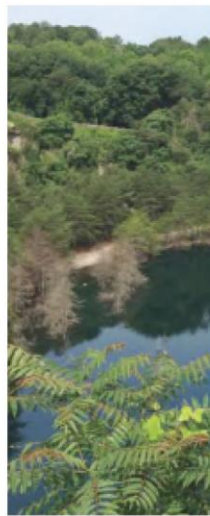
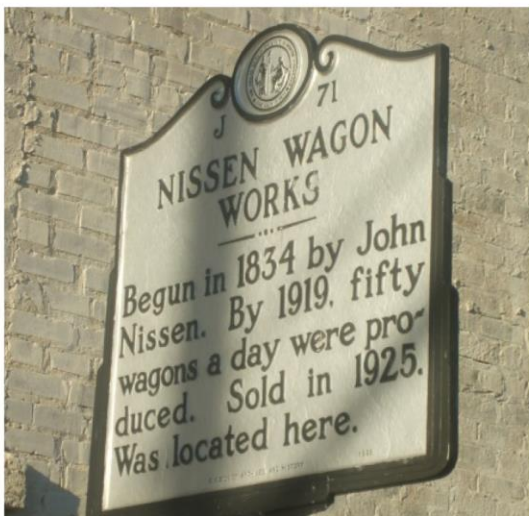


# Waughtown and MLK Our Neighborhood Plan



## EXECUTIVE SUMMARY (March 2016)



## **Acknowledgements**

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### **Project Funding**

City of Winston-Salem, NC

S.G. Atkins Community Development Corporation

## Executive Summary

**Our Neighborhood Plan: The Waughtown/MLK Initiative** is a community revitalization initiative funded by the City of Winston-Salem. The initial strategic planning phase of our initiative was conducted in 2015 by the S.G. Atkins Community Development Corporation (S. G. Atkins CDC) in partnership with Winston-Salem State University (WSSU) and the Piedmont Triad Regional Council (PTRC). Designed to increase community engagement, interaction and investment, this year-long effort identified community-supported, tangible actions to improve and revitalize the Waughtown community. Recommendations include a range of proposed projects, programs, policies and partnerships.

The S. G. Atkins CDC and its project partners held a kick-off community meeting at the Enterprise Center in March 2015. Nearly 100 community members shared their ideas for making Waughtown an even better place to live, work and play. Numerous follow-up meetings were held at local schools and churches to gather additional ideas. In April 2015, a second community meeting was held to review and prioritize issues and ideas identified at Community Meeting #1 and from follow-up meetings at neighborhood schools and churches. Representatives from 3 WSSU classes provided outstanding presentations on their research for and about the Waughtown community. Urban geography students presented a range of “*Green Neighborhood Techniques*” to help residents make their community more sustainable by lowering energy consumption and costs and improving air and water quality. Community psychology students presented a collage of 6 short video pieces highlighting “*Waughtown’s Sense of Community: Past, Present and Future.*” WSSU graphic design students presented a variety of proposed logos, banners, way-finding signs and maps, and murals to encourage residents to celebrate, build on and communicate Waughtown’s rich and authentic sense of place and unique identity.

Over 100 members of the community used audience participation technology (clickers) to select the following three strategic topics they wanted to address initially: Community and Economic Development; Community Appearance; and Youth First. Each participant selected which Task Force they wanted to work on. Each Task Force worked together from May to September to discuss key issues and opportunities, and to identify strategic actions to address these issues and help improve the vitality and quality of life in Waughtown. Each work group presented their recommendations at a final Joint Task Force Meeting in October 2015. These goals and action strategies were combined into Our Neighborhood Plan and presented at Community Meeting #3 in November 2015 where participants identified their gifts and talents and selected key elements they would like to help implement.

Community members are currently forming action teams to prioritize and implement the recommendations we developed together during the initial planning phase of our initiative. Everyone is invited to participate in this exciting effort to help make Waughtown an even better place to live, work and play. Please join us!

