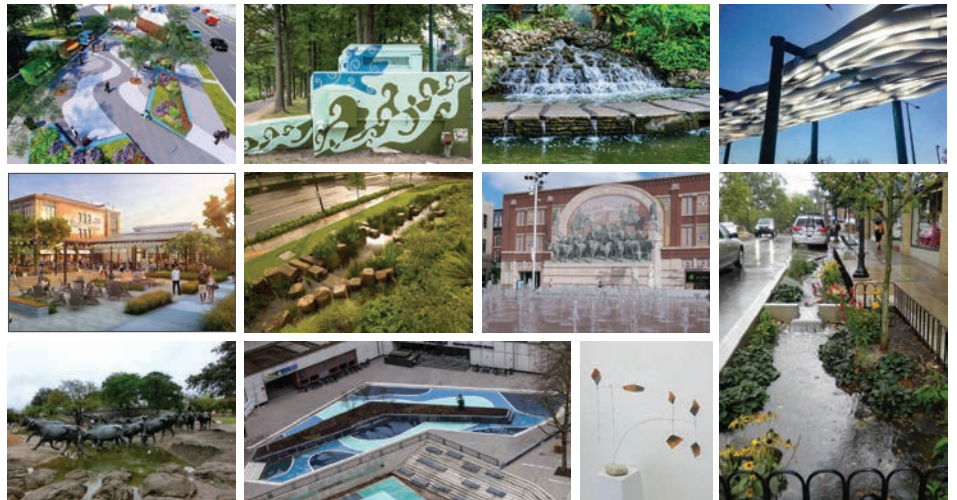
The Downtown Context Map on the following page illustrates how strategic infrastructure investments provide opportunities to layer connections to the river, rivers edge, Heritage Square, Austin Ave, Silos, and other destinations.

BRAZOS

PRECEDENTS



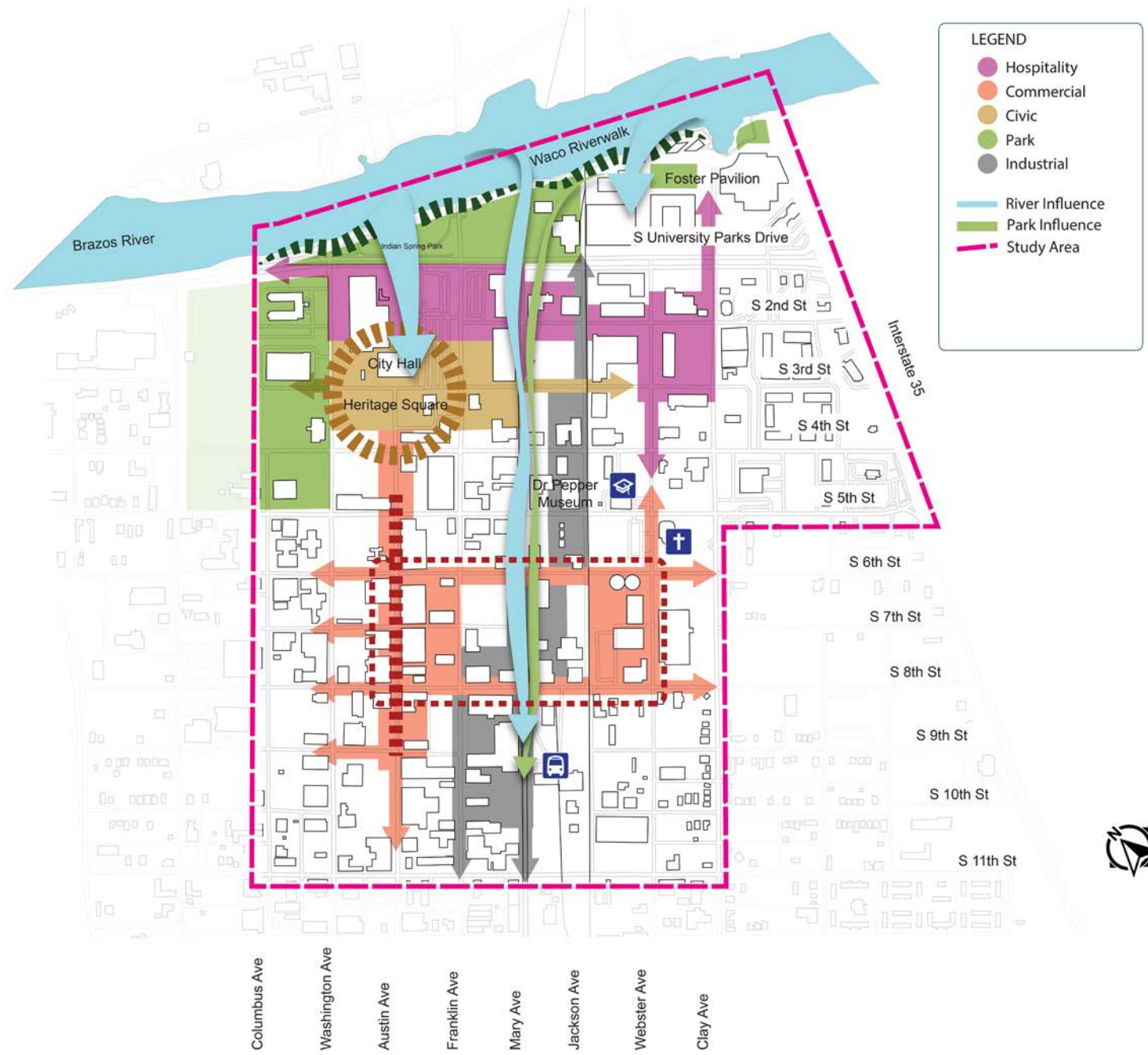
CONCEPT THEMES



DOWNTOWN STREETScape THEME ANALYSIS



DOWNTOWN CONTEXT



STREET CLASSIFICATIONS

Through the analysis of existing form and function of streets in Downtown Waco, the Streets Classification Map on the following page was created to depict how streets in Downtown Waco should perform carrying both vehicular and pedestrian traffic.

The Streets Classification map establishes unique roadway classifications created specifically to enhance the vibrancy and character of Downtown Waco. Unlike traditional functional classifications categories, these classifications encompass the overall experience of the street, rather than solely focusing on vehicle capacity improvements.

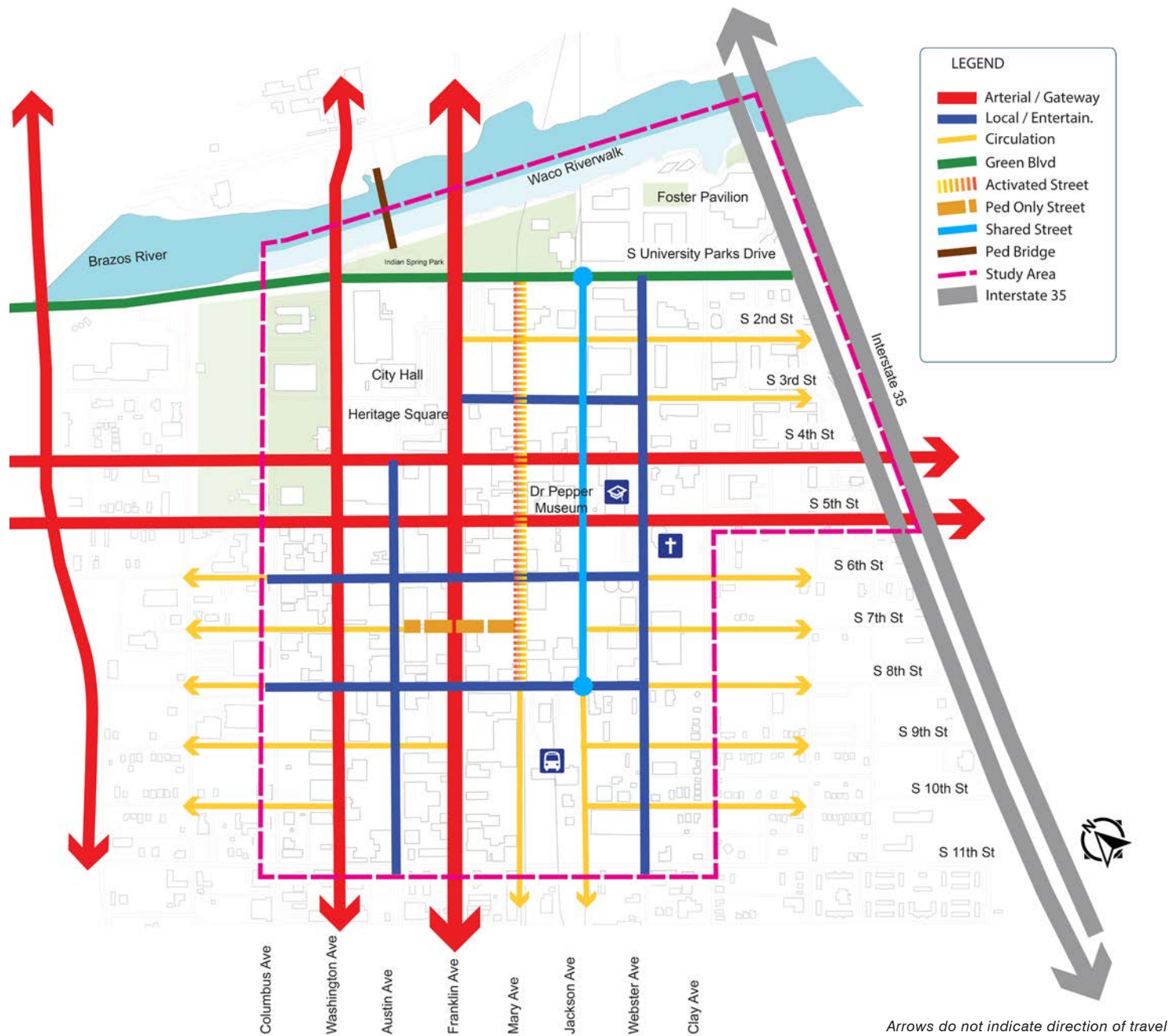
The map on page 35 summarizes Downtown Waco's new street classifications. The new classifications include Arterial/Gateway Streets, Entertainment Streets, Circulation Streets, Green Boulevards, Activated Streets, Pedestrian Only Streets, and Shared Streets.

- **Arterial or Gateway Streets:** 4th Street and 5th Street, as well as Washington Avenue and Franklin Avenue, act as throughput streets carrying vehicular traffic to and from Downtown Waco.
- **Activated Streets:** Mary Avenue is designated as Downtown's Activated Street.
- **Green Boulevard:** University Parks Drive is classified as a Green Boulevard.
- **Entertainment Streets:** Downtown's Entertainment Streets include Webster Avenue, Austin Avenue, a portion of 3rd Street, 6th Street, and 8th Street.
- **Shared Street:** Jackson Avenue is classified as a shared street and will act as a low-speed thoroughfare used for walking, biking, and parking.
- **Pedestrian Only Street:** 7th Street is classified as a pedestrian only street and will be closed to vehicle traffic.

The following pages of this report have detailed descriptions of each street classification. Each street type includes a definition, representative imagery, and a proposed typical cross section. Additionally, prototypical layout design concepts have been created for several of the street typologies, including Green Boulevards, Activated Streets, Entertainment Streets, Shared Streets, and Pedestrian Only Streets.



STREET CLASSIFICATIONS



GREEN BOULEVARDS

DEFINITION

Green Boulevards are grand, wide thoroughfares that provide a mature and consistent tree canopy on the sidewalks as well as in the medians. Green Boulevards should also have wide sidewalks and enhanced wayfinding amenities. Buffering between pedestrians and motorists is achieved with planters and on-street parking. Enhanced signage and wayfinding mark key locations as well as decorative concrete at crosswalks. Intersections are protected by planter pots. Medians feature additional street trees and landscaping efforts, as well as opportunities for public art.

REPRESENTATIVE IMAGERY



MAIN STREET, RICHARDSON, TX

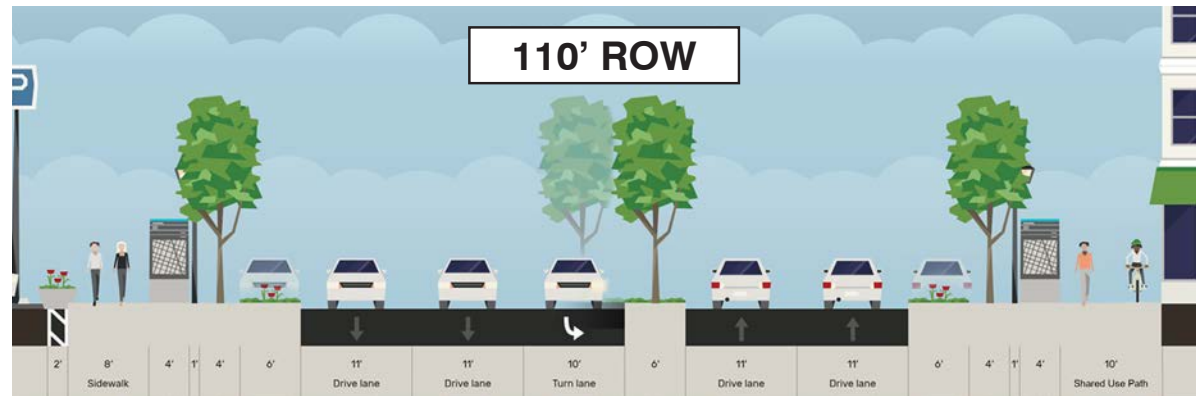


NORTH GRANT AVENUE, ODESSA, TX

EXISTING STREET



PROPOSED CROSS SECTION



PROTOTYPICAL LAYOUT



ACTIVATED STREETS

DEFINITION

Activated Streets accommodate people, cars, special events, and day-to-day activities. Typically near existing event locations, Activated Streets provide the additional infrastructure needed to maximize special event flexibility while also providing throughput equivalent level of service on a typical day. Activated Streets feature public art, murals, seating, planters, and street crossing luminaires.

