

GREATER WACO CHAMBER



We've Got Momentum





We've Got Momentum

In 2005, the Greater Waco Chamber partnered with Market Street Services, an Atlanta-based economic and community development consulting firm to develop the Challenge Greater Waco Strategic Plan.

The five-year plan included bold and measurable objectives Chamber leaders agreed would move Greater Waco towards its ultimate goal of a stronger, more sustainable economy and an even better quality of life.

We appreciate the 190 businesses, foundations and individuals who invested \$7.4 million to construct the new Chamber building and to implement the plan.

The Challenge fund positioned the Chamber to provide leadership and helped generate the momentum we are enjoying.

This document summarizes some of Greater Waco's successes since the plan was adopted. During one of the most tumultuous economic periods in our nation's history Greater Waco continued to grow and prosper.

Now Chamber leaders present a new plan including three focus goals that promise results every bit as game-changing as we tackled with the Challenge Fund—

- **Develop the Riverfront and Greater Downtown**
- **Market Greater Waco Strategically**
- **Become a Recognized Magnet for Talent**

Implementing the Next Level Strategic Plan will again require the commitment of our Chamber's leadership and significant financial resources. We invite you to be a part of this effort.

—The Campaign Cabinet



The best way to keep **momentum**
is to adopt bigger goals.

MICHAEL KORDA,
AUTHOR AND EDITOR



Develop
Brazos riverfront



Implement
major marketing
initiative



Become
a magnet for
talent

CONTINUING THE MOMENTUM

Next Level Strategy



Develop the Brazos riverfront and Greater Downtown



The Brazos River is our best known natural asset and our built environment—including buildings, bridges and spires—distinguishes Waco in Texas.

With additional resources from the Momentum Fund, we will provide private sector leadership to take our riverfront and Greater Downtown to the next level as a livable, sustainable urban place.

Our plans include shopping, dining, entertainment, hotels, offices, residences and public spaces!

Transforming our riverfront, downtown and commercial and residential neighborhoods will generate pride for our citizens and attract visitors, investors, residents and attention to Greater Waco.



Plans for pedestrian-level store fronts and easier river access are depicted in renderings from the Greater Downtown Plan.

NEXT LEVEL PRIORITIES 2011-2015

Build Brazos Landing Riverfront Attraction

Organize non-profit real estate development corporation

Be a champion for implementing Greater Downtown Plan

Find businesses, investors to develop 5+ projects

Advocate for 21st Century streetcars and water taxi

Advance parks, urban strategies and green initiatives

Develop cultural arts incubator



Class A office space was added to the region's inventory through the renovations at the Roosevelt building downtown.



Implement major marketing initiatives

The Next Level Strategy will market Greater Waco as never before—increasing the probability that we will compete for the most desirable economic development projects; helping us attract investors, residents, students and visitors; and establishing top-of-mind recognition of Waco as an important city in Texas.

The Momentum Fund will provide resources to tell our story—locally, within the region and nationally. We will generate

market research to support growth by local companies. And we will effectively utilize technology—from cutting-edge websites to videos to the latest networking tools.

Taking marketing to the next level also means building stronger relationships with consultants and corporate site selectors; generating more and better economic development prospects; and positioning Greater Waco for the businesses and jobs of the future.

A great city, whose image dwells in the memory of man, is the type of some great idea.

BENJAMIN DISRAELI, BRITISH POLITICIAN

STRENGTH

WACO'S BALANCED ECONOMY

We're hard to beat. Balance brings strength to an economy and a community.

In Greater Waco, a balanced economy is good for business. No one sector represents more than 20 percent of the total economy. Our companies are leaders in their industries and our people are innovative and competitive. We can be strong even when times are tough.

This explains why we are doing better than Texas and the United States. The Greater Waco Chamber is making our economy even stronger by attracting new companies and better jobs and helping our local businesses expand. Join us for more progress!

GREATER WACO CHAMBER
WACO WE DO

301 S. Third St. • Waco, Texas 76701
(254) 752-6051 • WacoChamber.com

Industry	Percentage
Manufacturing	14%
Trade and Transportation	17%
Education and Health Services	16%
Professional Services	8%
Finance	6%
Information	1%
Other	4%
Government	13%
Construction	8%
Tourism	7%

The Greater Waco Chamber promotes the stability of the local economy through advertising in local and out-of-market publications.