## **Summary of Recommended Goals**

### **Community-Wide Goals**

1. Develop a Congress of Waughtown Neighborhood Stakeholders.
2. Actively partner with S.G. Atkins CDC to leverage funding opportunities.
3. Encourage participation at community events.
4. Build a Stronger Sense of Community in Waughtown.
5. Improve Community Mobility.
6. Improve Community Health & Safety.
7. Explore the creation of a maker space to train & encourage entrepreneurs.

### **Community Appearance Goals**

1. Improve the visual appearance, safety and energy efficiency of homes in the Waughtown neighborhood.
2. Create a stronger sense of community throughout Waughtown's public spaces.
3. Encourage merchants and business owners to invest in the community.
4. Educate residents and businesses of the importance of calling the City of Winston-Salem to report code and zoning violations.

### **Economic Development Goals**

1. More effectively market and promote Waughtown to generate new customers for the various businesses in the community and to spur growth of new businesses.
2. Form a voluntary organization of local businesses that can develop initiatives to pursue mutual business interests and create greater economic prosperity within the community.
3. Create an environment where greater investment (corporate, small-business, entrepreneurial, etc.) is made in the Waughtown Community.
4. Focus on continuing to identify, analyze and develop economic development assets in the Waughtown Community.

### **Youth First Goals**

1. Plan and coordinate a series of Youth First Events.
2. Support youth to establish a Youth First Advisory Council.
3. Establish a Waughtown Youth Center.
4. Develop a tool to share information and connect youth and their parents to programs, services and opportunities.

# Community Appearance Task Force Recommendations

## Community Appearance Goals and Strategies

### **ISSUE #1: RESIDENTIAL SPACES**

#### **1. Improve the visual appearance, safety and energy efficiency of homes in the Waughtown neighborhood.**

- A. Promote and actively market existing residential Weatherization Programs offered through Piedmont Triad Regional Council, Duke Energy, City of Winston-Salem, etc.
- Timeframe to Initiation: Short (less than 1 year)
  - Duration of Project: Ongoing
  - Responsible Party: S.G. Atkins CDC
  - Resources Needed: Residents addresses, cooperation of entities with funding, support from the community
  - Website(s) for Information:
    - PTRC Weatherization: <http://www.ptrc.org/index.aspx?page=349>
    - Duke Energy: <https://www.duke-energy.com/north-carolina/savings/savings-nc-weatherization.asp>
    - USGBC: <http://www.usgbcnc.org/?page=Weatherization>
- B. Re-establish “Yard of the Quarter” competition within the community.
- Timeframe to Initiation: Short (less than 1 year)
  - Duration of Project: Ongoing (Quarterly)
  - Responsible Party: Waughtown Neighborhood Association
  - Resources Needed: Yard Sign(s), Yard of the Quarter Committee, Application, Prizes/Gifts/Recognition
  - Website(s) for Information:
    - Example: <http://www.keeplewisvillebeautiful.org/yom.html>
- C. Designate Block Captains who will take responsibility in informing residents of programs and events and also report community appearance issues.
- Timeframe to Initiation: Medium (1-5 years)
  - Duration of Project: Ongoing (Yearly)
  - Responsible Party: Waughtown Neighborhood Association
  - Resources Needed: Community Volunteers
- D. Bury power lines along neighborhood streets.
- Timeframe to Initiation: Long (more than 5 years)
  - Duration of Project: TBD
  - Responsible Party: Waughtown Neighborhood Association & S.G. Atkins
  - Resources Needed: Duke Power cooperation, City of WS cooperation, funding, community support
- E. Build a network of local handyman/women for neighborhood residents to call on for jobs. Network may also include barter system and tool/equipment loan options.