REPRESENTATIVE IMAGERY



ARGYLE STREET, HALIFAX, NS, CANADA



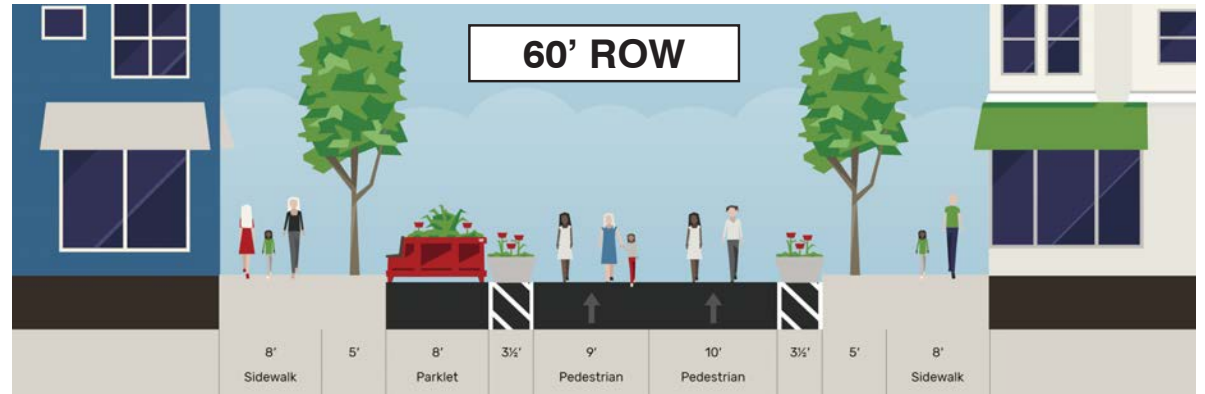
ARGYLE STREET, HALIFAX, NS, CANADA

EXISTING STREET

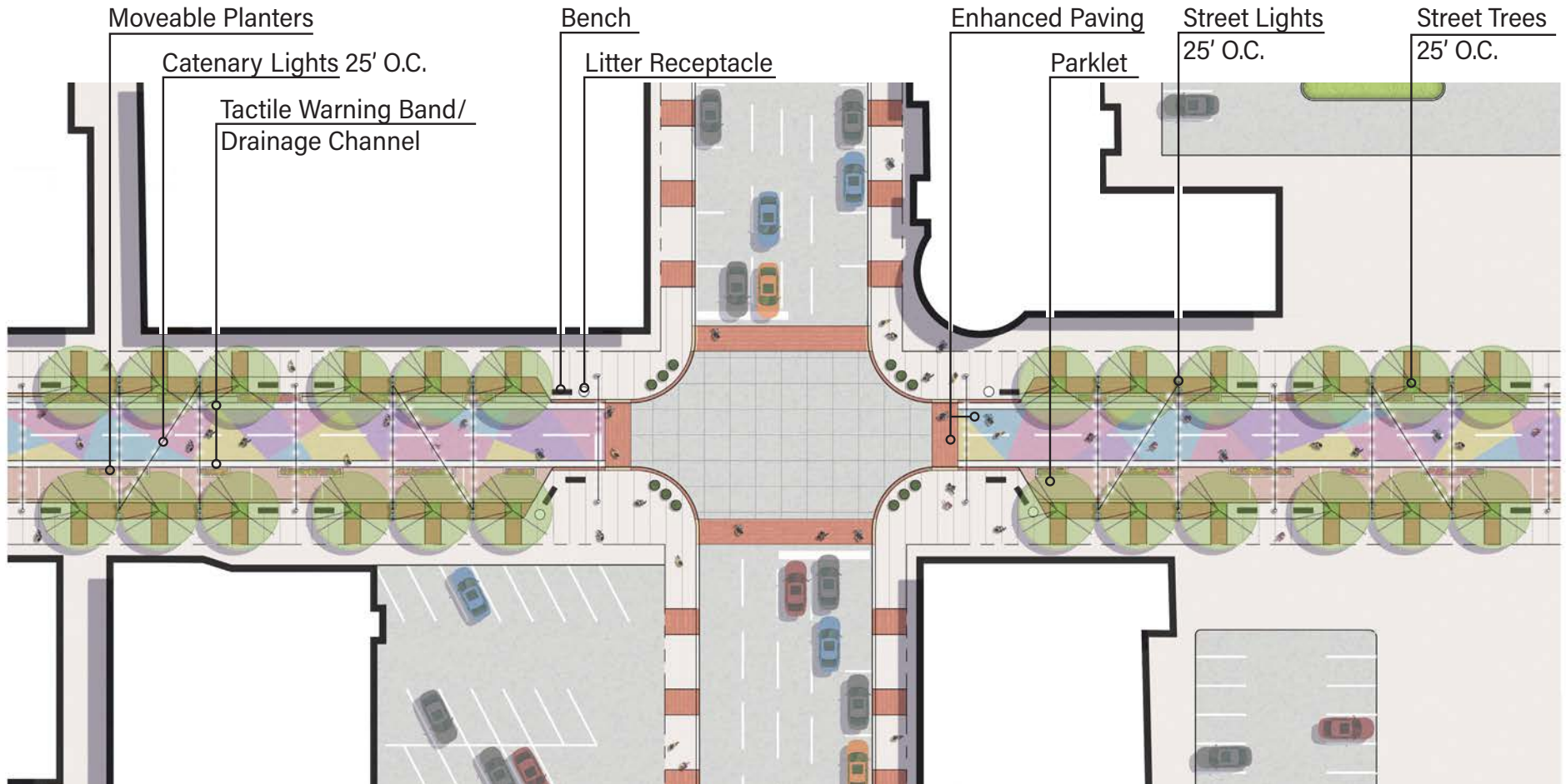


TEXAS FOOD TRUCK SHOWDOWN EVENT, WACO, TX

PROPOSED CROSS SECTION



PROTOTYPICAL LAYOUT



ENTERTAINMENT STREETS

DEFINITION

Entertainment Streets are roadways that obtain a concentration of existing or planned retail frontage. Entertainment streets enhance the experience of commerce in Downtown Waco. Bulbouts at intersections shorten crossing distances, enhanced tree canopy provides shade and a sense of place, and decorative pedestrian lighting and planters provide scale. Entertainment streets link retail hubs and provide additional activation opportunities in key areas of high pedestrian activity.

REPRESENTATIVE IMAGERY



TEXAS STREET, SAN ANTONIO, TX

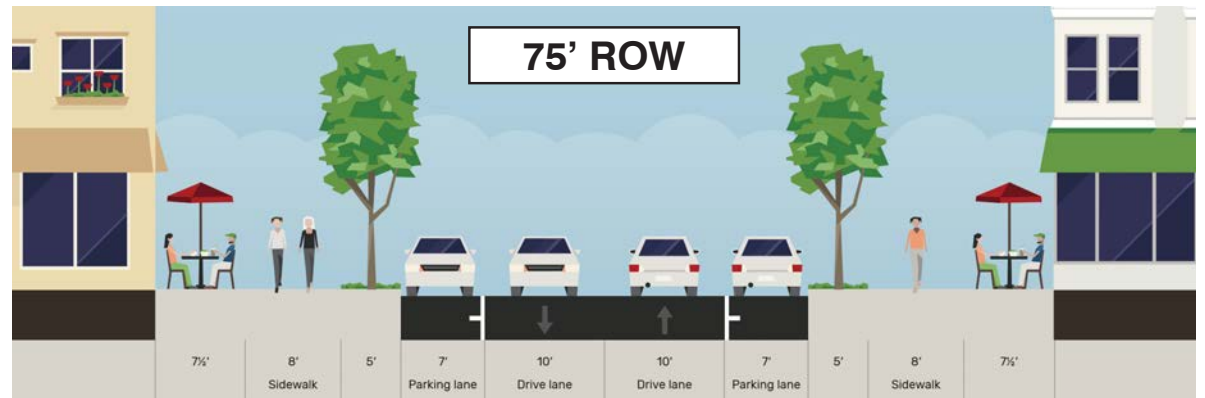


WORTH AVENUE, COLUMBUS, OH

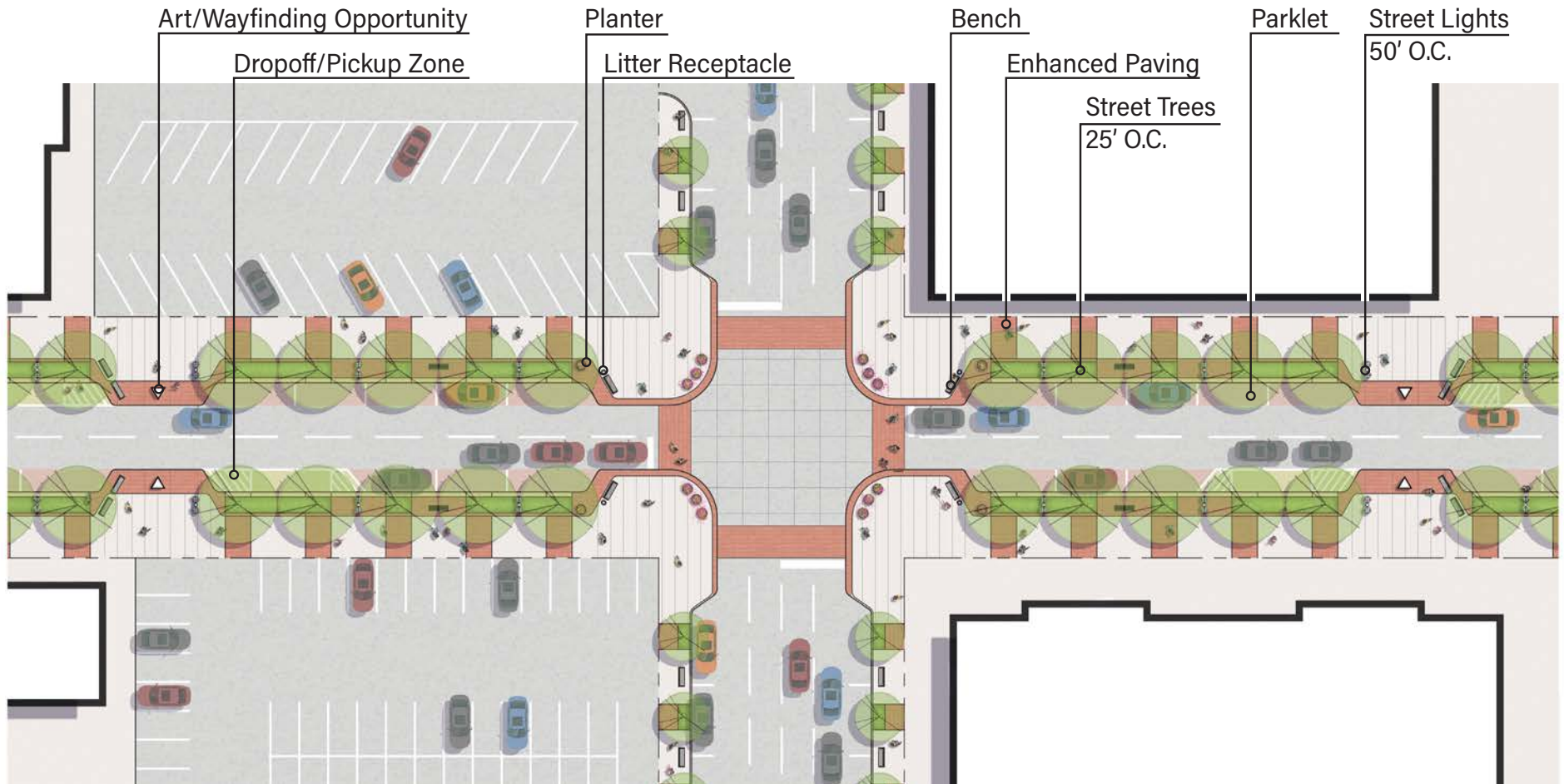
EXISTING STREET



PROPOSED CROSS SECTION



PROTOTYPICAL LAYOUT



SHARED STREETS

DEFINITION

Shared Streets primarily function as pedestrian access with slow-moving motorist traffic in a one-way configuration. Vehicles and on-street parking are present, but a curbless cross-section with decorative pavers or textured concrete and frequent pedestrian amenities transform this street to feel like a special place for pedestrians, which will in turn slow down passing cars and protect pedestrians from high-speed traffic. Shared Streets will never accommodate high vehicle traffic volumes and function similarly to an activated alleyway.

REPRESENTATIVE IMAGERY



FISHERGATE BUS LANE, LANCASHIRE, EN

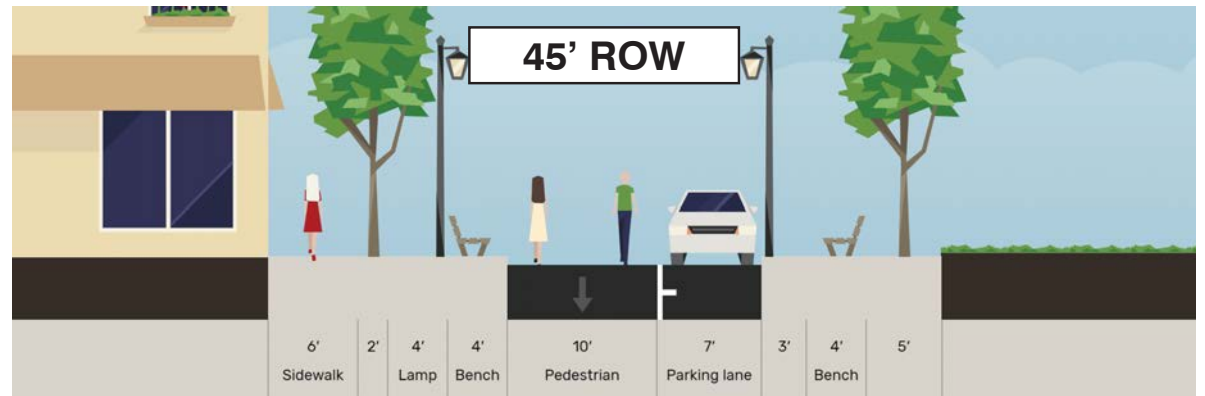


NEW ROAD BRIGHTON, EN

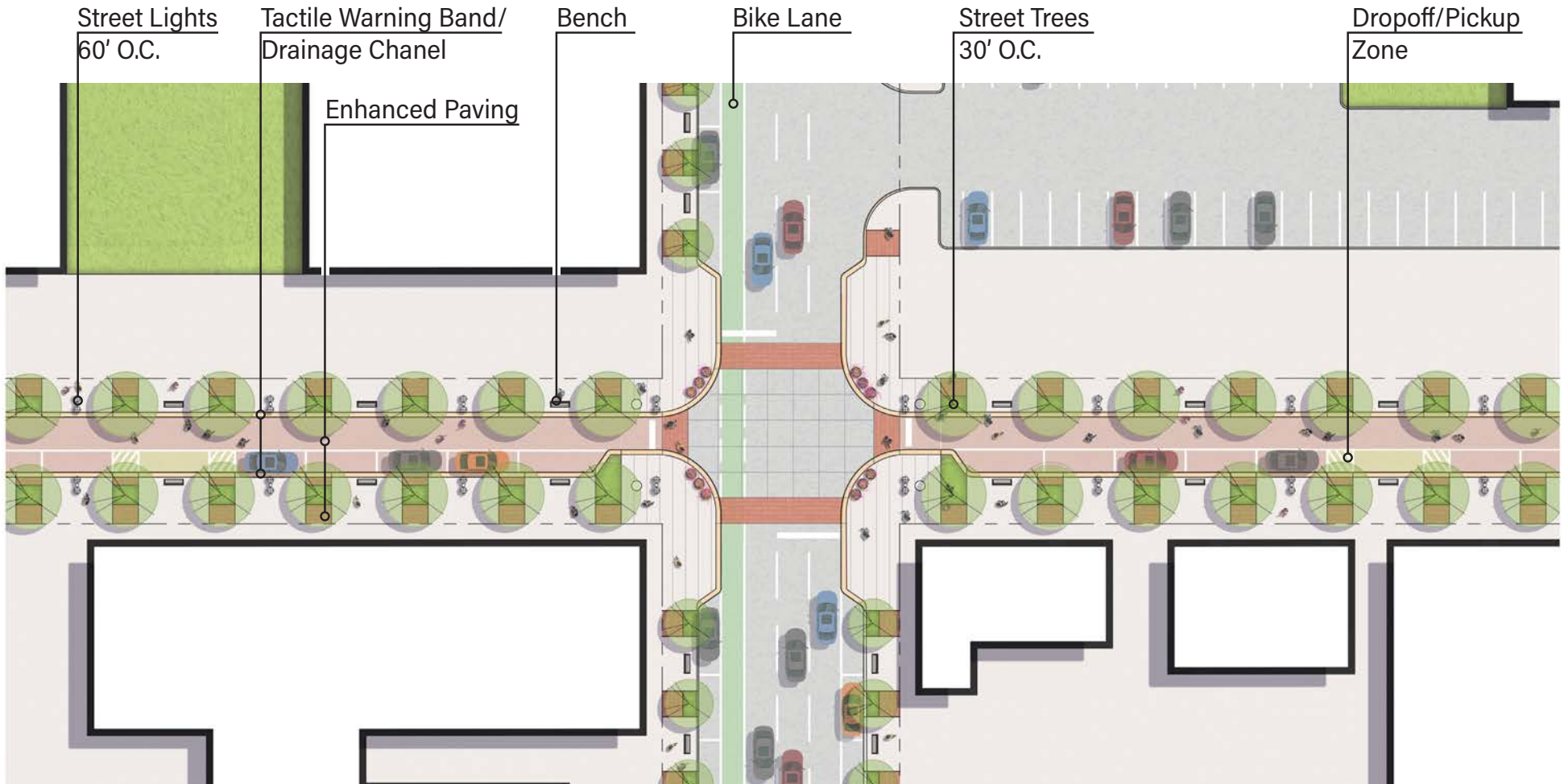
EXISTING STREET



PROPOSED CROSS SECTION



PROTOTYPICAL LAYOUT



PEDESTRIAN ONLY STREETS

DEFINITION

Pedestrian Only Streets are accessible only by foot traffic, maintenance, and emergency vehicles. These special streets are typically found as an offshoot of an Entertainment Street and host amenities that expand the available public realm space available for activities like dining or yard games. Pedestrian Only Streets should be highlighted with public art and may be programmed for seasonal activities or everyday use.