NEXT LEVEL PRIORITIES 2011-2015

Focus on refined clusters, high wage jobs

Participate in development of Research Park

Build demand for development of Class A buildings

Increase incentives and capital available for projects

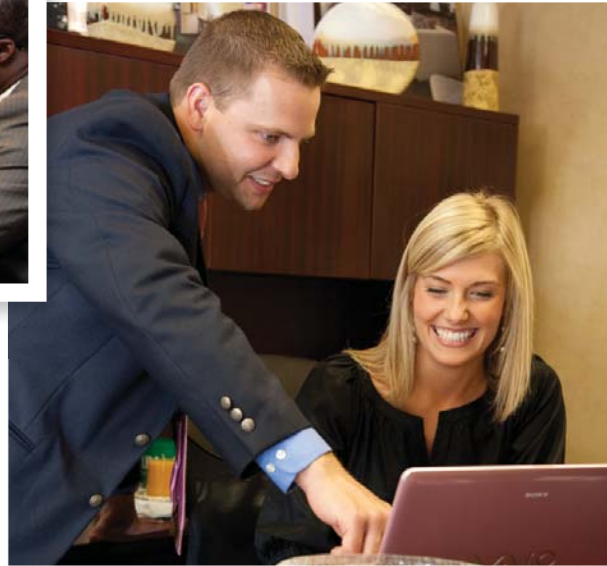
Expand Business Retention and Expansion program

Initiate economic gardening

Utilize technology



Young professionals energize the workforce and ensure that talent is available for local companies.



Be a magnet for talent

A talented and creative workforce is now considered to be as important in economic development as sites, low taxes and low cost of living. So becoming a Magnet for Talent is the third focus priority of the Next Level Strategy.

Our plan identifies measurable objectives to make Greater Waco more attractive for young professionals and young families who can live anywhere—the very demographic upon which a sustainable economy is dependent.

In addition to attracting talent, Next Level initiatives emphasize the importance of growing our own through educating, training and motivating our workforce. The plan also sets out goals for retaining talent by embracing new ideas and providing opportunities for involvement.

Through the Chamber's Community Development Department, made possible through the Challenge Greater Waco Fund, we will support the Education Alliance; recruit mentors for public high school students; and provide opportunities for business leaders to address issues ranging from literacy to homelessness to hunger.

NEXT LEVEL PRIORITIES 2011-2015

- Promote Greater Waco for young professionals and young families**
- Provide access to entrepreneurial infrastructure**
- Utilize alumni networks to attract, retain graduates**
- Empower and involve young, diverse leadership**
- Strengthen career academies and grow college enrollment**
- Prepare, attract and retain quality workforce**
- Sponsor Education Summit**

Coming together is a beginning.

Keeping together is progress. Working together is success.

HENRY FORD, ENTREPRENEUR

Developing the Next Level Strategy

THE PROCESS

The Next Level Strategic Plan was developed with the assistance of Mac Holladay and his associates at Market Street Services. The Atlanta-based economic development consulting firm previously helped the Chamber develop the Challenge Greater Waco Plan.

Local input and direction was provided by the Economic Development Strategy Steering Committee and Chamber staff. The plan was adopted by the Board of Directors.

Tasks completed—

COMPETITIVE REALITIES

Demographic and economic data was updated and compared against the nation, state and three competitive regions. Albuquerque, N.M.; Eugene, Ore.; and Greenville, S.C. were selected because they represent best practices in one or more of the plan's goals. Many recommendations in the plan were based on this report and the data it contains will permit the Steering Committee to benchmark progress as the plan is implemented.

TARGET CLUSTER REVIEW

Market Street identified best prospects based on the unique qualities of Greater Waco's workforce and region. Our focus is on higher wage sectors and should result in significant capital investment. Within each target, the Strategy seeks businesses that further enhance our community by retaining young professionals, locating in urban environments and are entrepreneurial.

MARKETING REVIEW

The third major piece of work included a critical analysis of what has worked well for Waco and identified opportunities to more clearly communicate our competitive advantage.

INVOLVEMENT

Regular Steering Committee meetings with the consultant and staff helped shape the plan. The committee will meet quarterly during 2011-2015 to monitor results.

THE PLAN

The Next Level Strategy is not about getting Greater Waco into the game. Challenge Greater Waco did that. This plan promises to continue our momentum over the next five years and to capitalize on important game-changing opportunities that are before us.

The balance of this document features a sampling of Chamber successes to be continued in 2010 and the new initiatives proposed in the five areas of the Next Level Plan.

- **Grow Greater Waco** by attracting the businesses and jobs of the future and helping existing businesses expand.
- **Develop Our Workforce** with improved public schools, targeted training and a growing range of higher education degrees.
- **Reinforce Positive Perceptions** to better reflect the changes that are occurring in Greater Waco that make this a desirable and competitive community.
- **Improve Strategic Community Areas** including our riverfront, Greater Downtown and other commercial and residential neighborhoods that need our attention.
- **Support a Culture of Implementation** starting with this plan and in everything we do as a community.