- Timeframe to Initiation: Medium (1-5 years)
  - Duration of Project: 6 months
  - Responsible Party: Waughtown Neighborhood Association
  - Resources Needed: Local handyman/women, WSSU student support
- F. Establish small home improvement grants for paint, minor repairs, etc.
- Timeframe to Initiation: Medium (1-5 years)
  - Duration of Project: Ongoing
  - Responsible Party: Joint Committee of S.G. Atkins CDC and Waughtown Neighborhood Association
  - Resources Needed: Committee members, funding, rules for grants
  - Website(s) for Information:
    - Wal-Mart Community Grants: <http://foundation.walmart.com/apply-for-grants/local-giving-guidelines>
- G. Establish a junk car removal day for the community.
- Timeframe to Initiation: Medium (1-5 years)
  - Duration of Project: 6 months
  - Responsible Party: Waughtown Neighborhood Association
  - Resources Needed: junk car removal service, marketing materials

## **ISSUE #2: COMMUNITY SPACES**

### **2. Create a stronger sense of community throughout Waughtown's public spaces.**

- A. Apply for funding from the City of Winston-Salem to construct and maintain a neighborhood entrance sign.
- Timeframe to Initiation: Medium (1-5 years)
  - Duration of Project: 1 year
  - Responsible Party: S.G. Atkins CDC
  - Resources Needed: location for sign, City of WS funding, design of sign, agreement with Neighborhood Association on the upkeep of the sign and flower bed.
  - For More Information Contact:
    - City of Winston-Salem Neighborhood Sign Grant: contact Ms. Regina Hall, Community & Business Development Department, [reginafh@cityofws.org](mailto:reginafh@cityofws.org)
- B. Adopt a Park as a neighborhood.
- Timeframe to Initiation: Short (less than 1 year)
  - Duration of Project: Ongoing
  - Responsible Party: Waughtown Neighborhood Association
  - Resources Needed: volunteers, application
  - Website(s) for Information:
    - City of Winston-Salem: <http://www.cityofws.org/departments/keep-winston-salem-beautiful/adopt-a-park>

- C. Actively participate in Keep WS Beautiful campaign and events (e.g. Big Sweep)
- Timeframe to Initiation: Short (less than 1 year)
  - Duration of Project: Ongoing
  - Responsible Party: Waughtown Neighborhood Association
  - Resources Needed: volunteers
  - Website(s) for Information:
    - City of Winston-Salem: <http://www.cityofws.org/departments/keep-winston-salem-beautiful>
- D. Streetscaping initiative for neighborhood: lighting, signage, historic designation, sidewalks, crosswalks, benches, trash receptacles, etc.
- Timeframe to Initiation: Long (more than 5 years)
  - Duration of Project: TBD
  - Responsible Party: S.G. Atkins CDC and Waughtown Neighborhood Association
  - Resources Needed: funding, City of Winston-Salem support, designs, community support
- E. Consistent events for the community (e.g. multicultural events, appreciation days, community cleanups, youth days, recreation days).
- Timeframe to Initiation: Medium (1-5 years)
  - Duration of Project: Ongoing
  - Responsible Party: Waughtown Neighborhood Association Events Committee
  - Resources Needed: events, volunteers, sponsors
  - Website(s) for Information:
    - Example: <https://nextdoor.com>

### **ISSUE #3: COMMERCIAL SPACES**

#### **3. Encourage merchants and business owners to invest in the community.**

- A. Develop a program that allows businesses and merchants to sponsor community infrastructure (e.g. bus shelters, trash receptacles, neighborhood sign, etc.).
- Timeframe to Initiation: Medium (1-5years)
  - Duration of Project: Ongoing
  - Responsible Party: S.G. Atkins CDC
  - Resources Needed: rules for program, sponsors, business liason, City of Winston-Salem support/cooperation
- B. Develop sign replacement program with matching funds to help improve sign clutter in the community.
- Timeframe to Initiation: Long (more than 5 years)
  - Duration of Project: TBD
  - Responsible Party: S.G. Atkins CDC
  - Resources Needed: funding, design guidelines, rules, business interest

- Website(s) for Information:
  - Example: <http://www.downtowngadsden.com/files/2013/07/Facade-and-sign-grant-DGI-2012.pdf>
- C. Pursue RUCA funds to improve the appearance of commercial buildings in the neighborhood.
  - Timeframe to Initiation: Medium (1-5 years)
  - Duration of Project: TBD
  - Responsible Party: S.G. Atkins CDC
  - Resources Needed: City of Winston-Salem funding and designation, commercial property owner cooperation, community support
  - Website(s) for Information:
    - City of Winston-Salem RUCA: <http://www.cityofws.org/departments/community-and-business-development/development/ruca-program>
- D. Establish a business network program to help connect existing and potential businesses within the Waughtown neighborhood.
  - Timeframe to Initiation: Medium (1-5 years)
  - Duration of Project: Ongoing
  - Responsible Party: WSSU Center for Entrepreneurship
  - Resources Needed: WSSU students, businesses, framework for meeting
  - Website(s) for Information:
    - Greensboro Networking Group: <http://greensboroleads.com/networking-group/>