REPRESENTATIVE IMAGERY



HAYWOOD ROAD, ASHVILLE, NC

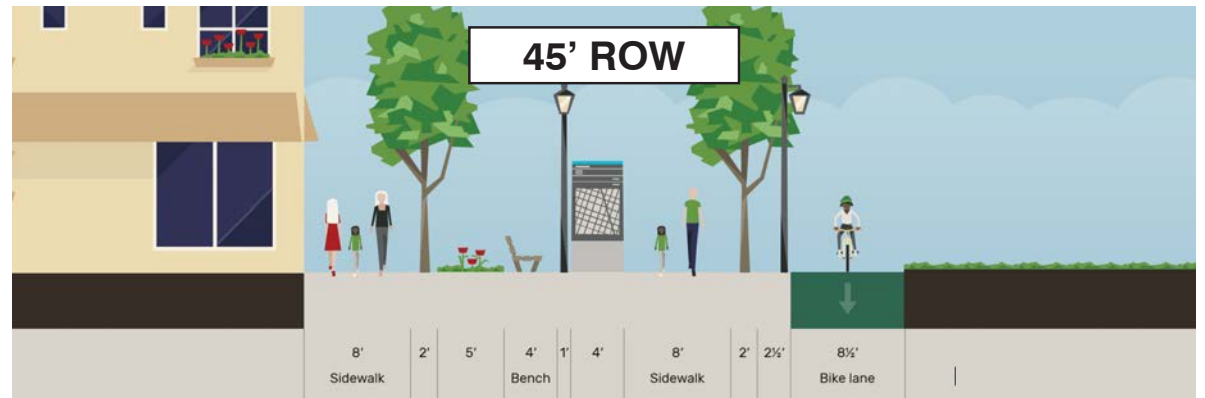


MONON TRAIL, INDIANAPOLIS, IN

EXISTING STREET



PROPOSED CROSS SECTION



PROTOTYPICAL LAYOUT



ARTERIAL/GATEWAY STREETS

DEFINITION

Arterial or Gateway Streets act as major thoroughfares that connect Downtown to other regional destinations and connections. These streets are often visitors first encounter with Downtown. These streets provide opportunities to be heavily branded with Downtown Waco signage and community imagery. These streets will be oriented to move higher traffic volumes, but special attention should still be made on signage and branding efforts that should both welcome visitors to Downtown Waco and advertise local nearby destinations and parking locations. 5th and 4th Streets are multimodal Arterial/Gateway Streets that have bicycle facilities on them as identified in Waco’s Active Transportation Plans.

EXISTING STREET



REPRESENTATIVE IMAGERY

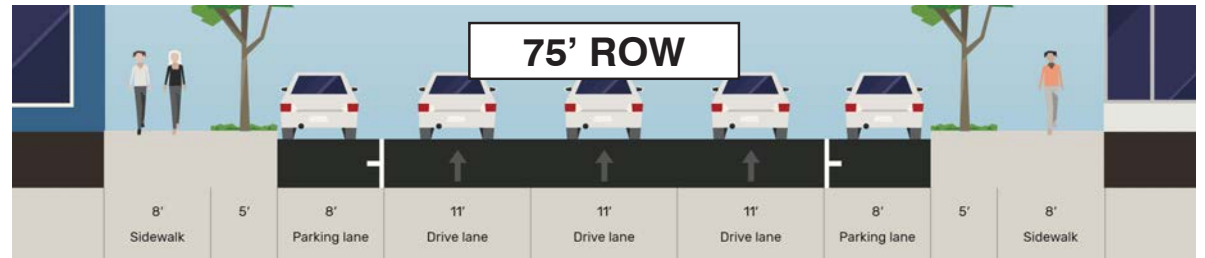


MAIN STREET, TAYLOR, TX



POST OAK BOULEVARD, HOUSTON, TX

PROPOSED CROSS SECTIONS



CIRCULATION STREETS

DEFINITION

Circulation streets primarily support vehicular access and circulation in Downtown. Basic pedestrian amenities like tree canopy, signage, pedestrian-level lighting, and seating are deployed in strategic locations to maximize impact. All streets classified as “Circulation” should meet City minimum sidewalk width and public realm requirements.

REPRESENTATIVE IMAGERY



BEECH STREET, ABILENE, TX

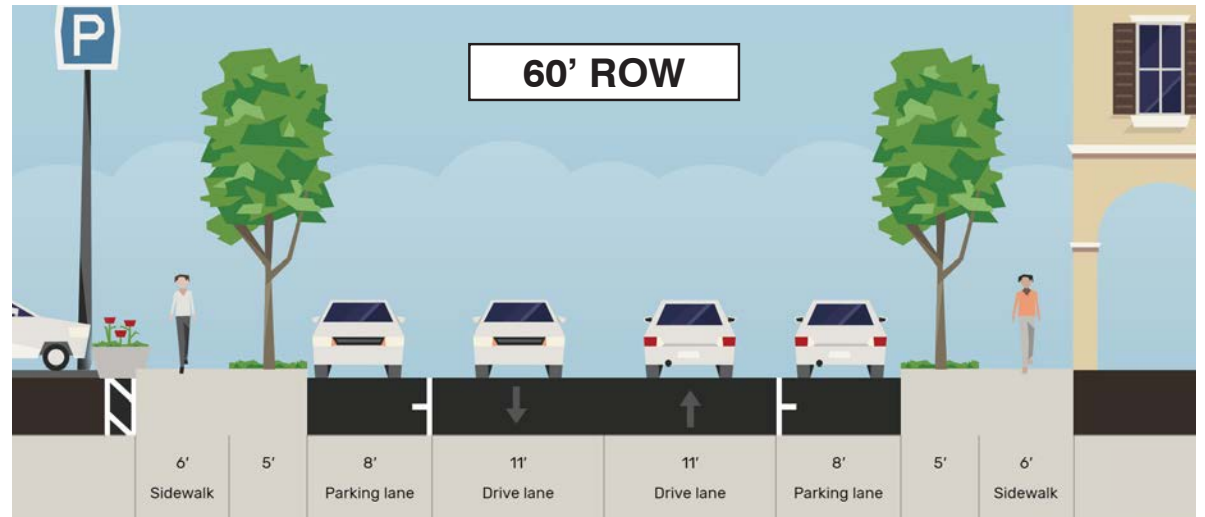


GAY STREET, DANDRIDGE, TN

EXISTING STREET



PROPOSED CROSS SECTION

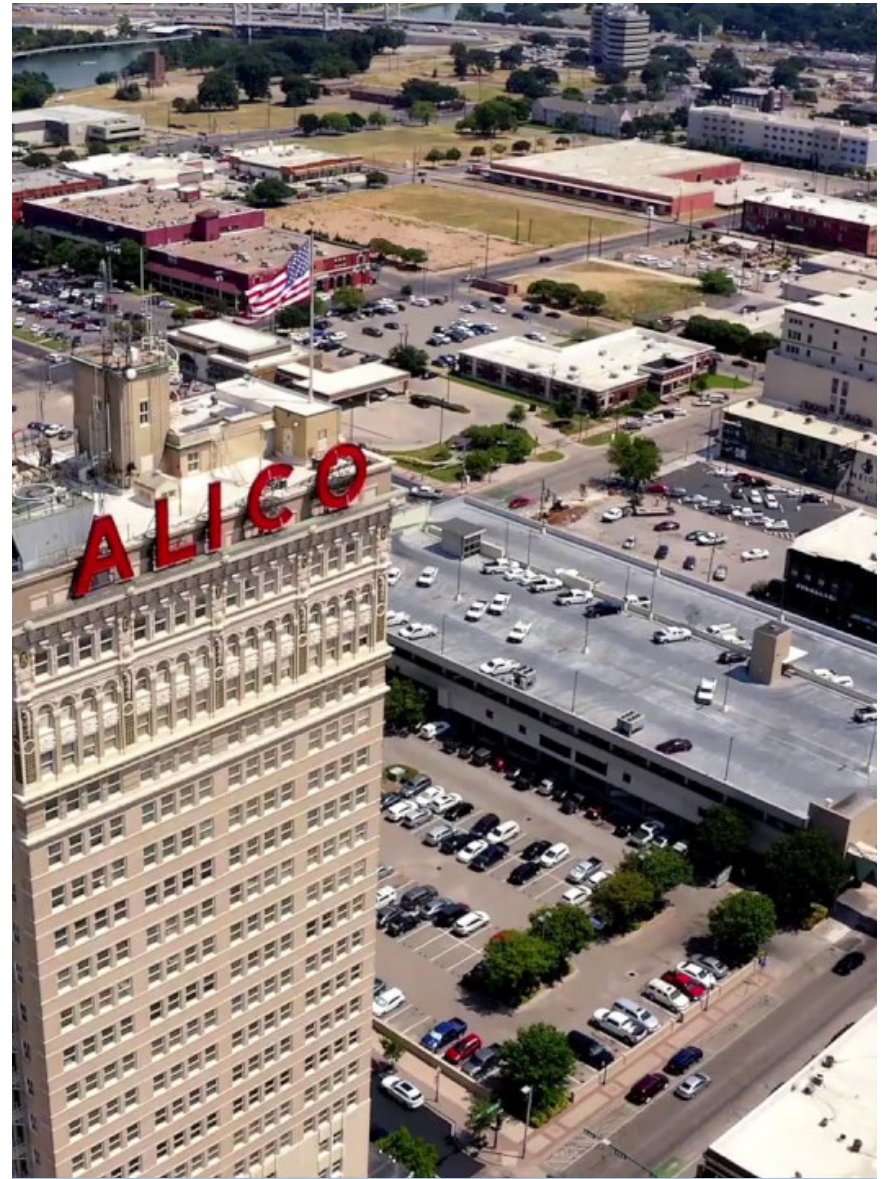


DOWNTOWN FRAMEWORK PLAN

Downtown Waco today is a collection of vibrant public and private spaces that attract activity on weekdays and weekends, but these destinations are disconnected. The space between desirable locations in downtown today has been described as sometimes uncomfortable for pedestrians to walk due to gaps in the existing sidewalk network, the Texas summer heat, or because they felt some streets are not well lit at night. These barriers create a challenge for downtown walkability, and ultimately contribute to parking hotspots directly adjacent to popular destinations.

This Downtown Framework Plan integrates both form and function into the vision for Downtown Waco's streets. The Entertainment Streets along 6th Street and 8th Street connect to the destinations along Austin Avenue, the Silos, and Webster Avenue. The Entertainment Streets along Austin Avenue and 3rd Street terminate at Heritage Square to provide a clear path back to key destinations including Heritage Square, City Hall, and the Convention Center. The Activated Street along Mary Avenue and the Shared Street along Jackson provide special places for pedestrians to gather, stroll, and recreate. The Shared Street along Jackson Avenue can also be utilized as an alternative north/south bicycle connection as well. The street and streetscape improvements along Mary Avenue, Jackson Avenue, and Webster Avenue are all connected to University Parks Drive, Indian Spring Park, and east Waco through the pedestrian bridge. The Framework Plan also includes the bicycle facilities as indicated in Waco's Active Transportation Plan.