WE'VE GOT MOMENTUM

The Challenge Fund provided \$3 million to increase the staff and resources of the Chamber which now must be continued—

- We moved into the 21st Century with the technology to be competitive in the world of economic development.
- Five new full-time program initiatives were started in 2006—Strategic Development, Business Retention, Urban Development, Community Development and Research.
- Our programs and staff are generating important results and have brought additional credibility to the Chamber.

The Chamber's Executive Committee and Board of Directors will prepare a budget following completion of the campaign to fund the program in 2011-2015.



Grow Waco

Growing economy is job No. 1

The Challenge Greater Waco Fund has enabled the Chamber to expand its Economic Development program with new technology, additional staff and more programs.

We joined the TexasOneSM economic development partnership to help market Texas. Our participation includes traveling with top state officials to call on prospects and consultants in New York, California, Europe and other key markets.

The International Economic Development Council named Challenge Greater Waco the Top Multi-year Program in 2009.

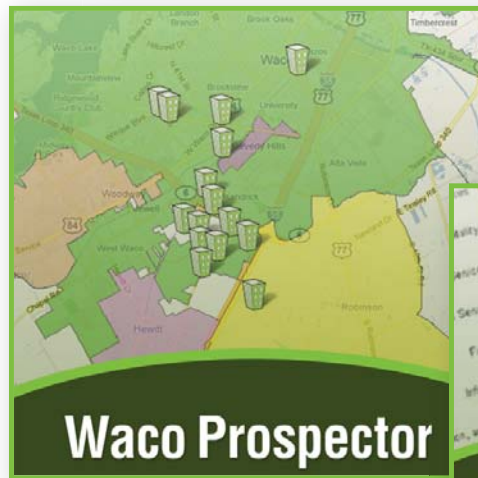
WacoProspector.com provides commercial real estate professionals and researchers with web-based site-selection, thematic mapping, and marketing reports for available properties in the Greater Waco region.

Employing a research manager means we can produce better presentations for prospects and make timely data available on our WacoChamber.com site. Customized reports for our region including 18 cities in McLennan County are updated as new data is available.



Research park is game-changer

The Baylor Research and Innovation Collaborative will be the first program at the Central Texas Technology Park announced in October 2009. Our staff partnered with Baylor to develop the community partnership that is supporting the program and facility on South Loop Drive. First phase design-build renovation is underway at \$30 million.



Chamber website tools provide current data for economic development site selectors and allow local commercial real estate professionals to make their properties available online. At-your-fingertips data is current, thorough and easily accessible.



Growing organically

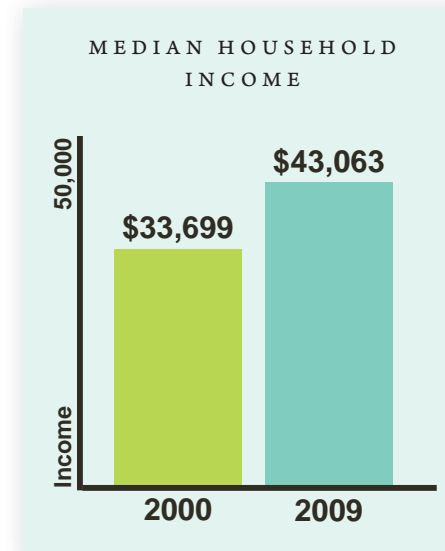
The Chamber's full-time retention-expansion program has visited more than 500 firms in five years. It is a primary source for identifying expansion projects—assisting in 27 projects, creating 1600 jobs, retaining 4000 jobs and investing \$180 million.

The retention and expansion director supports the Greater Waco Aviation Alliance, focused on developing workforce and linkages in this important target industry.



Jobs come from the growth of our existing businesses, and many of our programs are available to them. That's how we're growing Greater Waco.

TERRY STEVENS, 2010 CHAMBER CHAIR



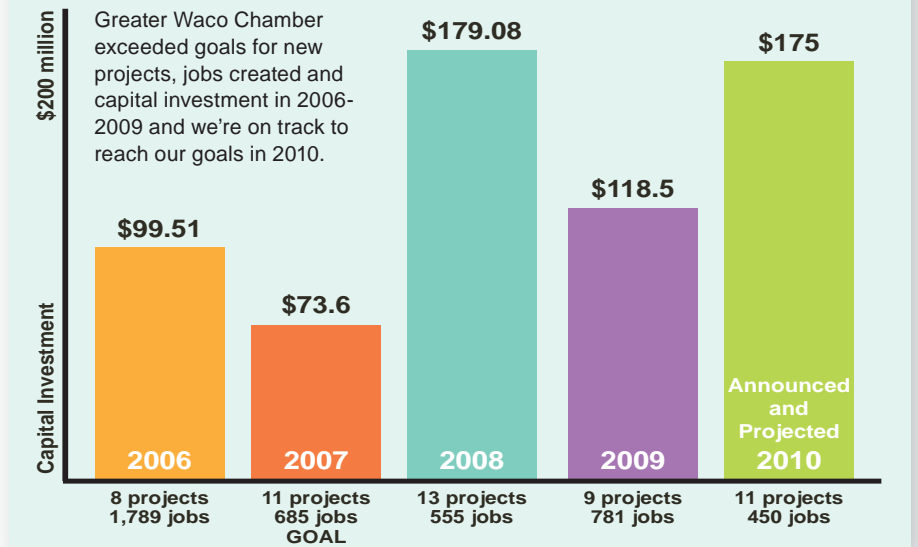
Texas Central Park has experienced record levels of industrial construction.