#### **ISSUE #4: ALL SPACES**

#### **4. Educate residents and businesses of the importance on calling the City of Winston-Salem to report code and zoning violations.**

- A. Encourage residents to use City Link Number(s): 336-727-8000 or 311
- B. Create magnets with the City Link information on them to distribute throughout the neighborhood.
- C. Develop ad/marketing campaign in cooperation with the City of Winston-Salem to raise awareness of City Link and its importance.



# Economic Development Task Force Recommendations

## Economic Development Mission Statement

**Market and promote the Waughtown businesses to a larger customer base, establish an organized group of business interests and encourage greater investment in the Waughtown community.**

## Economic Development Goals and Strategies

- 1. More effectively market and promote Waughtown to generate new customers for the various businesses in the community and to spur growth of new businesses.**
  - A. Organize a festival that promotes Waughtown's unique diversity of restaurants, groceries and food-based businesses to highlight the community's "Melting Pot of Cultures".
  - B. Create a branding campaign and presentation for the Neighborhood and its businesses Develop Request for Proposal to solicit interest in assisting in the campaign.
    - Identify marketing firm(s) to provide assistance in the campaign.
    - Hold competition for best branding proposal.
  - C. Convene a focus group to discuss approaches to marketing neighborhood businesses both internally and outside of the community.
  
- 2. Form a voluntary organization of local businesses that can develop initiatives to pursue mutual business interests and create greater economic prosperity within the community.**
  - A. Organize a meeting of local business owners/operators to "meet and greet" and discuss mutual interests and challenges to operating a business.
  - B. Convene a group of "champions" to organize a business organization for the Waughtown Community.
  
- 3. Create an environment where greater investment (corporate, small-business, entrepreneurial, etc.) is made in the Waughtown Community.**
  - A. Develop a market study presentation to illustrate small business investment opportunities in the Waughtown Community.
  - B. Make people aware of programs (City and others) offered for business expansion, start-up funding and business plan development in the Waughtown Community.
  - C. Promote the Enterprise Center, Prosperity Center, School of the Arts (EMC Arts) as engines to generate greater economic prosperity in Waughtown.

- D. Encourage artists' lofts in houses, abandoned buildings, etc.
- E. Encourage the City to expand the scope of the Police Satellite facility by investing in the nearby Park improvements.

**4. Focus on continuing to identify, analyze and develop economic development assets in the Waughtown Community.**

- A. Analyze traffic patterns as well as ingress and egress into businesses to determine if improvements are needed.
- B. Develop a zip code based market analysis to determine what parts of the region customers are coming from to assist in marketing existing businesses and identifying opportunities for new businesses.
- C. Identify needed parks improvements, repairs and new facilities at parks that could be make them more attractive for residents and visitors.
- D. Develop a strategic marketing plan to connect event attendees at Bowman Grey Stadium and Race Track events to Waughtown Businesses.
- E. Continue to engage the three institutions of higher learning (NC School of the Arts, Salem College and Winston-Salem State University) in cooperative efforts to create a seamless connection between these institutions and the Waughtown commercial trade area.
- F. Continue to promote the S. G. Atkins CDC, the Enterprise Center and its programs, meeting spaces & facilities to the Waughtown Business Community.
- G. Continue to explore opportunities to find commercial and retail tenants for vacant storefronts and commercial spaces.
  - Explore Revitalizing Urban and Commercial Areas (RUCA) funding for specific properties.
- H. Explore re-use options for Industrial Sites located in Waughtown Community that contribute to the community and local economy.
- I. Explore marketing efforts to attract families to local businesses who travel from outside the community to drop off/pick up kids at neighborhood schools.
- J. Reach out to local Banks branches (Wells Fargo, Latino Credit Union) to connect existing small businesses and individuals interested in starting businesses to loan and financing programs.
- K. Explore City and other programs to encourage home ownership (by Professionals, young families, etc.) and investment in the available Housing Stock in Waughtown Community.