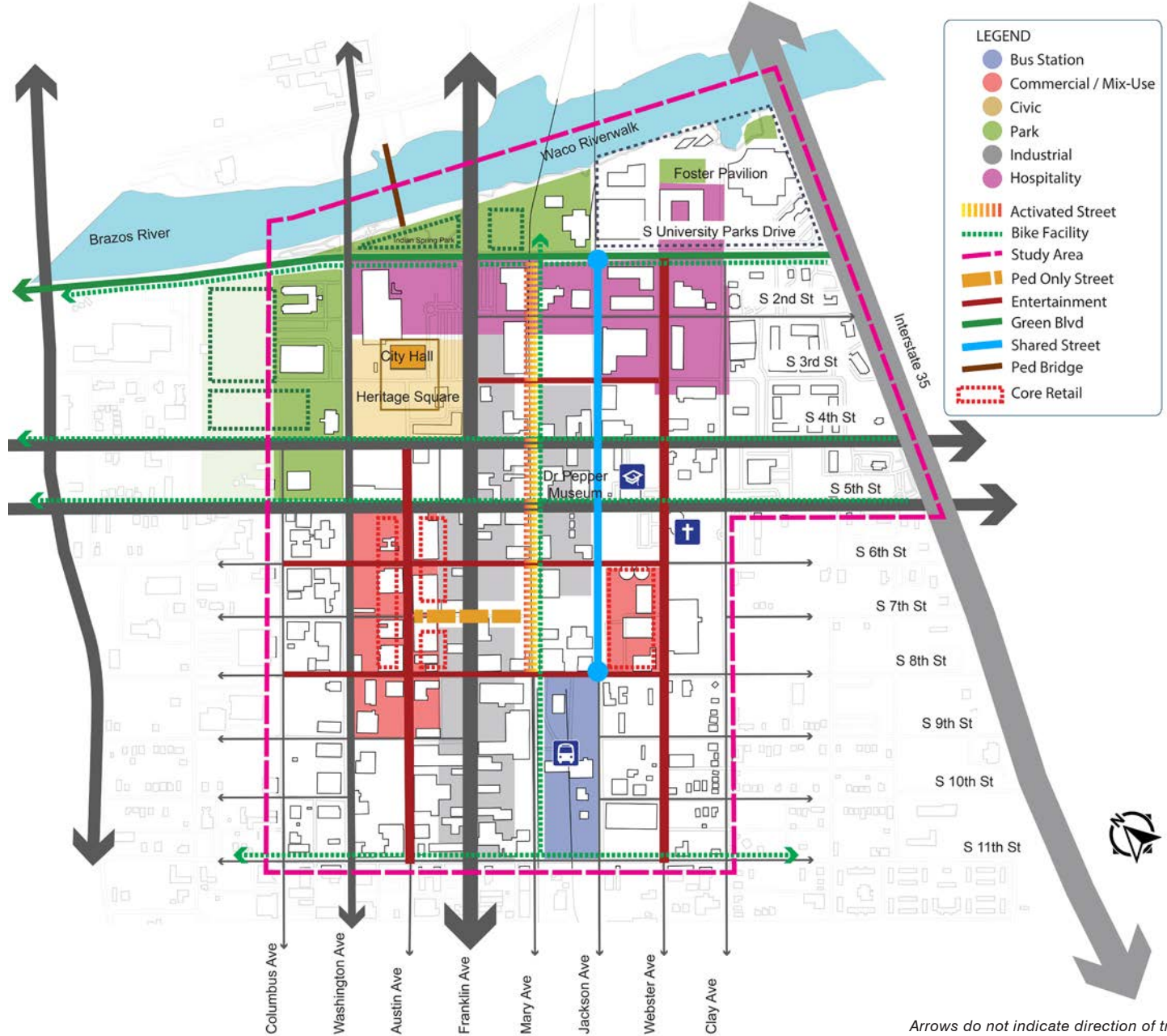
In recent years, Waco has seen a substantial amount of public and private investment. The Downtown Framework Plan aligns City goals, existing assets, development trends, contextual influences, and roadway improvements together, resulting in a more connected, safer, and welcoming downtown experience.



DOWNTOWN WACO TODAY



DOWNTOWN FRAMEWORK



PARKING AND SHUTTLE CIRCULATION

Prior to 2020 (before the COVID-19 pandemic), Downtown Waco had a successful, free, and relatively new trolley route that moved tourists and residents between destinations like the Silos, Austin Avenue, and the riverfront. The current parking shuttle and circulation plan was developed to better connect parking resources and destinations as other improvements come to Downtown. The new shuttle route would function similarly to the previous free trolley but would accommodate flexible routes based on programmed events and everyday use.

There are three proposed routes that will better connect Downtown. The Silos Route moves people from the parking garage on 4th Street and Franklin Avenue efficiently to the Silos and other destinations along Webster Avenue, such as the Live Oak School and First Baptist Church. The Franklin Route would provide general access to multiple downtown destinations on a regular day and stop by the largest number of public parking facilities. The Pavilion Route includes a stop at the new Foster Pavilion development. This route also improves access to events near the Brazos River and along University Parks Drive.

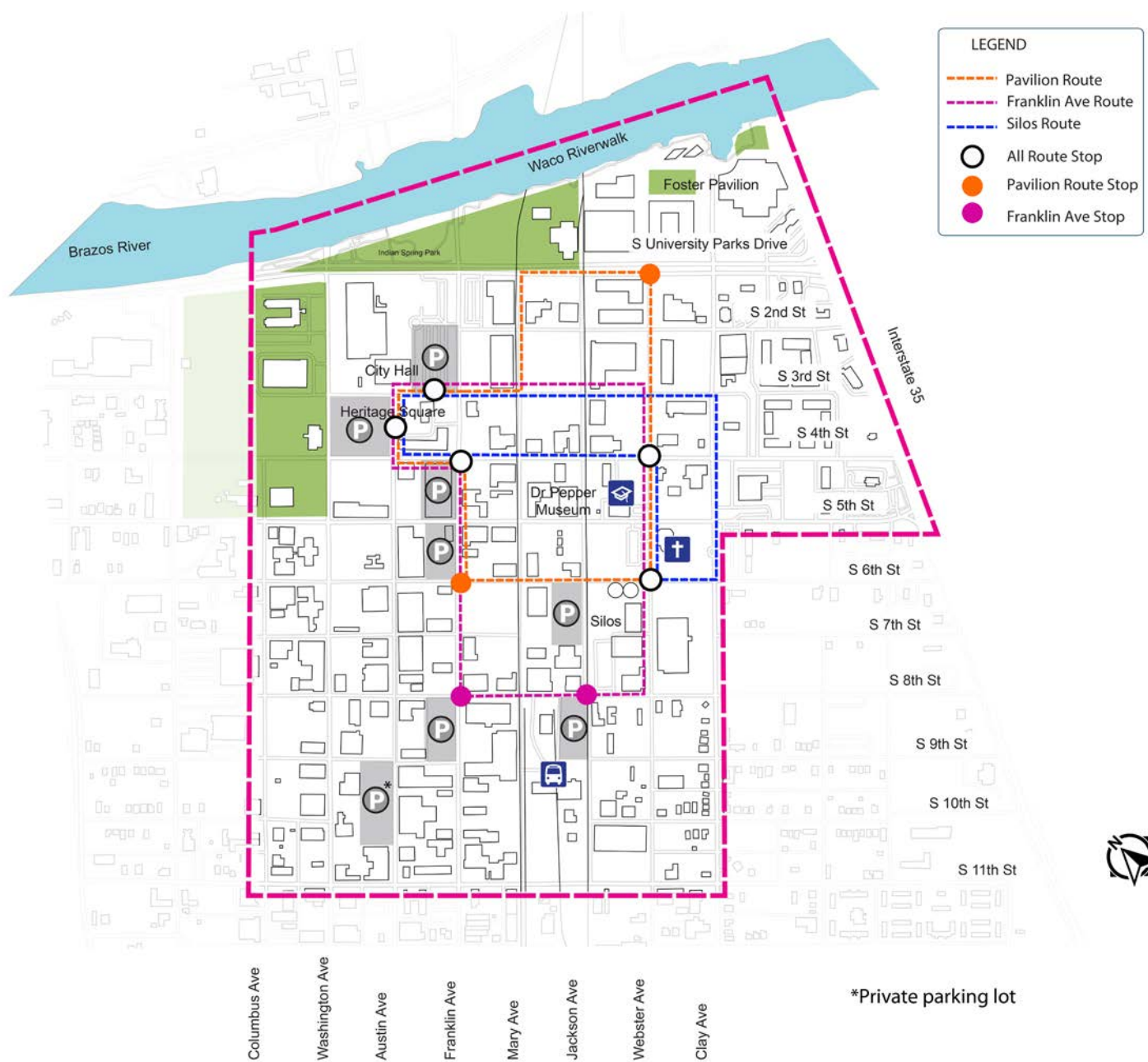
Having multiple routes will maximize value for residents and tourists to discover and enjoy multiple downtown destinations. Clearly defining schedules and programs will be critical to the shuttle's long-term success.

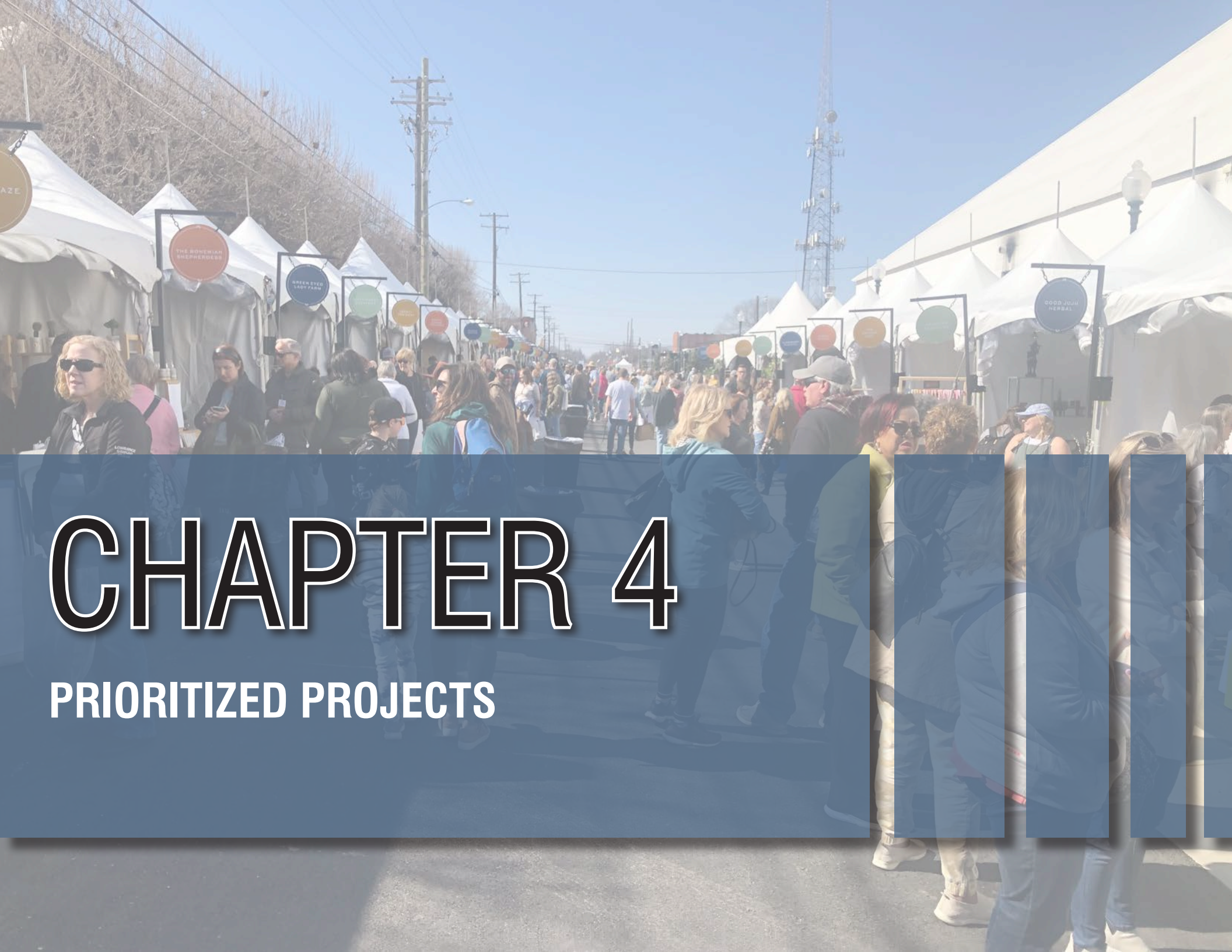


DOWNTOWN WACO FREE TROLLEY (NOT IN SERVICE CURRENTLY)



PARKING AND SHUTTLE CIRCULATION





CHAPTER 4

PRIORITIZED PROJECTS

INTRODUCTION

Further study was conducted to identify key priority projects for Downtown Waco. Priority projects consist of a combination of multiple tools from any of the toolkits discussed in Chapter 2. Through the review of the City's existing conditions data and public input gathered from the online survey, the interactive map, workshops with the Stakeholder Committee, and all the project's community events, several significant street, streetscape, and parking improvement projects started to emerge. This chapter identifies Downtown Waco's top priority projects and ranks them based on several metrics. The projects are then categorized into three phases, short-term projects (Phase 1), mid-term projects (Phase 2), and long-term projects (Phase 3).

Eleven street and streetscape projects were chosen as part of the prioritization exercise. These eleven projects that are detailed in this chapter include the following:

- **University Parks Drive** – between IH-35 and Washington Avenue
- **8th Street** – between Columbus Avenue and Webster Avenue
- **Franklin Avenue** – between 11th Street and 4th Street
- **Austin Avenue** - between 11th Street and 4th Street
- **Jackson Avenue** – between 8th Street and University Parks Drive
- **6th Street** – between Columbus Avenue and Webster Avenue
- **Webster Avenue** – between University Parks Drive and 11th Street

- **Mary Avenue** – between 8th Street and 3rd Street
- **3rd Street** – between Franklin Avenue and Webster Avenue
- **2nd Street** – between IH-35 and Jackson Avenue
- **7th Street** – between Austin Avenue and Franklin Avenue

In addition to the eleven street and streetscape improvement projects, several parking improvement programs are recommended for Waco to implement as well to help ease parking pressures in the downtown area. The following sections in this chapter detail the final proposed recommendations for parking and street/streetscape redesign in Downtown Waco.



UNIVERSITY PARKS DRIVE EXISTING STREET AND STREETScape
(PRIORITY PROJECT #1)

EVALUATION CRITERIA METHODOLOGY

An evaluation criteria methodology was created for the eleven street and streetscape priority projects identified for Downtown Waco. The evaluation criteria methodology was used to rank projects in order to identify where the highest priorities exist on Downtown streets. Several factors were considered when the projects were ranked, including stakeholder input, connections to destinations and districts, connection to parking and transit, pedestrian and bicycle safety and comfort, existing sidewalk gaps, and leveraging public investment. These metrics were reviewed to identify where improvements were needed most.

Once the projects were ranked through the prioritization methodology, projects were then organized into three phases, identifying which projects should be completed first. All eleven of the projects identified are priority projects for Downtown Waco, but, with finite funds, the City must have a guidebook on which projects to complete first. Page 55 details the criteria metrics that were used for the prioritization methodology.

Stakeholder Input



Connections to Destinations/Districts



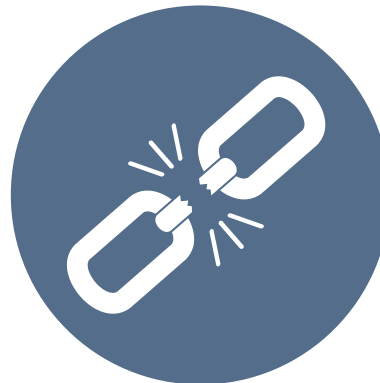
Connection to Parking/Transit/Destinations



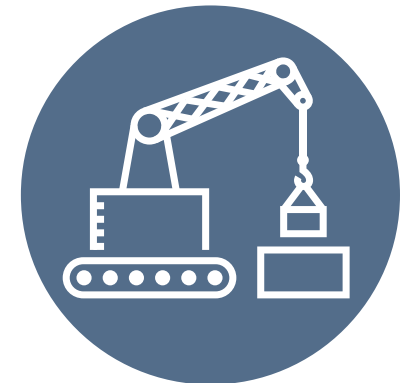
Pedestrian/Bicycle Safety/Comfort



Sidewalk Gap



Leveraging Public Investment



PRIORITIZATION CRITERIA	CRITERIA DESCRIPTION
Stakeholder Input	The stakeholder input metric reviewed how frequently the priority project was mentioned or discussed in the public engagement phase of the project. Higher ratings were given to streets that were frequently discussed in the online survey, interactive map, the Stakeholder Committee meetings, or at any of the in-person events including the Open House, the Waco Farmers Market event, and the Waco Walks event.
Connections to Destinations/ Districts	This metric was designed to identify the destinations at each end of the proposed project and any connecting surrounding destinations. Higher ratings were given to streets that connect popular destinations and surrounding areas to Downtown.
Connection to Parking/ Transit/ Destinations	This metric was used to identify how many destinations, parking facilities, or transit facilities exist along the corridor. Higher ratings were given to corridors with more destinations or parking facilities, which indicated areas where foot traffic is high.
Ped/Bike Safety/ Comfort	Improving safety should always be a factor when prioritizing transportation projects. Improving pedestrian comfort as well should be taken into consideration. Higher ratings were given to projects where safety improvements are critical.
Sidewalk Gap	Gaps in the existing sidewalk network were also reviewed when prioritizing the street projects. Higher ratings were given to projects where there are significant gaps in the existing sidewalk network, or if the existing sidewalks were heavily damaged or in need of significant repair.
Leveraging Public Investment	The project team also reviewed adjacent new developments planned for Downtown Waco. Additionally, the proposed priority projects were also reviewed against potential opportunities to encourage new economic development. Higher ratings were given to projects adjacent to new developments where partnerships with the private sector could be considered.