Tracking our growth



*2006-2010 : Includes two announced projects in 2010 but does not include projected projects

INVESTMENT ANNOUNCED THROUGH CHAMBER EFFORTS



43 projects announced in 2006-2010

2010
Waco Veterans Administration
Regional Office
Associated Hygienic Products

2009
Carter Blood Care
Texon Polymer
Flint Hills Resources
Allergan
National Pharmacy Contact Center
Fleetwood Homes
NYK Logistics
Central Texas
Technology and Research Park
Caterpillar Work Tools and Service

2008
Caterpillar Logistics
Geochemical Technologies Corporation
Allergan
Texas Machine Tool
Dakota Premium Hardwoods
Tractor Supply Company
Coca-Cola North America
Associated Hygienic Products
SC2

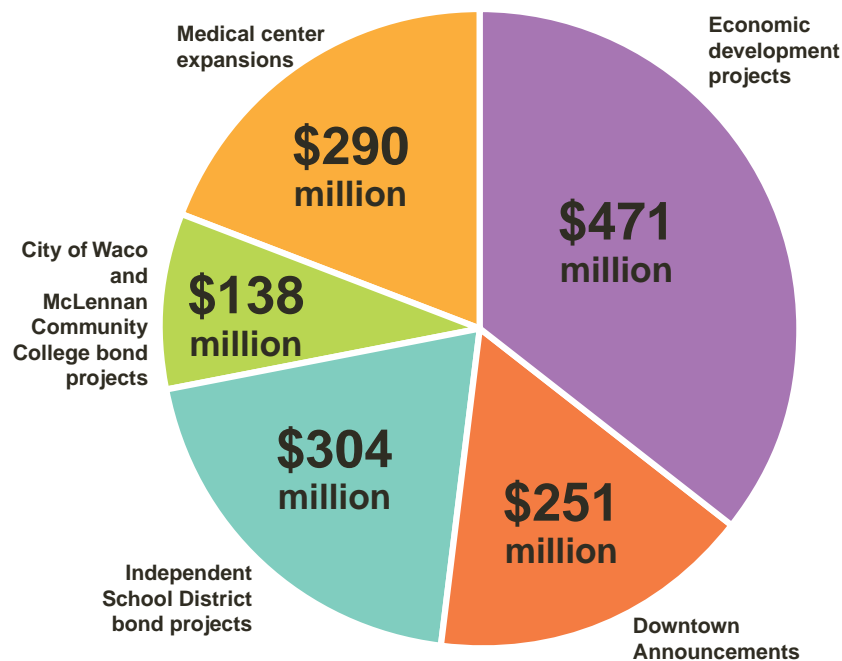
Environmental Quality
Management Associates
Examination Management Services Inc.
Clearview Managed Services
L-3 Integrated Systems

2007
Caterpillar Logistics Service
Wardlaw Claims Service
Cen Tex Aerospace

Wells Fargo Institutional Trust
Waco Town Square
MailMax Direct
TriVan Truck Body
L-3 Integrated Systems
Convergys
Coca-Cola Enterprises
Caterpillar Work Tools and Services

2006
Sanderson Farms Processing
Sanderson Farms Production
L-3 Integrated Systems
Blackhawk Modifications
Advanced Concepts
and Technologies International
Clarke Products
Diversified Product Development
Graham Packaging

\$1.453 Billion invested



REPRESENTATIVE DOWNTOWN ACTIVITY

2009
Austin Avenue Flats
Barnett's Pub
Heritage Quarters
Old Czech Bakery
Suit City
The Livingston

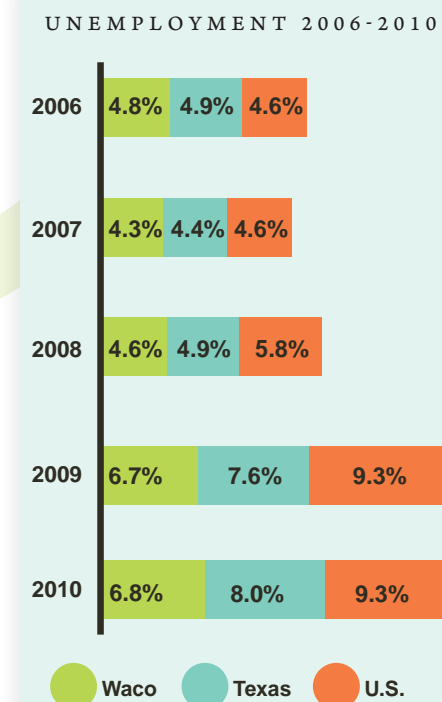
Texas Health and Human Services
Sebas Cocina
Olive Branch