**Additional Resources identified in Task Force Meeting #4**

- Food-Co-Op, Rev. Willard Bass
- Green Jobs Co-Op
- Anthony's Plot, Russ May
- Church's (various Food Banks)
- Goodwill
- Art Gobble
- Dr. Anthony Okafor
- James Taylor, W-S Councilman

## Youth First Task Force Recommendations

**Youth First Mission: Involve and empower Waughtown youth to access programs, services and opportunities for success.**

**Youth First Vision: Engage Waughtown youth to cultivate the value and efficacy of their voices; encourage them to identify and share their talents and passions; help them develop their leadership skills; feed their hunger for involvement in a good cause; and enable them to become designers and implementers of positive change in their community and in their own lives.**

### **Youth First Goals and Strategies**

#### **1. Plan and Coordinate a Series of Youth First Events (YEAR 1 - Summer 2016)**

- A. Identify and contact potential youth leaders (e.g. tweens, teens and college) and adult mentors & facilitators
- B. Form an organizing committee
- C. Identify event goals and desired outcomes – to include:
  - Greater youth understanding, buy in and ownership of the vision
  - Greater youth interest and commitment to community leadership
  - Greater community support for youth
- D. Determine event date, location and activities – to potentially include the following ideas generated by youth & adult task force participants:
  - Use the Sprague Recreation Center for fun indoor and outdoor activities including the gym and swimming pool
  - Block parties to build a greater sense of community
  - Sporting events (football & basketball tournaments)
  - “Urban Arts” events (dance, choir, rock choir, etc.)
  - Fun community events to spread happiness (water slide, street art)
  - “Movie Nights” (e.g. *HAWS Cleveland Avenue Transformation Team*)
  - Fashion Show or Car Show Fund Raiser
  - Get Carter G. Woodson Charter School involved in whatever we do!
  - Emulate downtown events (e.g. “First Fridays”)
  - Showcase and celebrate our community’s diverse people & assets
  - Create pride and build a stronger sense of community
  - Include lots of food and fun things to see and do
  - Hold summer events for youth & families
- E. Identify and engage potential partners, funders, sponsors, and vendors (e.g. local businesses, non-profits, neighborhood associations, churches, police and fire services, schools, boys and girls club, etc.)

## **2. Support Youth to Establish a Youth First Advisory Council (YEAR 1 – Fall 2016)**

- A. Use the proposed Youth First Event (Summer 2016) to generate interest among neighborhood youth and to provide a spring board for identifying potential Youth Council leaders and adult mentors and facilitators
- B. Identify adult members of the Youth First Task Force and other trusted adults in the community (e.g. schools, churches, recreation centers, businesses) willing to serve as committed partners and mentors to guide and facilitate establishment of the Youth Advisory Council Core Leadership Group.
- C. Identify and interview qualified youth leadership candidates (i.e. teenagers currently in High School who have demonstrated leadership qualities) to gauge their level of interest in and commitment to the effort.
- D. Form a core youth leadership group of 8 to 12 members representing Waughtown's wide diversity of races, cultures, schools and churches.
- E. Establish a Youth First Office to house Youth Council Leadership (e.g. Enterprise Center)
- F. Establish a Youth First Leadership Stipend / Scholarship
- G. Provide Waughtown youth with a wide range of community service, engagement and leadership training opportunities – to potentially include the following ideas generated by youth & adult task force participants:
  - “Youth Service Projects” to get youth involved (e.g. pick up litter, clean graffiti, do yard work for the elderly, volunteer in a soup kitchen)
  - Provide creative outlets for youth (mural or spray-paint art)
  - Fix up and reuse old abandoned buildings
  - Provide a homeless shelter
  - Provide food, homes and jobs for homeless people
  - Encourage more local stores to locate closer to schools and homes (e.g. nice café & performance space, smoothies, etc.)
  - Encourage teenagers to identify a career path and provide hands-on experience (PC, IT, etc.)
  - Teens are important, but we also need to pay attention to younger youth and provide role models and mentors for them