PRIORITIZATION MATRIX

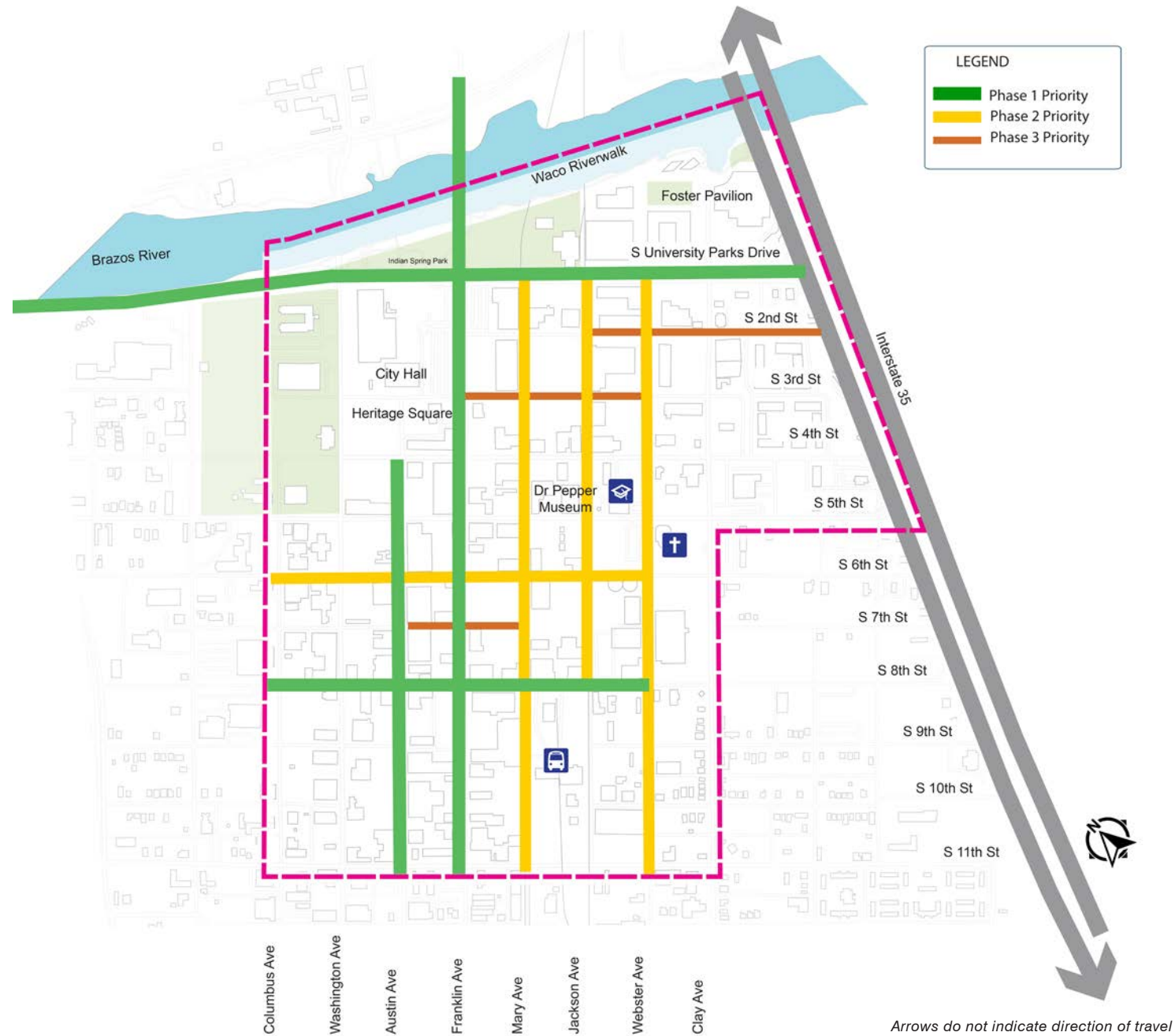
PROJECT #	PROJECT LOCATION	PROJECT LIMITS	FUNCTIONAL TYPOLOGY	STAKEHOLDER INPUT	CONNECTION TO DESTINATIONS/DISTRICTS	CONNECTION BETWEEN PARKING/TRANSIT/DESTINATIONS	PED AND BIKE SAFETY/COMFORT	SIDEWALK GAP	LEVERAGING PUBLIC INVESTMENT	TOTAL STARS	PROJECT PHASE
1	University Parks Dr.	IH-35 to Washington Ave.	Green Boulevard	☆☆☆	☆☆☆	☆☆	☆☆☆	☆☆☆	☆☆☆	17	Phase 1 Priority Project
2	8th St.	Columbus Ave. to Webster Ave.	Entertainment Street	☆☆☆	☆☆☆	☆☆☆	☆☆☆	☆☆	☆☆☆	17	Phase 1 Priority Project
3	Franklin Ave.	University Parks Dr. to 11th St.	Gateway Street	☆☆☆	☆☆☆	☆☆☆	☆☆☆	☆☆	☆☆	16	Phase 1 Priority Project
4	Austin Ave.	11th St. to 4th St.	Entertainment Street	☆☆☆	☆☆☆	☆☆☆	☆☆☆	☆	☆☆	15	Phase 1 Priority Project
5	Jackson Ave.	8th St. to University Parks Dr.	Shared Street	☆☆	☆☆	☆☆	☆☆☆	☆☆☆	☆☆	14	Phase 2 Priority Project
6	6th St.	Columbus Ave. to Webster Ave.	Entertainment Street	☆	☆☆☆	☆	☆☆☆	☆☆☆	☆☆☆	14	Phase 2 Priority Project
7	Webster Ave.	University Parks Dr. to 11th St.	Entertainment Street	☆☆	☆☆	☆	☆	☆☆☆	☆☆☆	12	Phase 2 Priority Project
8	Mary Ave.	8th St. to 3rd St.	Activated Street	☆☆	☆☆☆	☆	☆	☆☆☆	☆☆	12	Phase 2 Priority Project
9	3rd St.	Franklin Ave. to Webster Ave.	Entertainment Street	☆	☆	☆☆☆	☆☆	☆☆☆	☆	11	Phase 3 Priority Project
10	2nd St.	IH-35 to Jackson Ave.	Circulation Street	☆	☆	☆	☆☆	☆☆☆	☆☆	10	Phase 3 Priority Project
11	7th Street	Austin Ave. to Franklin Ave.	Pedestrian Only Street	☆☆☆	☆	☆	☆	☆	☆☆	9	Phase 3 Priority Project

Priorities could change based on available funding or adjacent catalyst developments, or other location specific opportunities.

Metric:	Survey comment concentration	Destinations on each end	Two or more parking lots or destinations	Crash data concentration	Narrow or inconsistent	Noting adjacent development projects
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PRIORITY PROJECTS



Arrows do not indicate direction of travel

UNIVERSITY PARKS DRIVE

PROJECT DESCRIPTION

University Parks Drive is Downtown’s only designated Green Boulevard. This roadway functionally acts as an Arterial/Gateway Street, but the segment received its own classification to place a heavier emphasis on the importance of pedestrian-level streetscape and landscaping efforts needed in the City’s right-of-way. A 10’ shared use path will be provided for individuals who are not comfortable with riding a bicycle on the street. The shared use path will connect to the existing Baylor trail. In addition, University Parks Drive will be signed for a bicycle route as indicated in Waco’s Active Transportation Plan.

This redevelopment project will add additional street trees to the parkway and along the medians, widen medians, widen sidewalks, fill sidewalk gaps, enhance crosswalk design with special pavement, construct a shared use path, and replace streetscape elements with the amenities found in the preferred streetscape design package. Additionally, opportunities exist to enhance median landscaping and add public art and sculptures for drivers and pedestrians to enjoy. New pedestrian lighting will be added along the parkway and in the medians.

PRIORITIZATION SCORING CRITERIA

CLASSIFICATION	PROJECT LENGTH	PROJECT RANK	PROJECT PHASE
Green Boulevard	0.6 Miles	#1	Phase 1

SCORING METRIC	STARS	RELEVANCY TO PROJECT
Stakeholder Input	☆☆☆	Many survey and map comments wanted to see additional bicycle and pedestrian facilities.
Connection to Destinations/Districts	☆☆☆	University Parks Drive is a key corridor connection from IH-35 to Downtown Waco.
Connection between Parking/Transit/Destinations	☆☆	This corridor hugs the north portion of Downtown Waco, and although it is not directly adjacent to popular destinations, the street carries heavy traffic through Downtown.
Pedestrian and Bicycle Safety/Comfort	☆☆☆	Additional pedestrian and bicycle protection is needed for this street. It is recommended for a 10’ shared use path to be constructed for both pedestrians and cyclists to use.
Sidewalk Gap	☆☆☆	There is currently no sidewalk on the north side of the street between Clay Avenue and Franklin Avenue.
Leveraging Public Investment	☆☆☆	This heavily traveled street is a gateway into Downtown and provides a unique opportunity to brand the corridor to welcome those who use this roadway.

PROJECT HIGHLIGHTS



8TH STREET

PROJECT DESCRIPTION

Recognizing the importance of connecting the Silos, which is a popular tourist destination in Downtown Waco, and Austin Avenue, a popular shopping and dining district with both locals and tourists, the Framework process identified 8th Street between Columbus Avenue and Webster Avenue as a clear opportunity to improve the walking experience between the two destinations. This connection will also provide supporting linkage to later improvements on Mary Avenue, Webster Avenue, Franklin Ave, and Austin Avenue.

PRIORITIZATION SCORING CRITERIA

CLASSIFICATION	PROJECT LENGTH	PROJECT RANK	PROJECT PHASE
Entertainment Street	0.5 Miles	#2	Phase 1

SCORING METRIC	STARS	RELEVANCY TO PROJECT
Stakeholder Input	☆☆☆	Public comment indicated the desire for additional shade trees along the corridor, along with additional parking options near popular destinations.
Connection to Destinations/Districts	☆☆☆	8th Street runs adjacent to some of Downtown Waco's most popular destinations, such as the Silos.
Connection between Parking/Transit/Destinations	☆☆☆	The corridor connects the Waco Transit Center to the rest of Downtown. Additionally, there are several parking lots along 8th Street as well.
Pedestrian and Bicycle Safety/Comfort	☆☆	8th Street does contain many existing sidewalks. This project would seek to activate existing sidewalks to enhance the pedestrian experience.
Sidewalk Gap	☆☆☆	Several sidewalk gaps exist along this corridor. Existing sidewalks have an opportunity to be widened and brought up to ADA standards.
Leveraging Public Investment	☆☆☆	Since there are many existing businesses and destinations along this corridor, there are opportunities to leverage economic development tools with this project.

PROJECT HIGHLIGHTS



FRANKLIN AVENUE

PROJECT DESCRIPTION

Franklin Avenue connects east Waco to Downtown through a bridge crossing the Brazos River. This key gateway street should welcome residents and visitors to Downtown as soon as they enter the district. There are many opportunities to construct Downtown wayfinding and gateway signage, as well as new public art and sculptures along key intersections. This street is classified as a Gateway/Arterial Street because of Franklin Avenue’s high vehicular traffic levels. The corridor has both one-way traffic configuration and two-way between University Parks Drive and 4th Street. The proposed cross section identified for this Arterial/Gateway Street can be adjust to accommodate one-way traffic.

Franklin Avenue’s parkway already has many unique pedestrian enhancements, such as differing sidewalk pavements, crosswalks, and curb ramps. There are also many driveways along this corridor, so by implementing curb management best practices, enhancements could be made to this corridor to provide a safer, more comfortable walk for pedestrians.

PRIORITIZATION SCORING CRITERIA

CLASSIFICATION	PROJECT LENGTH	PROJECT RANK	PROJECT PHASE
Gateway Street	0.8 Miles	#3	Phase 1

SCORING METRIC	STARS	RELEVANCY TO PROJECT
Stakeholder Input	☆☆☆	Stakeholder input indicated the desire for safer, more protected crosswalks, as well as additional shade trees.
Connection to Destinations/Districts	☆☆☆	Franklin Avenue connects east Waco to Downtown and is a key north/south arterial through the district.
Connection between Parking/Transit/Destinations	☆☆☆	Although not directly adjacent to popular destinations, Franklin Avenue is a key connector street that brings traffic to and from Downtown.
Pedestrian and Bicycle Safety/Comfort	☆☆☆	Safety enhancements are needed at crosswalks, such as enhanced pavement, longer crossing times, and ADA accessible amenities.
Sidewalk Gap	☆☆	Although Franklin Avenue has a mostly complete sidewalk network, there are many gaps due to numerous driveways along this corridor.
Leveraging Public Investment	☆☆	This project would be an opportunity to activate Franklin Avenue and bring new public investments to the corridor.

PROPOSED INTERSECTION IMPROVEMENTS - FRANKLIN AVENUE AND 5TH STREET

PROJECT HIGHLIGHTS



AUSTIN AVENUE

PROJECT DESCRIPTION

Austin Avenue is already a lively, vibrant corridor in Downtown Waco. Many businesses already existing along Austin Avenue. Additional enhancements could be made to truly activate this street. New streetscape enhancements could be installed from the preferred streetscape package, and additional unique Downtown branding opportunities could be implemented in enhanced intersection design or curb management practices.

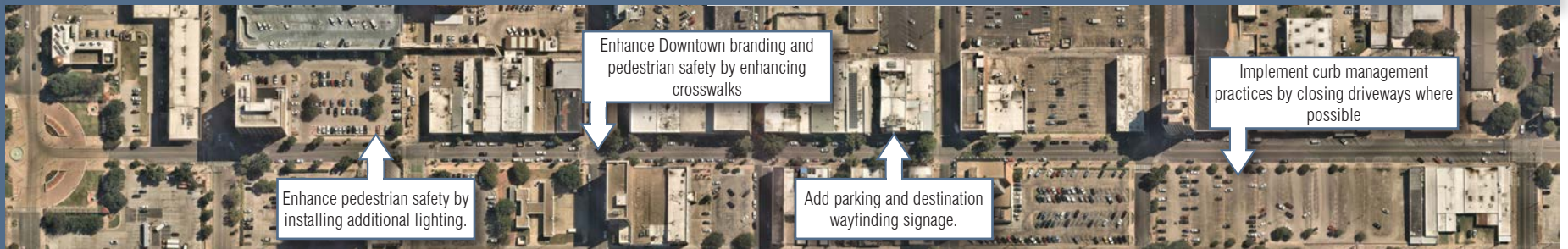
Pedestrian safety improvements could be made to this Entertainment Street due to its high existing foot traffic, such as by installing additional pedestrian lighting, and creating ADA-accessible crossings.