2008
Habitat for Humanity
Buzzard Billy's
Hotel Indigo
705 Austin Ave.
Croft Gallery
Wells Fargo
Baylor Athletic Facility

2007
Chamber building
Green Room Grille
Gateway / Austin's
Hilton Waco
Historic Lofts
at Waco High
Waco Outreach
Café Cappuccino
Rapoport Academy

Waco outpaces state and nation

Greater Waco maintained a strong steady economy from 2006-2010. Even during the national recession, Greater Waco consistently reported lower unemployment rates than Texas and the nation. In 2010, Waco MSA had its highest levels of workforce and employment.



With the positive things happening in and around Waco, it is exciting to think about the future successes awaiting us as this plan is implemented.

ED PAGE, VICE CHAIR
GREATER WACO CHAMBER



NEXT LEVEL STRATEGY Grow Greater Waco

Growing Greater Waco's economy will be most successful through a balanced approach including business retention, entrepreneurial support and business recruitment.

Enhance market intelligence for local companies

- Utilize economic gardening to land new projects
- Help businesses adopt green practices
- Support firms doing business locally
- Help businesses establish regional market from Waco

Advance Entrepreneurship Program

- Establish Alliance for Entrepreneurs
- Support Central Texas Research Park; open incubator
- Increase availability of start-up and angel funding
- Better linkages with Baylor Entrepreneurship program
- Capitalize on region's experienced entrepreneurs

Recruit new businesses from target sectors

- Create, support alliance for each target sector
- Address shortage of Class A buildings
- Establish Greater Waco Technology Neighborhood
- Launch targeted marketing program
- Focus on employers in Greater Downtown area

Strategic marketing campaign

- Raise awareness of Waco with proactive marketing
- Website and advertising directed to target clusters
- Build relationships with trade associations, media

Develop the workforce

Summit, Alliance improving education

The Chamber provided leadership for Education Summits in 2008 and 2009 and a commitment to raise community expectations for educational attainment for every citizen.

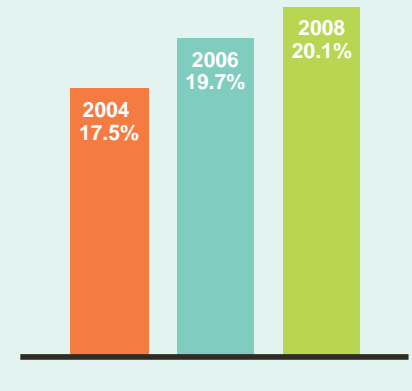
With many partners in the Education Alliance, we are engaging business, education, parent, student and community leaders to create and implement a plan to ensure that every child is prepared for school and every student graduates.

The Chamber also helped win a \$172.5 million bond election for the Waco Independent School District. Since 2006, voters approved construction bonds for seven local school districts.



Community leaders come together annually for the Education Alliance.

HIGH SCHOOL GRADUATES PURSUING FOUR-YEAR DEGREES



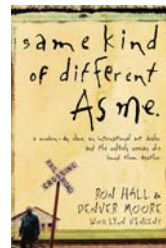
Programs engaging students



100% of LEAD graduates have gone to college.

LEADERSHIP, EDUCATION & DEVELOPMENT

A successful business and education partnership, LEAD has paired 95 Waco Independent School District high school students with 26 business leaders in mentoring relationships to educate and expose students to various business fields.



ONE BOOK, ONE WACO

The Chamber revived this community reading program in 2008 to encourage adults and young people to read and discuss a single book. The program promotes reading and discussion with activities and events focused on encouraging community participation.



In Waco, we have made sure that we don't just plan, but that we also do. The strategic plan is a working document to guide our efforts to grow for now and years to come.

DR. ROLAND GOERTZ, PAST CHAIR



The \$17.5 million Michaelis Academic Center houses the University Center.

UNIVERSITY CENTER

ENROLLMENT **73** **900**
2001 2010

PROGRAMS **4** **37**
2001 2010

PARTNERSHIPS

- Midwestern State University, Wichita Falls
- Tarleton State University
- Texas Tech University
- The University of Texas Medical Branch, Galveston
- The University of Texas at Brownsville

Growing college enrollment a priority

Building support for expanding facilities and growing enrollment at McLennan Community College was a top priority of the Challenge Greater Waco Strategic Plan.