## **3. Establish a Waughtown Youth Center (YEARS 2-5)**

- A. Identify and contact youth and adult leaders interested in, and committed to, development of a dedicated Waughtown Youth Center
- B. Seek to include a wide range of community partners (e.g. Public School System, Recreation & Parks Department, local colleges & universities (WSSU,

NCSA, WFU, FTCC), local churches, local business leaders, community foundations)

- C. Form an Organizing Committee of youth and adult leaders
- D. Research best practices and examples from other communities (e.g. *Chops Teen Club* with climbing wall, gym, teaching kitchen, music recording studio, teen counseling & crisis control, computer lab, homework & tutoring lab, ESL classes, night club, etc. [www.chopsonline.com](http://www.chopsonline.com))
- E. Explore and pursue conversion of an existing neighborhood recreation center into a dedicated youth center, and/or, the development of a new Youth Activity Center to accommodate a wide range of youth interests and needs – to potentially include the following benefits and service to Waughtown youth:
  - a safe place for our youth to receive support and counseling
  - a safe, convenient place for youth to do homework
  - computer labs and instructors
  - year-round activities & programs (after school & summers)
  - mentoring and tutoring for college & high school students
  - access to potential jobs and internships
  - access to potential financing for post-high school education
  - access to potential college savings programs for youth
  - access to recreation, health and wellness services and activities

#### **4. Develop a tool to share information and connect youth & their parents to programs, services and opportunities (YEARS 2-5)**

- A. Identify and contact potential partners and information sources
- B. Form partnerships with relevant and committed entities – for example:
  - Forsyth Promise & United Way who are creating a K-16 Pipeline using Vista Volunteers to identify and catalogue existing youth resources and opportunities throughout the City
  - Parks & Recreation Facilities & Staff
    - Youth Build Program at Bellview (M-TH 9-9 / F 9-6)
    - 4 Existing After-School Programs
    - Existing Computer Labs
  - Public School Facilities, Staff and Students
  - Charter School Facilities, Staff and Students (e.g. Carter Woodsen)
  - Local Church Facilities, Staff and Youth (e.g. Our Lady of Mercy Catholic Church Youth Ministry)
  - Local College & University Faculty and Students
  - Local Business Owners
  - Urban League Summer Youth Employment Program
  - Non-Profit Entities & Volunteers

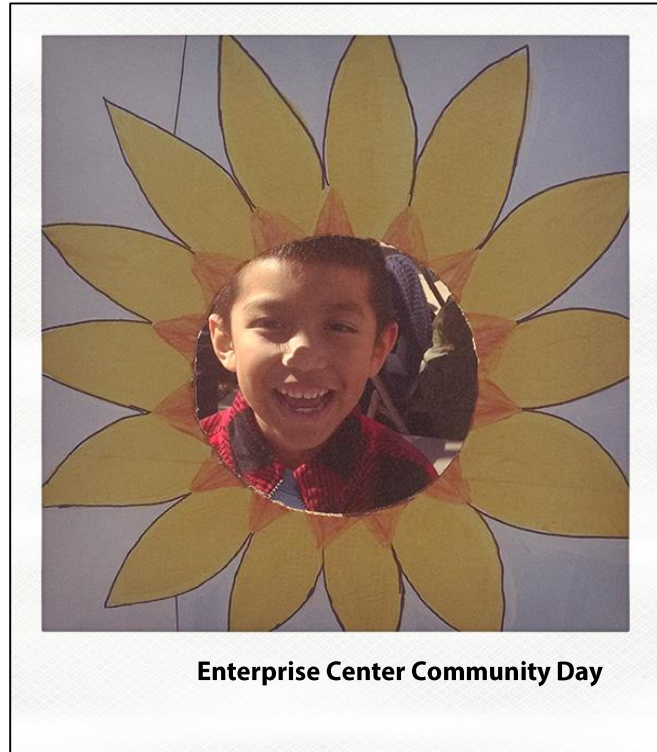
- Community Foundations & United Way
  - Reynolda Gardens
  - Boys and Girls Club
  - Sawtooth Scholarships
  - Fairground Fridays
- C. Conduct an inventory of existing youth resources, programs and services
- D. Develop a tool to coordinate communication among complementary groups and programs
- Website (e.g. [www.mywaughtown.org](http://www.mywaughtown.org) or [www.youthfirst.org](http://www.youthfirst.org))
  - Mobile Apps