PRIORITIZATION SCORING CRITERIA

CLASSIFICATION	PROJECT LENGTH	PROJECT RANK	PROJECT PHASE
Entertainment Street	0.6 Miles	#4	Phase 1

SCORING METRIC	STARS	RELEVANCY TO PROJECT
Stakeholder Input	☆☆☆	Input indicated the need for pedestrian safety improvements, such as better lighting at night.
Connection to Destinations/Districts	☆☆☆	Austin Avenue is home to many popular shops and restaurants and is a key Downtown destination in itself.
Connection between Parking/Transit/Destinations	☆☆☆	There is a desire for additional parking opportunities for Austin Avenue.
Pedestrian and Bicycle Safety/Comfort	☆☆☆	Safety improvements were heavily discussed for Austin Avenue. Safety improvements can be implemented by improving street and streetscape design.
Sidewalk Gap	☆	There are already many existing sidewalks along Austin Avenue. This project would seek to enhance and improve existing facilities.
Leveraging Public Investment	☆☆	This area is already a highly visited destination in Downtown and therefore provides an opportunity to continue public investment along Austin Avenue.

PROJECT HIGHLIGHTS



JACKSON AVENUE

PROJECT DESCRIPTION

Jackson Avenue poses a unique opportunity for a Shared Street facility along this corridor. This street could be enhanced with unique Downtown Waco pavement and would act more as a key pedestrian and bicycle corridor, rather than be a vehicle-dominated street. Vehicles would still be allowed to drive down the Shared Street and would also provide new parking opportunities as well. However, the vision for Jackson Avenue is intended to be more of a shared space for all modes of transportation. Transforming this corridor into more of a parkway than a street would slow vehicles down and provide a safe walking and biking corridor for residents and visitors to Downtown Waco.

Below provides a before and after rendering of the intersection of Jackson Avenue and 6th Street, which is also a key destination thoroughfare. Enhancing this street would create a special sense of place and would provide a comfortable walk between surrounding districts and destinations.

PRIORITIZATION SCORING CRITERIA

CLASSIFICATION	PROJECT LENGTH	PROJECT RANK	PROJECT PHASE
Shared Street	0.5 Miles	#5	Phase 2

SCORING METRIC	STARS	RELEVANCY TO PROJECT
Stakeholder Input	☆☆	Stakeholder input confirmed the need for aesthetic and streetscape improvements, as well as safety improvements and better lighting.
Connection to Destinations/Districts	☆☆	Jackson Avenue is adjacent to many popular destinations in Downtown Waco.
Connection between Parking/Transit/Destinations	☆☆	Jackson Avenue is a key north/south connector for Downtown. The thoroughfare also connects to the Waco Transit Center.
Pedestrian and Bicycle Safety/Comfort	☆☆☆	Safety is a large concern along Jackson Avenue. There are no sidewalks and very little lighting. Additionally, the railroad poses a safety concern for pedestrians as well.
Sidewalk Gap	☆☆☆	Jackson Avenue has the least number of sidewalks compared to the rest of the streets in Downtown Waco. There are need for new pedestrian facilities along this corridor.
Leveraging Public Investment	☆☆	Activating this street could encourage new public investment along the new enhanced shared street corridor.

PROJECT HIGHLIGHTS

PROPOSED SHARED STREET - JACKSON AVENUE AND 6TH STREET



6TH STREET

PROJECT DESCRIPTION

6th Street connects visitors to some of Downtown’s most popular destinations, such as the Silos and shopping along Austin Avenue. It is vital that these destinations be connected with a safe, comfortable walking experience. This Entertainment Street is a key east/west connection in Downtown Waco, and can be enhanced with additional shade trees, lighting, wide sidewalks, and new landscaping and streetscape elements. Pedestrian safety should also be taken into account for this project since the corridor already experiences high pedestrian traffic.

PRIORITIZATION SCORING CRITERIA

CLASSIFICATION	PROJECT LENGTH	PROJECT RANK	PROJECT PHASE
Entertainment Street	0.5 Miles	#6	Phase 2

SCORING METRIC	STARS	RELEVANCY TO PROJECT
Stakeholder Input	★	Feedback indicated the desire for additional shade trees and parking opportunities.
Connection to Destinations/Districts	★ ★ ★	6th Street connect some of Downtown Waco’s most popular destinations.
Connection between Parking/Transit/Destinations	★	There is already a large supply of parking along this corridor due to its proximity to popular destinations. However, these areas also experience the highest parking demand.
Pedestrian and Bicycle Safety/Comfort	★ ★ ★	Safety improvements are needed along this corridor due to its already high pedestrian activity.
Sidewalk Gap	★ ★ ★	There are several gaps in the sidewalk network along 6th Street. This project would fill those gaps and bring existing sidewalks up to ADA standards.
Leveraging Public Investment	★ ★ ★	Since this corridor borders several key Downtown destinations, enhancing this street could potentially attract new public investment.

PROJECT HIGHLIGHTS



WEBSTER AVENUE

PROJECT DESCRIPTION

Webster Avenue is the primary connector for motorists and pedestrians moving between future riverfront developments, like Foster Pavilion, existing hospitality amenities, and the Silos. Because some of the destinations are still under development on the north section of Downtown, Webster Avenue has been designated a Phase 2 Priority Entertainment Street.

Once constructed, potential enhancements on Webster Avenue include bulbouts at intersections, pedestrian lighting, signage and wayfinding, seating, art, and other amenities that increase comfort for pedestrians while creating opportunities for additional retail frontage.

PRIORITIZATION SCORING CRITERIA

CLASSIFICATION	PROJECT LENGTH	PROJECT RANK	PROJECT PHASE
Entertainment Street	0.8 Miles	#7	Phase 2

SCORING METRIC	STARS	RELEVANCY TO PROJECT
Stakeholder Input	☆☆	Input received indicated the need for a complete, safe sidewalk network along Webster Avenue.
Connection to Destinations/Districts	☆☆	Webster Avenue connects to many of Downtown Waco's popular destinations, including the Silos and the Dr. Pepper Museum.
Connection between Parking/Transit/Destinations	☆	There are several parking lots that connect to Webster Avenue. Although the street does not connect over the Brazos River, it is still a key last mile connection to Downtown destinations.
Pedestrian and Bicycle Safety/Comfort	☆	Improvements could be made to pedestrian safety, such as filling sidewalk gaps, creating safer crossing areas, and bringing sidewalks up to ADA standards.
Sidewalk Gap	☆☆☆	Sidewalk gaps have recently been filled, but there are many breaks in the sidewalk network due to numerous driveways along Webster Avenue.
Leveraging Public Investment	☆☆☆	Since Webster Avenue connects many key Downtown destinations, this project could help activate the streetscape and connect the newly renovated 6th Street and 8th Street Entertainment Street projects to the rest of Downtown.

PROJECT HIGHLIGHTS



MARY AVENUE

PROJECT DESCRIPTION

Today, Mary Avenue connects the Greyhound bus station to the Waco Riverwalk, and has a mix of on-street parking, industrial buildings, restaurants, and parking lots. Through the Framework process Mary Avenue was identified as a future Activated Street.

Mary Avenue will be upgraded with many of the same pedestrian enhancements found on Entertainment Streets and Shared Streets but will have the additional infrastructure and flexibility needed to meet special event needs. Paving enhancements like brick pavers, electrical and water hookups for food trucks, large planters, and curbless cross sections are all examples of Activated Street enhancements.

Additionally, a new bicycle facility is proposed along Mary Avenue to provide cyclists with a safe north/south connection through Downtown Waco. This bicycle facility will connect the Waco Transit Center with the Riverwalk trails found in Indian Spring Park.

PRIORITIZATION SCORING CRITERIA

CLASSIFICATION	PROJECT LENGTH	PROJECT RANK	PROJECT PHASE
Activated Street	0.8 Miles	#8	Phase 2

SCORING METRIC	STARS	RELEVANCY TO PROJECT
Stakeholder Input	☆☆	Public input received suggested the need to improve the Mary Avenue corridor with aesthetic and infrastructure improvements.
Connection to Destinations/Districts	☆☆☆	Mary Avenue lies in the heart of Downtown Waco and connects to several popular Downtown destinations, such as the Waco Transit Center.
Connection between Parking/Transit/Destinations	☆	Although today Mary Avenue is surrounded by mostly industrial buildings, this corridor could be transformed in the future to be its own pedestrian destination.
Pedestrian and Bicycle Safety/Comfort	☆	Although this street already acts as more of an alley already, safety improvements could be made, such as creating a dedicated bicycle facility for increased safety.
Sidewalk Gap	☆☆☆	There are significant sidewalk gaps along Mary Avenue. No sidewalks exist between 6th Street and 11th Street.
Leveraging Public Investment	☆☆	Mary Avenue poses a unique opportunity to create an Activated Street and could encourage new public investment or improvements along the corridor.

PROJECT HIGHLIGHTS



3RD STREET

PROJECT DESCRIPTION

3rd Street has been designated a Phase 3 Priority Entertainment Street with connections to existing hospitality retail on the east side and Heritage Square on the west. New development is planned for several parcels along this stretch of Downtown.

Potential enhancements to 3rd Street include bulbouts at intersections, pedestrian lighting, signage and wayfinding, seating, art, and other amenities that increase comfort for pedestrians while creating opportunities for additional retail frontage.

PRIORITIZATION SCORING CRITERIA

CLASSIFICATION	PROJECT LENGTH	PROJECT RANK	PROJECT PHASE
Entertainment Street	0.2 Miles	#9	Phase 3

SCORING METRIC	STARS	RELEVANCY TO PROJECT
Stakeholder Input	☆	The public desired a complete sidewalk network along 3rd Street.
Connection to Destinations/Districts	☆	Several key destinations, such as Ninfa's Mexican Restaurant and new development projects exist along this stretch of road.
Connection between Parking/Transit/Destinations	☆☆☆	New developments and existing key destinations exist along this stretch of 3rd Street.
Pedestrian and Bicycle Safety/Comfort	☆☆	There are opportunities to enhance pedestrian safety by completing existing sidewalk gaps and providing safer crossing areas.
Sidewalk Gap	☆☆☆	There are significant gaps of the sidewalk network along this stretch of 3rd Street. This project would fill those gaps.
Leveraging Public Investment	☆	New developments and existing key destinations would benefit from the 3rd Street improvements.

PROJECT HIGHLIGHTS



2ND STREET

PROJECT DESCRIPTION

Circulation Streets like 2nd Street play an important role in moving motorists, cyclists, and pedestrians around Downtown Waco. 2nd Street was identified as a priority corridor due to adjacent redevelopment activity between Webster Avenue and Jackson Avenue.

The linkage between existing and new residential properties to Heritage Square and other Downtown destinations is important to ensure a high level of activity and vibrancy.

PRIORITIZATION SCORING CRITERIA

CLASSIFICATION	PROJECT LENGTH	PROJECT RANK	PROJECT PHASE
Circulation Street	0.3 Miles	#10	Phase 3

SCORING METRIC	STARS	RELEVANCY TO PROJECT
Stakeholder Input	☆	Stakeholders agreed that a completed sidewalk network would benefit 2nd Street and enhance the walking experience.
Connection to Destinations/Districts	☆	New development is occurring along 2nd Street. Other destinations exist along 2nd Street, including several restaurants and bars.
Connection between Parking/Transit/Destinations	☆	There are several parking lots along 2nd Street, with additional parking opportunities coming with the new development.
Pedestrian and Bicycle Safety/Comfort	☆☆	Safety enhancements are needed, along with additional shade trees for pedestrian comfort.
Sidewalk Gap	☆☆☆	There are several sidewalk gaps along 2nd Street that will be filled with this priority project.
Leveraging Public Investment	☆☆	New public investment could be encouraged with the completion of the enhanced sidewalk network.

PROJECT HIGHLIGHTS



7TH STREET

PROJECT DESCRIPTION

Over the course of the COVID 19 pandemic, Waco, like most cities, experimented with public space enhancements like street closures. 7th Street from Austin Avenue to Franklin Avenue was closed for vehicle traffic, and amenities with art and seating were installed for pedestrians to enjoy. The space is free to use and has been well received.

The permanent 7th Street project maintains a pedestrian only program and extends to Mary Avenue, which will become an Activated Street. The pedestrian only experience on 7th Street will be unique in Downtown and provide opportunities for future events and festivals that link multiple destinations at a slow, walking pace.

PRIORITIZATION SCORING CRITERIA

CLASSIFICATION	PROJECT LENGTH	PROJECT RANK	PROJECT PHASE
Pedestrian Only Street	0.2 Miles	#12	Phase 3
SCORING METRIC	STARS	RELEVANCY TO PROJECT	
Stakeholder Input	☆☆☆	Input received enjoy the new benefits of the pedestrian only street and encouraged the expansion of the pedestrian only facilities along 7th Street.	
Connection to Destinations/Districts	☆	Although not directly adjacent to key destinations, 7th Street could be a destination in itself as a rest area for passing pedestrians.	
Connection between Parking/Transit/Destinations	☆	There is little parking or transit connections nearby to the 7th Street project.	
Pedestrian and Bicycle Safety/Comfort	☆	Already functioning as an alley, this project could help enhance the pedestrian experience by acting as a Downtown 'backyard' for pedestrians.	
Sidewalk Gap	☆	Sidewalks already exist along 7th Street, but the full street could be given back to pedestrians.	
Leveraging Public Investment	☆☆	This public improvement could encourage additional public investment and make the areas surrounding 7th Street more of a destination for passing pedestrians.	

PROJECT HIGHLIGHTS



PARKING PRIORITIES

The Downtown Waco Parking Study reviewed the existing and proposed downtown parking supply and demand during peak periods. The full parking study memo can be found in **Appendix C: Downtown Waco Parking Study**.

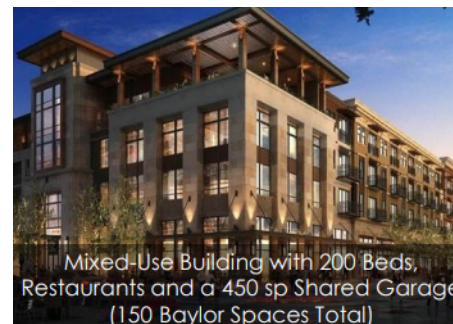
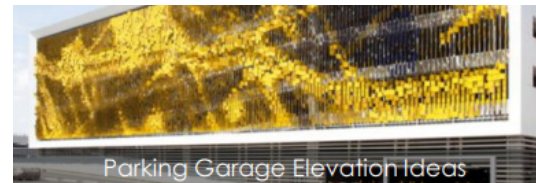
The team observed parking levels during one weekday (Thursday, March 31st, 2022) and one weekend day (Saturday, March 19th, 2022 – during the Texas Food Truck Showdown event). In addition to this analysis, Downtown has several redevelopment efforts as well as the removal of certain industrial structures. The team also reviewed these proposed developments, such as the new hotel projects planned for the downtown area.