The Chamber was one of the most visible supporters of MCC's \$74.5 million bond issue that was approved by a two-to-one margin in 2006. Three new buildings now house the college's nursing and other bachelor's and graduate degree programs offered at the University Center. With Texas Tech University

on campus since 2009, the Chamber is working with the University Center to reach the desired 6,000 students.

Other college-level training programs for target industries are being expanded at Texas State Technical College where the Aerospace Center is now under construction. This \$11.5 million facility will offer cutting-edge training for students to become pilots, dispatchers, mechanics, avionics technicians or air-traffic controllers.

Targeting Training

Communicating business training requirements to Baylor, TSTC and MCC was a priority in the 2006-2010 plan.

Needs were identified through the Business Retention and Expansion program and workforce development grant applications were supported.



Preparing students for good jobs in local industry is the purpose of the aviation program at Texas State Technical College Waco.



NEXT LEVEL STRATEGY

Develop Greater Waco's workforce

Developing a quality workforce will continue to be a strategic priority. The Next Level Strategy calls on the entire community to step up workforce development, attraction and retention.

It focuses on promoting Greater Waco to young professionals and families, and engaging a diverse workforce into the community.

- Develop advanced training labs for target industries
- Launch a talent recruitment campaign
- Support creation of student-led businesses
- Facilitate high school internships and teacher externships
- Create a volunteer reading and book donation service
- Ramp up Education Alliance and early childhood programs
- Empower young leaders

Change perceptions

Green buildings and more!

Since adopting the Breakthrough Initiative, “Win recognition as a green, livable city,” Greater Waco has seen a surge in exceptional green business practices, green buildings and a shared vision to become a more sustainable city.

The Chamber’s “First Green Chamber Building in America” has been recognized for achieving LEED-Gold certification and others have followed our lead. Baylor has three LEED-certified buildings as does McLennan Community College. Wells Fargo, Caterpillar and Midway Independent School District will bring our count of buildings recognized in the U.S. Green Building Council program to 10.

Partners for Livable Communities is showcasing the Greater Waco Chamber as one of 22 local chambers that have made sustainability a key strategy for economic and community development.

Also contributing to positive perceptions about Waco is the significant collection of local and regional art in the Chamber’s Salome Commerce Center. The art was acquired through the generosity of Past Chairs and other friends of the Chamber and is valued at more than \$110,000.

The new building is a symbol of the business community’s confidence in our region’s future. It is one of many developments since 2006 that is changing perceptions about Greater Waco.



Greater Waco Chamber Salome Commerce Center



Waco We Do works!

The first phase of our program to change perceptions about Waco was directed at local residents with the introduction of the Waco We Do campaign in 2006. With a button logo and ads touting the things we do and do very well, the Chamber expanded the campaign to include ads in Texas Monthly, Texas Real Estate magazine and other regional publications.

‘We Do’ believe in Waco and our future. When we believe in our community, it’s easier to sell Waco to the rest of the world. We’re poised to take incredible strides in all sectors of our community in the coming years. Our goals can be carried out through the Momentum Campaign.

STEWART KELLY, VICE CHAIR AND TREASURER



RECOGNITIONS

WacoProspector.com recognized by the International Economic Development Council as best website

Waco Chamber & Business Quarterly received Grand Award from American Chamber of Commerce Executives

Forbes Magazine named Waco as No. 3 in America among Best Cities for New Jobs

Business Week named Waco No. 14 among U.S. markets where jobs are available and real estate is affordable

Chamber building named Best New Construction Project by the Texas Downtown Association

Greater Waco Chamber was named first in the 2009 Keep Texas Beautiful Civic Organization Leadership Award project category

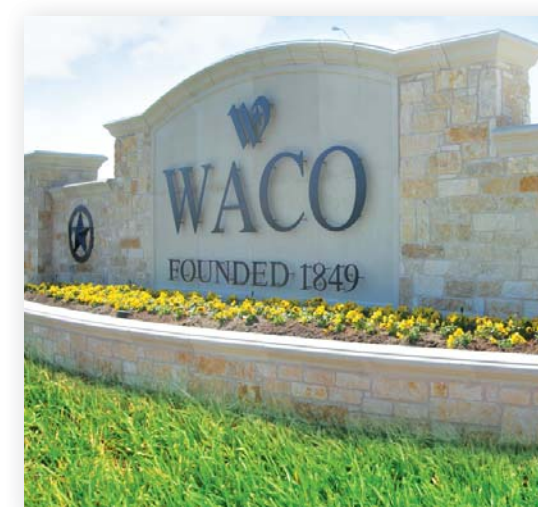
Partnerships formed between Greater Waco and Baylor

Chamber leaders and staff are working with Baylor to capitalize on a variety of economic and community development opportunities—from starting businesses to overcoming poverty to supporting athletics.