## Implementation Recommendations

### Background

Each Task Force presented highlights of their draft recommendations at a final Joint Task Force Meeting on October 27, 2015. Members of all three Task Forces worked together to identify the following set of common themes:

- Improve access to information and opportunities
- Use the Enterprise Center as an Information Hub for and about Waughtown
- Pursue additional community-based resources including: an office, volunteers, a website, a welcome center, a community help desk (staffed by youth interns?)
- Tackle issues within the community & de-emphasize the need for outside help
- Identify community liaisons & advocates
- Hold regular community meetings to share information and connect people
- Explore creation of a newsletter (online &/or paper) to inform and unite the Waughtown community - Sell local business ads; Highlight youth programs, activities and opportunities
- Establish a Youth Center Board
- Make presentations about the plan to local groups to share the vision and garner interest and support for plan implementation
- Make a strong effort to connect with multiple groups, programs, community leaders and business owners on their turf
- Coordinate big community event(s) with multiple parts at different times to accommodate the varied needs and interests and celebrate the rich diversity of cultures in our neighborhood (e.g. adults in the day and youth in the evening)



Recommendations and implementation strategies from the joint Task Force meeting in October were incorporated into *Our Neighborhood Plan* for presentation at Community Meeting #3 on November 17, 2015. Community members reviewed, discussed and accepted the Plan. Using the asset-based model of community development, all attendees were asked to fill out a form to share their talents, skills and interests and to self-select key elements of the plan they would most like to help implement. Community members were also asked to indicate their interest in and willingness to take a leadership role in engaging stakeholders from throughout the community to own and implement the plan.

## **Next Steps**

This grassroots strategic planning effort is designed to increase community engagement and interaction, to build community capacity and leadership, and to set the stage for taking locally-supported actions to improve and revitalize the Waughtown/MLK community.

Community members view completion of this plan as the first of many strategic investments in our neighborhoods, and a successful beginning to our on-going process of improving the quality of life for everyone in our community. To start our community-building efforts, we have identified the following top-priority actions:

- Form a Waughtown Action Team to take a strong, grassroots leadership role to engage the community and build the support and resources needed to successfully implement our plan and achieve our goals
- Identify leaders and spokespersons from each block and/or neighborhood to serve as representatives of their area on the Waughtown Action Team and include plenty of alternates in case someone can't make a meeting
- Establish a Waughtown Leadership Academy to include community organizers and advocates, business owners, entrepreneurs, and youth
- Establish a staffed office in the Enterprise Center as a community resource center
- Develop a job description for a funded community liaison person to staff the office in the Enterprise Center and to help build additional capacity through volunteer coordination and/or AmeriCorps or VISTA applications during the implementation phase of the plan
- Establish an "Action Plan Road Show" to engage and invite others into the implementation process; build trust; start doing things; build interest and momentum; Invite friends and neighbors to participate
- Engage more of our community's older adults (67% of our population)
- Engage more pastors & church members in our community to help get the word out and get more people involved
- Engage more Hispanics in our community (27% of our population) beginning with pastors and other key community and business leaders
- Increase educational attainment, academic achievement and scholarships for youth in the Waughtown community in addition to service learning programs and opportunities for youth engagement and capacity building
- Emphasize, and use to our advantage, the unique historic assets and character of our neighborhoods (e.g. historic districts; historic tax credits; branding and marketing; hold a Waughtown Heritage Festival)
- Build a strong partnership with existing recreation centers, schools and churches
- Explore development of a design ordinance as a long-term strategy to address appearance challenges in Waughtown