Although there are areas that have reached or exceeded functional capacity limits, a large amount of available parking during the weekday and weekends remains. The largest supply of available parking is located away from the high-demand areas and requires additional walking time for events. The loss of public parking near the Silos, for example, puts additional strain on adjacent blocks. As the City continues to grow, parking pressure will push blocks closer to capacity near public and private investment, requiring longer walking distances.

Through the parking study, several key parking recommendations and programs were identified to ease parking pressures in Downtown. These recommendations were aimed to be short-term, realistic strategies that could have an immediate impact to parking in Waco.

TAX INCREMENT FINANCING (TIF)

Tax-increment financing (TIF) for public parking at new hotel projects and the Riverfront is leveraging the expectation of increased tax revenues over time to pay for much needed new public parking capacity in Downtown Waco. This is an increasingly common tool used to secure funding for infrastructure improvements in and around developing commercial and entertainment districts. Both entities stand to gain through TIF agreements - the City incentivizes in-demand public parking supply, which the businesses build in return for repayment over time in the form of reimbursements funded by tax revenue, such as sales and property taxes. It is recommended that the City continue to use this tool to help fund future parking projects.



EXAMPLES OF CATALYST ABOVE-GRADE PARKING STRUCTURE CONCEPTS

DOWNTOWN TROLLEY OR CIRCULATOR BUS

A trolley or circulator bus connecting the large public parking lots with existing and proposed hotspots in Downtown Waco can meet visitor demand for convenient transportation connections. The City may determine that this circulator is only needed during specific events and peak demand periods. The circulator may be free and integrated with other transit options in and around Downtown.



EXAMPLE OF THE DENVER FREE MALLRIDE CIRCULATOR BUS



DOWNTOWN WACO FREE TROLLEY (NOT IN SERVICE CURRENTLY)

DYNAMIC SIGNAGE AND WAYFINDING

Dynamic signage and wayfinding can work hand in hand with a circulator bus to indicate points of interest in Downtown Waco and point drivers to lots with vacancies. Pedestrians should be able to find their way to adjacent neighborhoods, entertainment areas and key landmarks such as the Silos and the Riverfront District without the use of a smartphone.



WAYFINDING SIGNAGE EXAMPLE IN DOWNTOWN SYLVANIA, OHIO

ATTENDANT ASSISTED VALET STATIONS

Attendant assisted valet stations at parking lots throughout Downtown Waco can increase the usable capacity of lots by employing organized vehicle stacking in drive aisles. In general, this technique can produce a space gain of 20% for a single-loaded drive aisle and 40% space gain for a double-loaded drive aisle. This efficiency is highly valuable in itself, so typically there is no additional charge beyond standard parking rates for this service, although valet attendants may accept tips. Pop-up events and high-traffic areas such as the Silos are well-suited to attendant assist valet service.

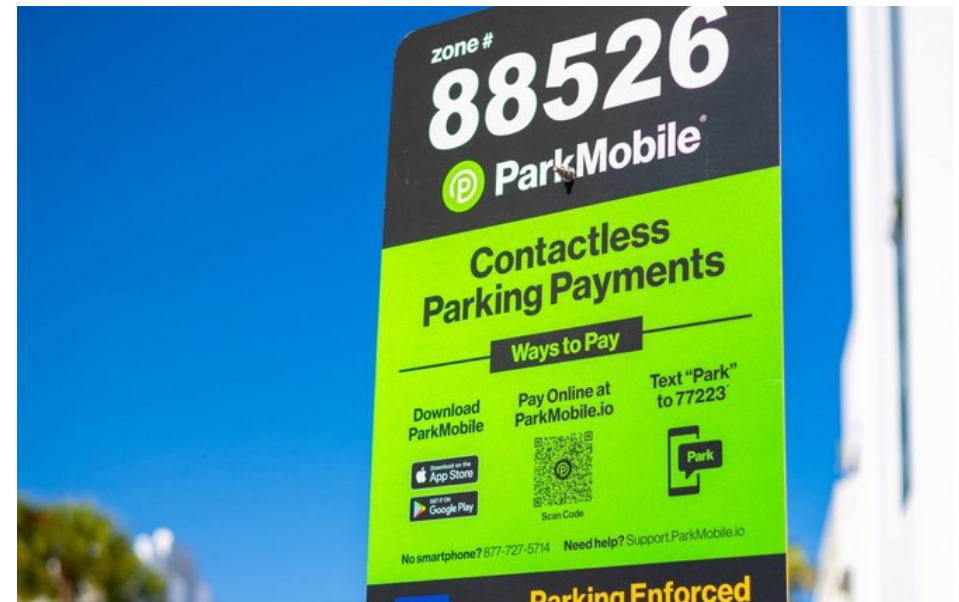


EXAMPLE VALET PROGRAM

PARKING MANAGEMENT/PARKING BENEFIT DISTRICT

Managed parking and/or parking benefit districts can lend structure to and increase turnover of parking in high-demand areas in Downtown Waco, while also generating revenue to improve the parking environment. There is also the option to direct a portion of parking fees and parking-related tax revenue to support the pedestrian, biking, transit, wayfinding and general beautification of the area.

Prior to the conclusion of this study, the Waco City Council approved the new Municipal Parking Authority (MPA). This new authority will be a key partner in implementing the various parking recommendations found in this plan.



EXAMPLE VALET PROGRAM

WALKABILITY AND PLACEMAKING

Walkability and placemaking will be key to Downtown Waco's vitality once drivers exit their vehicles or otherwise arrive in the area. Sidewalk quality, seating areas, vegetation and tree cover, safe speed limits, high-visibility crosswalks with sufficient and inclusive walk intervals, and the presence of diverse commercial tenants are just some of the multitudes of policies and attributes that make districts walkable and attractive to a wide variety of people throughout a given day. The long-term vibrancy of Downtown Waco depends on a clear sense of place that these types of improvements provide.

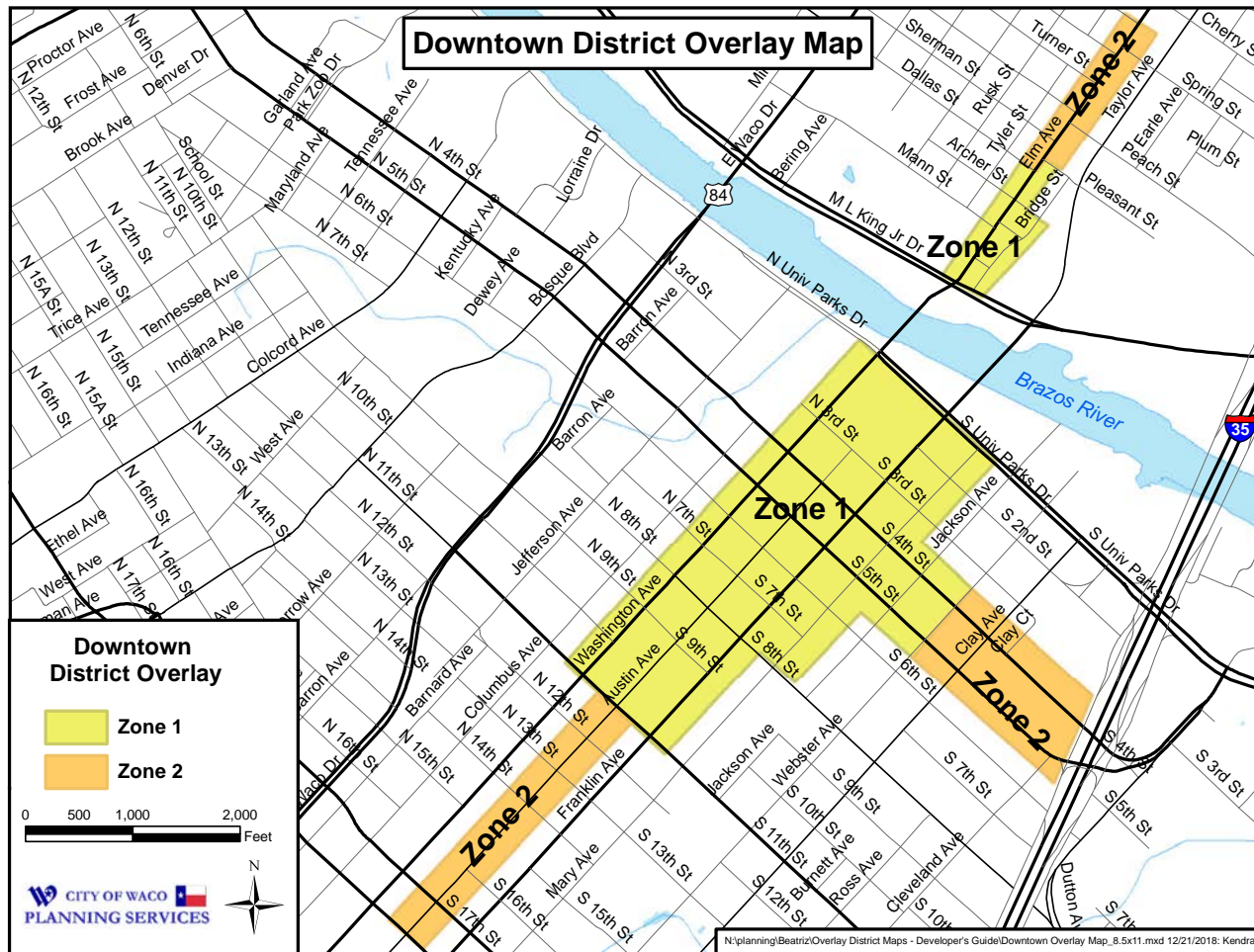


CONCEPTUAL COMMERCIAL MAIN STREET "COMPLETE STREET" DESIGN FOR ALL TRAVEL MODES

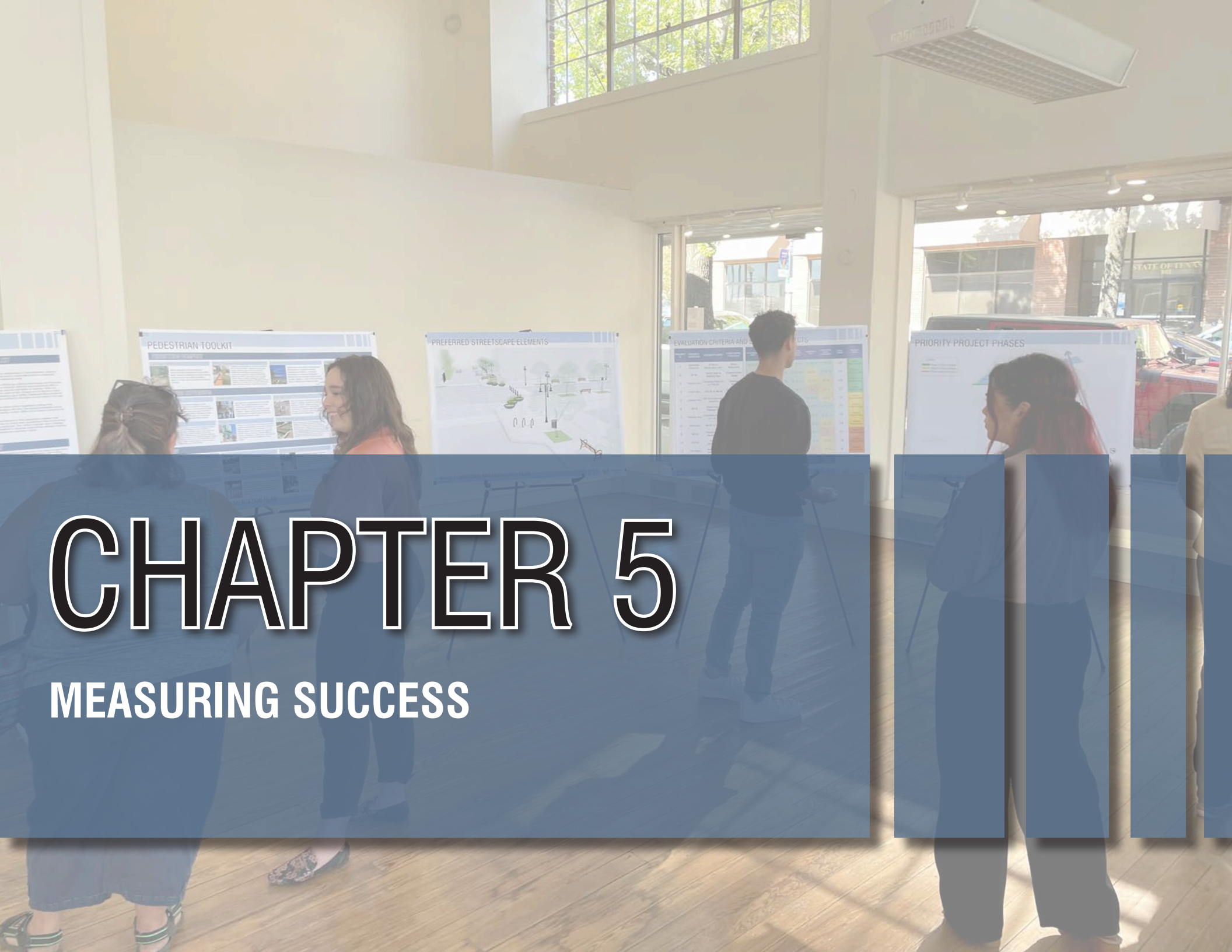
Source: Eugene, OR City Website

UPDATES TO EXISTING ORDINANCES AND STANDARDS

Many of the recommendations highlighted in this document may not be in alignment with the current citywide Zoning Ordinance, Downtown Overlay zone, citywide engineering specifications and standards. It is recommended that existing city ordinances and specs be reviewed and updated to better support the Downtown specific context and implementation of this plan.



DOWNTOWN DISTRICT OVERLAY MAP



CHAPTER 5

MEASURING SUCCESS

INTRODUCTION

The Waco Downtown Implementation Plan is a living document that will be reviewed and updated by City staff, Council, and other City of Waco leadership. An action matrix is included in this chapter to guide future decision making for prioritization of projects. Priorities are anticipated to change based on available funding, adjacent catalyst development, or other location specific opportunities.

While every action item identified in the Waco Downtown Implementation Plan is important, strategic implementation must be considered to best serve the community with the City's available funds. The action matrix is the City's guidebook when implementing the various recommendations found in this plan that is supported by feedback heard from the Stakeholder Committee and the public.

The action matrix assigns each item with a conceptual cost, timeframe, and responsible party. The section to the right describes the assumptions made for conceptual costs and timeframe ranges.

CONCEPTUAL COSTS

Conceptual costs range from one dollar sign to four dollar signs, and generally follow the cost ranges listed below. However, these conceptual costs are a rough estimate and should be used for illustrative purposes only. Further financial analyses should be conducted over each action to more accurately gauge public sector costs.