Partnerships have been established with Baylor research, business, engineering, social work, education and other departments. New relationships for Waco and Baylor continue to develop.

Better first impressions

Development at the city’s southern gateway and construction along I-35—ultimately to include a signature bridge over the Brazos—will change what has been a less than inviting view from the busy highway. The Chamber partnered with Heart of Texas Builders Association and Keep Waco Beautiful to construct the first of two welcome signs and advocate more trees and landscaping.



NEXT LEVEL STRATEGY Reinforce positive perceptions

Changing the perception of a community takes time but it begins with bolstering community pride.

A region’s residents can be its greatest marketers. If local attitudes are good, positive messages will radiate through contacts with family, friends and ultimately to business connections outside of the community.

- Fund national public relations campaign
- Upgrade WacoChamber.com with new technology / social media
- Plant 100,000 trees on public rights-of-way in Greater Waco
- Engage community in local pride campaign
- Ramp up Waco We Do campaign
- Conduct surveys to gather local input
- Monitor Internet to ensure positive community information

Revitalize strategic community areas

Realizing a billion dollar decade

The Chamber projected a “billion dollar decade” to convey the organization’s optimism about downtown. With the projects announced or underway since the Challenge Fund was established, it appears the goal will be exceeded.

With the Chamber as a catalyst project, Waco Town Square, Heritage Quarters student housing, transformation of the Roosevelt and renovation of the Convention Center followed.



The Waco Convention Center is undergoing a \$17.5 million renovation that includes transforming the facade into an intriguing element in Downtown Waco.

URBAN DEVELOPMENT

1000 Friends of Waco focuses on key issues for downtown and riverfront development through a dynamic website and monthly Downtown Roundtable meetings.

The City of Waco has implemented an overlay district to encourage urban development by ensuring improved standards for properties.

Leadership InterCity visits to Fort Worth, Chattanooga, Oklahoma City, Branson and Portland have built support for riverfront development, greater density and public transportation.

The Chamber is advocating for streetcars and other urban transit options and working with the Texas Department of Transportation to redevelop Interstate 35.

Bringing visitors, residents to riverfront



The Chamber-sponsored TriWaco triathlon is an important economic development marketing opportunity. Among the 800 participants are many young professionals and others in our target demographic. This event draws attention to the beauty of the region and engages both local residents and visitors in activity in and along our portion of the Brazos River.

Greater Downtown Plan underway

The Chamber, City of Waco and community leadership are committed to growing the heart of the city. They teamed up to initiate the Imagine Waco planning process that involved tremendous citizen input. The goal is to create a live, work and play environment for 100,000 residents and 65,000 jobs.



The Brazos River is central to the development of not only of our downtown, but the community in general. Pride in our community is essential to creating proper impressions. Making that perception reality is what the Chamber’s initiatives are all about.

DON MOES, CHAIR-ELECT

Downtown investment



Between 2006 and 2010, more than \$250 million in new private investment was announced downtown. The \$63 million City of Waco bond issue—supported by the Chamber—included improvements in and supporting development downtown.

DEVELOPMENTS DOWNTOWN 2006-2010



NEXT LEVEL STRATEGY Improve strategic community areas

The long talked about potential of the Brazos riverfront can be realized by implementing the Greater Downtown Plan.

This landmark document calls for a commitment to a full range of public and private investment in buildings, parks, educational facilities and transportation infrastructure to attract 100,000 residents and 65,000 jobs by 2050.

Our Next Level Strategy includes immediate projects on the river, in the central business district and in underserved commercial and residential neighborhoods.

- Break ground on signature riverfront projects
- Establish co-working / incubator spaces for the arts
- Invest in more public art
- Build streetcar starter line downtown
- Begin water taxi service on Brazos River
- Establish Arts Alliance to coordinate assets, activities and planning
- Launch Greater Downtown marketing and public relations campaign

Build a culture of implementation

It is hard to deny the tangible benefit our community has experienced as a result of our business community investing in the future of Greater Waco through the Challenge campaign. Now it is time to move to the next level.

RICK BROPHY, PAST CHAMBER CHAIR AND PAST STEERING COMMITTEE CHAIR



Working our plans

The Challenge Greater Waco Strategic Plan was an ambitious five-year program that Chamber leaders were determined to make a part of the Chamber's culture.

At quarterly meetings since 2006, members of the Economic Development Strategy Steering Committee reviewed key benchmarking data revealing progress against goals. The plan has also been on the agenda of every meeting of the Board of Directors.

Examples that we are building a culture of implementation throughout the community are the successful City of Waco and independent school district bond elections.

First a vision, now implementation

The annual Visioning Expo showcases scores of projects advancing Greater Waco's shared community vision. Chamber projects featured in the 2010 Expo included Waco Green Business Network, Starburst Junior Golf Classic, Waco Young Professionals, Greater Waco Aviation Alliance and Waco Industrial Foundation. Celebrating success is an important step in building a culture of implementation.

COMMUNITY
VISIONING
PROJECT
ManyVoices. One Vision.



Partnerships

One of the recommendations Market Street Services made in the Challenge Greater Waco Strategic Plan was to engage many public and private sector entities in the plan's implementation.

Sometimes the Chamber was the leader and invited others to support our initiative. Other tasks required a team of equals with each doing its part but under a single banner. In a few instances, we lent our name to a worthy program or project and provided little other support.

This document is not about giving or taking credit for the successes of the past five years but to make the case that a culture of implementation is developing in Greater Waco and it promises to produce even greater results going forward.

The Greater Waco Chamber and its Economic Development Strategy Steering Committee express appreciation to all who helped implement the plan including more than 70 listed below.

Art Center Waco
Associated General Contractors
Baylor Alumni Association
Baylor Center for Entrepreneurship
Baylor University
Baylor Research and Innovation Collaborative
Bear Force One
Bellmead Chamber
Bellmead Economic Development Corporation
Business Resource Center
Cen-Tex African-American Chamber
Cen-Tex Hispanic Chamber
China Spring Independent School District
City of Waco and other municipalities
Community Development Corporation
Community in Schools
Community Race Relations
Community Visioning Project
Cooper Foundation
Council of Governments
Crawford Chamber
Cultural Arts Festival
Education Alliance
Green Building Initiative
Habit for Humanity
Heart of Texas Builders Association
Heart of Texas Workforce Development Board
Hewitt Chamber
Homeless Coalition
Hotel Motel Association
Hunger Coalition
Keep McLennan County Beautiful
Keep Waco Beautiful
La Vega Independent School District
Lacy Lakeview Chamber
Lorena Chamber
Lorena Independent School District

McGregor Chamber
McLennan Community College
McLennan County
Midway Independent School District
Mission Waco
Moody Chamber
NeighborWorks
Partners of McLennan County
Public Improvement District
Quinn Campus, Inc.
Rapoport Academy
Bernard and Audre Rapoport Foundation
Robinson Chamber
Small Business Development Corporation
Society of Human Resource Managers
Society of Purchasing Managers
State of Texas, Governor's Office
Tax Increment Finance District
Texas Commission on the Arts
Texas Department of Transportation
Texas One
Texas State Technical College
United Way of McLennan County
University Center at MCC
Waco Association of Realtors
Waco Business League
Waco Convention and Visitors Bureau
Waco Foundation
Waco Housing Authority
Waco Independent School District
Waco Industrial Foundation
Waco McLennan County Economic Development Corporation
Waco Performing Arts Company
Waco Symphony
West Chamber
Workforce Solutions



NEXT LEVEL STRATEGY Support a culture of implementation

An economic and community development strategy is most effective when the community embraces a culture of implementation.

An unprecedented level of regional collaboration emerged in support of the Challenge Greater Waco plan.

The Next Level Strategy will come to life and produce the desired results when community leaders and leadership organizations rally behind its execution.

- Raise funds to implement Next Level Strategic Plan
- Strengthen relationships with local cities
- Take leadership role on public policy issues
- Secure additional and targeted local incentive funding
- Participate with other community organizations
- Lead efforts with other Central Texas cities in public policy and economic development

C A M P A I G N C A B I N E T

Richard A. Brophy

Beard Kultgen Brophy Bostwick
Dickson and Squires
2008 Board Chair

William L. Clifton Jr.

Waco-McLennan County Economic
Development Corporation
1995 Board Chair

Bob R. Davis

BRD Management
2006 Board Chair

Dr. Roland A. Goertz

Family Health Centers
2009 Board Chair

James F. Haller

First National Bank of Central Texas
2004 Board Chair

Kent A. Keahey

Providence Healthcare Network
2005 Board Chair

Stewart R. Kelly

Kelly, Realtors
Board Vice Chair and Treasurer

W. David Lacy

Community Bank & Trust Company
2007 Board Chair

Donald G. Moes

Equipment Depot
Board Chair-elect

Edwin L. Page

H-E-B
Board Vice Chair

Thomas G. Salome

Challenge Greater Waco Campaign
1993 Board Chair

Terry W. Stevens

First Title Company of Waco
2010 Board Chair

Stanley O. Strum

Waco Industrial Foundation
1994 Board Chair

James G. Vaughan Jr.

Greater Waco Chamber
President and CEO