- \$ - Up to \$150,000
- \$\$ - \$150,000 to \$500,000
- \$\$\$ - \$500,000 to \$1 million
- \$\$\$\$ - More than \$1 million

TIMEFRAME RANGES

Completion timeframes are provided for each action item in the Downtown Implementation Plan. Timeframe ranges can vary, and actions can be completed sooner than the allotted timeframe range. However, the City should still utilize these timeframe ranges as an implementation guideline. The anticipated timeframe ranges for implementation are listed below.

- **Short-Term:** Actions that can be completed in 2 years or less
- **Mid-Term:** Actions that are estimated to be completed within 3 to 5 years
- **Long-Term:** Actions that are anticipated to take longer than 5 years to complete
- **Ongoing:** Actions that should be continually integrated into City of Waco efforts, operations, and maintenance

RESPONSIBLE PARTIES

The action matrix identifies who is responsible for carrying out the recommended strategies and actions. Responsible parties will likely be one of two groups - implementers and stakeholders. Agencies are the implementors that are directly responsible for implementing the actions, while stakeholders are directly impacted. As projects begin to be implemented, additional stakeholder partnerships can be identified and incorporated into the action matrix. Below describes the typical implementers and stakeholders that will be involved in the implementation of the action matrix.

Implementers Include:

- City of Waco Public Works Department
- City of Waco Planning Services Division (within the Department of Development Services)
- City Leadership, including:
 - City Council
 - Other locally elected and appointed officials
 - Municipal boards and commissions (such as the City Plan Commission and the Parks and Recreation Commission)

Stakeholders Include:

- Civic Groups
- Culture and Heritage Organizations
- Business Owners
- Property Owners
- Municipal Parking Authority
- Development Community
- Baylor University
- Waco MPO
- TxDOT
- Union Pacific Railroad Company
- Public Improvement Districts

ACTION MATRIX

ACTION	CONCEPTUAL COSTS	TIMEFRAME RANGE	RESPONSIBLE PARTIES	
			IMPLEMENTERS	STAKEHOLDERS
STREETScape IMPROVEMENT ACTION ITEMS				
Utilize the Prioritization Matrix on page 56 to identify street or streetscape improvement projects that are most critical to implementation. Periodically review and update this prioritization matrix as projects are completed.	-	Ongoing	Planning, City Leadership	-
Integrate Waco’s Downtown Context into future street and streetscape redevelopment projects. Where possible, add unique cultural and heritage enhancements as seen through the installation of public art, banners, sculptures, and more.	-	Ongoing	Public Works, Planning	Civic Groups, Culture and Heritage Organizations
Implement a vibrant banner program to celebrate historic, cultural, and seasonal characteristics of Downtown.	\$	Short-term	Public Works, Planning	Civic Groups, Culture and Heritage Organizations
Improve walkability and placemaking so the pedestrian environment is conducive to people walking between parking and destinations.	-	Ongoing	Public Works, Planning	-
Adopt the preferred Streetscape Design Package and utilize these elements in new streetscape improvement projects.	-	Ongoing	Planning, City Leadership	-
Upgrade all streets in Downtown Waco with the tools found in the Pedestrian Comfort Toolkit.	\$\$\$\$	Long-term	Public Works, Planning	-

ACTION	CONCEPTUAL COSTS	TIMEFRAME RANGE	RESPONSIBLE PARTIES	
			IMPLEMENTERS	STAKEHOLDERS
Identify key locations and high activity areas to implement tools found in the Pedestrian Experience Toolkit. Utilize guidance found in the Prioritized Project Action Items section (pages 79 - 84) to help identify specific areas where this toolkit can be applied.	\$	Short-term	Planning	-
Plant additional shade trees to further enhance the aesthetics and walkability of Downtown Waco's corridors.	\$\$	Ongoing	Public Works	-
Ensure tree shade and landscaping is well-maintained along corridors in Downtown Waco.	\$\$	Ongoing	Public Works	-
Where possible, implement curb management best practices by closing underutilized driveways into parking lots or alleys to improve pedestrian connectivity.	\$\$	Long-term	Public Works, Planning	Business Owners, Property Owners
Where possible, integrate the use of technology in curbside management improvements to manage the demand of parking, especially near popular destinations.	\$	Short-term	Public Works,	Business Owners, Property Owners, Municipal Parking Authority
Implement tools found in the street design pedestrian toolkit to increase pedestrian safety along heavily traveled corridors.	-	Ongoing	Public Works	-
Construct bulbouts along high foot traffic street crossings.	\$\$\$\$	Long-term	Public Works	-
Partner with the development community to enhance pedestrian safety, comfort, and street design of Downtown Waco's streets as new development projects occur.	-	Ongoing	Planning	Development Community, Business Owners, Property Owners

ACTION	CONCEPTUAL COSTS	TIMEFRAME RANGE	RESPONSIBLE PARTIES	
			IMPLEMENTERS	STAKEHOLDERS
PRIORITY PROJECT ACTION ITEMS				
<p>University Parks Drive IH-35 to Washington Avenue <i>(See page 58 for additional project details)</i></p>	\$\$\$\$	Short-term	Public Works, Planning	Baylor University, Waco MPO, TxDOT, Civic Groups, Culture and Heritage Organizations
<p>Construct a 10' shared use path during University Parks Drive redevelopment. Where possible, connect this shared use path to adjacent destinations and trail networks, including the existing Baylor Trail and the Brazos River.</p>				
<p>Coordinate with TxDOT, Baylor, the Waco Metropolitan Planning Organization (MPO), and other key partners when identifying the specific design layout of the University Parks Drive corridor.</p>				
<p>Place a heavy emphasis on landscaping and tree canopy. Ensure streetscape is well shaded and well-maintained.</p>				
<p>Integrate Waco's unique culture and heritage into median sculpture and gateway signage design.</p>				
<p>8th Street Columbus Avenue to Webster Avenue <i>(See page 59 for additional project details)</i></p>	\$\$\$\$	Short-term	Public Works, Planning	Business Owners, Property Owners, Waco Transit, Municipal Parking Authority
<p>Conduct a pedestrian monitoring program in preparation for this streetscape redesign to identify areas of high pedestrian activity. If areas are identified where unsignalized midblock crossings frequently occur, consider the construction of a Rectangular Rapid Flashing Beacon (RRFB) or a Pedestrian Hybrid Beacon (PHB).</p>				
<p>Coordinate with local business owners along the 8th Street corridor when constructing streetscape improvements.</p>				
<p>Utilize curbside management best practices when redeveloping 8th Street near popular destinations and activity areas. Integrate technology, where possible.</p>				

ACTION	CONCEPTUAL COSTS	TIMEFRAME RANGE	RESPONSIBLE PARTIES	
			IMPLEMENTERS	STAKEHOLDERS
Construct enhanced crosswalks with brick pavers and increased pedestrian walk times. Integrate leading pedestrian intervals (LPIs) on crosswalks with high pedestrian activity.				
Implement parking recommendations found in the parking toolkit section of the Downtown Implementation Plan for the 8th Street corridor.				
Franklin Avenue University Parks Drive <i>(See page 60 for additional project details)</i>	\$\$\$\$	Mid-term	Public Works, Planning	Business Owners, Property Owners, Civic Groups, Culture and Heritage Organizations
Evaluate traffic patterns along Franklin Avenue to determine if a two-way conversion should be implemented. In this review, utilize the cross sections provided for Arterial/Gateway Streets provided on page 46 to determine the appropriate cross section for Franklin Avenue.				
Construct gateway signage along the Downtown boundaries of Franklin Avenue to welcome those who come into the district.				
Place parking and destination wayfinding signage along the Franklin Avenue corridor.				
Implement Leading Pedestrian Intervals (LPIs) on all signals along Franklin Avenue.				
Austin Avenue 11th Street to 4th Street <i>(See page 61 for additional project details)</i>	\$\$\$\$	Mid-term	Public Works, Planning	Business Owners, Property Owners, Civic Groups, Culture and Heritage Organizations
Coordinate with local businesses along Austin Avenue to identify partnerships for pedestrian enhancements, such as additional seating areas and public art along building facades.				

ACTION	CONCEPTUAL COSTS	TIMEFRAME RANGE	RESPONSIBLE PARTIES	
			IMPLEMENTERS	STAKEHOLDERS
Implement other additional tools found in the Pedestrian Experience Toolkit on page 18 - 19 along the Austin Avenue corridor due to its high pedestrian traffic and activity areas.				
Construct parking and destination wayfinding signage along the Franklin Avenue corridor. Construct this signage for both pedestrian and vehicle usage.				
<p>Jackson Avenue 8th Street to University Parks Drive (See page 62 for additional project details)</p>	\$\$\$\$	Mid-term	Public Works, Planning	Waco Transit, Union Pacific Railroad Company, Business Owners, Property Owners, Civic Groups, Culture and Heritage Organizations
Repave Jackson Avenue with enhanced and textured pavers to slow vehicular traffic.				
Promote pedestrian and cyclist safety along this corridor by constructing significant automobile-oriented signage informing drivers about the function of the shared street.				
Coordinate with the railroad to construct additional signage, pedestrian safety measures (including fences and new level crossing signals), and right-of-way usage.				
Capitalize on Waco’s unique heritage by identifying areas where new public art, sculptures, and banners can be placed along Jackson Avenue.				
Inform adjacent business owners of the new Shared Street function of Jackson Avenue.				

ACTION	CONCEPTUAL COSTS	TIMEFRAME RANGE	RESPONSIBLE PARTIES	
			IMPLEMENTERS	STAKEHOLDERS
<p>6th Street Columbus Avenue to Webster Avenue (See page 63 for additional project details)</p>	\$\$\$\$	Mid-term	Public Works, Planning	Business Owners, Property Owners
<p>Increase crosswalk visibility by constructing enhanced crosswalks with brick pavers and increased pedestrian walk times (specifically at the intersections of Austin Avenue and Franklin Avenue). Integrate leading pedestrian intervals (LPIs) on crosswalks with high pedestrian activity.</p>				
<p>Construct bulbouts at all public street crossings.</p>				
<p>Conduct a pedestrian monitoring program in preparation for this streetscape redesign to identify areas of high pedestrian activity. If areas are identified where unsignalized midblock crossings frequently occur (specifically around the Silos), consider the construction of a Rectangular Rapid Flashing Beacon (RRFB) or a Pedestrian Hybrid Beacon (PHB).</p>				
<p>Construct pedestrian and auto-oriented parking and destination wayfinding signage.</p>				
<p>Webster Avenue University Parks Drive to 11th Street (See page 64 for additional project details)</p>	\$\$\$\$	Long-term	Public Works, Planning	Development Community, Property Owners
<p>Jumpstart improvements along the Webster Avenue corridor by improving intersection and the surrounding streetscape on cross streets that will be completed in Phase 1 (including University Parks Drive, 8th Street, and possibly 6th Street if completed first).</p>				
<p>Mary Avenue 8th Street to 3rd Street (See page 65 for additional project details)</p>	\$\$\$\$	Long-term	Public Works, Planning	Business Owners, Property Owners, Civic Groups, Culture and Heritage Organizations
<p>Completely repave Mary Avenue with enhanced and unique pavers along the corridor.</p>				
<p>Plant additional shade trees and pedestrian amenities found in the Pedestrian Experience Toolkit on page 18 - 19, such as seating, public art, sculptures, green infrastructure, banners, destination signage, and bike or scooter rentals.</p>				

ACTION	CONCEPTUAL COSTS	TIMEFRAME RANGE	RESPONSIBLE PARTIES	
			IMPLEMENTERS	STAKEHOLDERS
Install string lighting along the corridor.				
Construct bollards at key intersections where streets are intended to be closed, such as the intersection of Mary Avenue and University Parks Drive, as well as the intersection of Mary Avenue and 8th Street.				
Utilize the newly renovated Mary Street as the host of a future Downtown Waco event.				
Inform adjacent business owners of the new Activated Street function of Mary Street.				
3rd Street Franklin Avenue to Webster Avenue <i>(See page 66 for additional project details)</i>	\$\$\$\$	Long-term	Public Works, Planning	Development Community, Property Owners
As a high priority, fill existing sidewalk gaps to complete the sidewalk network.				
Widen existing sidewalk to improve pedestrian comfort.				
2nd Street IH-35 to Jackson Avenue <i>(See page 67 for additional project details)</i>	\$\$\$\$	Long-term	Public Works, Planning	Development Community, Property Owners, TxDOT
Consider closing S 2nd Street Crossing and divert all automobile traffic through to Ross Avenue. Consider creating a parklet facility for public use.				
Widen existing sidewalks and fill sidewalk gaps to improve pedestrian comfort.				
Coordinate with TxDOT to streamline streetscape improvement efforts where 2nd Street meets IH-35.				

ACTION	CONCEPTUAL COSTS	TIMEFRAME RANGE	RESPONSIBLE PARTIES	
			IMPLEMENTERS	STAKEHOLDERS
<p>7th Street Austin Avenue to Franklin Avenue (See page 68 for additional project details)</p>	\$\$	Short-term	Public Works, Planning	Business Owners, Civic Groups, Culture and Heritage Organizations
<p>Completely close 7th Street between Austin Avenue and Franklin Avenue.</p>				
<p>Create a “living room” area for pedestrians by installing numerous pedestrian amenities and activities.</p>				
<p>Install amenities found in the pedestrian comfort and experience toolkit. Specifically, add amenities that will encourage pedestrians to stay and enjoy the space, such as public art, lawn games, seating, shade trees, and lighting.</p>				
PARKING ACTION ITEMS				
<p>Continue to utilize Tax Increment Financing (TIF) to finance future public parking projects.</p>	-	Ongoing	Public Works	Municipal Parking Authority
<p>Implement a downtown trolley or circulator bus as needed during special events and peak periods.</p>	\$\$	Mid-term	Planning, Public Works	Municipal Parking Authority, Waco Transit, Business Owners
<p>Further study the proposed parking and shuttle circulation routes identified on page 51 to identify specific route alignments for the proposed shuttle or trolley program.</p>	\$	Short-term	Planning, Public Works	Municipal Parking Authority, Waco Transit, Business Owners

ACTION	CONCEPTUAL COSTS	TIMEFRAME RANGE	RESPONSIBLE PARTIES	
			IMPLEMENTERS	STAKEHOLDERS
Continue to utilize the PID for parking initiatives including dynamic signage and wayfinding to point drivers to available parking.	-	Ongoing	Public Works	Public Improvement Districts
Encourage attendant assisted valet stations to increase usable parking lot capacities during events and peak periods. Integrate the use of modern technology for this valet program, where possible.	-	Ongoing	Public Works	Municipal Parking Authority
Utilize the new Municipal Parking Authority (MPA) to generate revenues to improve the Downtown parking environment.	-	Ongoing	Public Works	Municipal Parking Authority
Implement curbside management best practices into new streetscape redevelopment projects. Where possible, integrate the use of modern technology for loading and parking monitoring/demand management.	-	Ongoing	Public Works	Municipal Parking Authority, Business Owners
POLICY AND ORDINANCE ACTION ITEMS				
Review existing City ordinances and standards for their ability to support the recommendations of this plan, and make updates as needed.	\$\$	Short-term	Planning	-
Adopt a downtown-wide policy goal of upgrading all sidewalks in Downtown Waco to be compliant with the American Disabilities Act (ADA).	-	Ongoing	Planning, City Leadership	-

City of Waco, Texas
January 2023



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