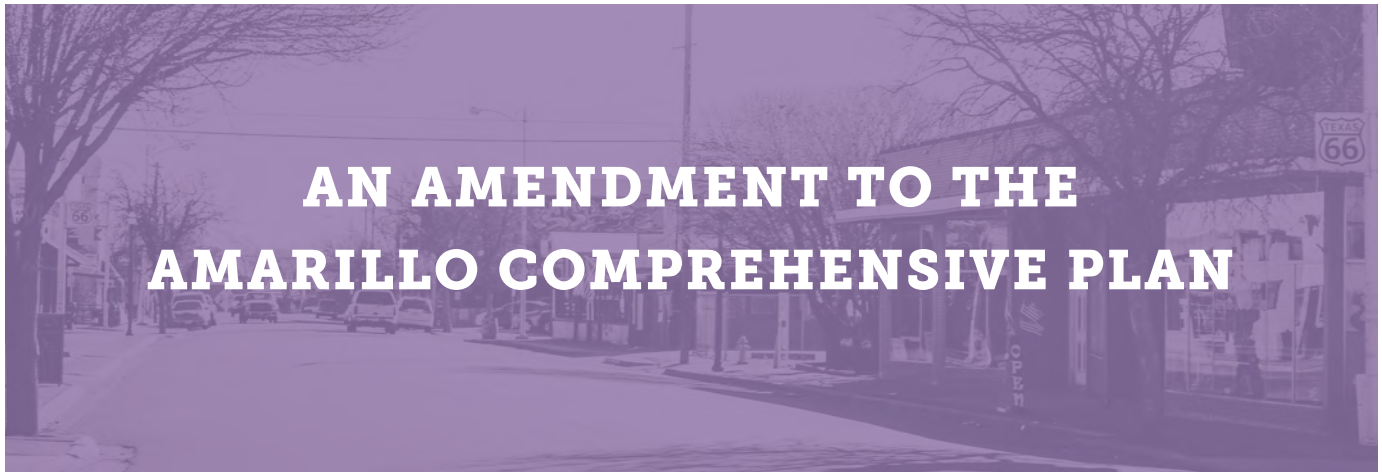




# San Jacinto

NEIGHBORHOOD PLAN



**CITY COUNCIL MEMBERS**

Mayor Ginger Nelson  
Elaine Hays  
Freda Powell  
Eddy Sauer  
Howard Smith

**PLANNING & ZONING COMMISSION MEMBERS**

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Vice Chair, Pedro Limas  
Jonathan Morris  
Royce Gooch  
Jason Ault  
Dick Ford  
Bowden Jones

**POTTER COUNTY COMMISSIONERS COURT**

Judge Nancy Tanner  
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Mercy Murguia  
Leon Church  
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**PROJECT CONSULTANT**

Urban Milestones  
Cassie Wright, President

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**Building Safety**

**Community Development**

**Parks & Recreation**

**Police Department**

**Public Works Division**

# ACKNOWLEDGEMENTS

The City Council acknowledges this document as both a thorough examination of the San Jacinto neighborhood and an organized plan of action through which the ideas and insights of its residents, business owners, and property owners can be executed. The formal adoption of this plan as an amendment to the Amarillo Comprehensive Plan signifies a commitment to the neighborhood. This commitment will be demonstrated by:

1. Utilizing the abilities of the City Council and the Council appointments to its boards and commissions in cooperation with City staff.
2. Examining the City's annual budget for opportunities to support the plan's implementation.
3. Making the neighborhood a primary focus of capital improvement projects in the annual preparation of the five-year Community Investment Program.
4. Recognizing opportunities for partnerships with other agencies and organizations.
5. Encouraging and acknowledging actions taken directly by the neighborhood.

This plan would not have been made possible without the commitment of the San Jacinto Neighborhood Plan Advisory Committee. They devoted many volunteer hours to the effort. Working closely with the Project Consultant and the City's Planning and Development Services staff, they helped craft a plan for the future of the neighborhood that addresses the needs of residents, business owners, property owners, and visitors. The City thanks them for their exhaustive efforts.

<b>Victor Arroyo</b>	<b>Janette Kelley</b>
<b>Christine "Dani" Baker</b>	<b>Jeannie Lira</b>
<b>Jason Barrett</b>	<b>Sabre McLean</b>
<b>Brady Clark</b>	<b>Dora Meroney</b>
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<b>Sherrie Ferguson</b>	<b>Tyler Tatum</b>
<b>Jessica Johnson</b>	<b>Kathryn Traves</b>
<b>Linda Kelley</b>	<b>Jennifer Weaver</b>
	<b>Kim Zimmer</b>

In addition, the City of Amarillo would like to thank San Jacinto Elementary School for hosting the Advisory Committee meetings and multiple public meetings. The school provided a youthful and neutral space for discussion and deliberation.

Finally, the City sincerely thanks the meeting attendees, survey respondents, and all interested citizens that their invested time and attention in the planning process.

# TABLE OF CONTENTS

ACKNOWLEDGEMENTS 3

TABLE OF CONTENTS 4

RELATIONSHIP TO ADOPTED PLANS 5

PLAN PROCESS AND PUBLIC ENGAGEMENT 6

*Process Design and Phasing 6*

*Public Meeting Schedule and Meeting Summaries 8*

*Advisory Committee Meeting Schedule and Summaries 9*

*Focus Groups 11*

*Communications 13*

EXISTING CONDITIONS ANALYSIS 14

*History 18*

*Zoning and Land Use 25*

*Future Land Use 30*

*Demographics 32*

*Housing Status 38*

*Transportation and Connectivity 45*

*Strengths, Weaknesses, Opportunities, and Threats (SWOT) Summary 50*

*Existing Conditions and Public Input Key Take-Aways 51*

VISION AND GOALS 52

*San Jacinto Neighborhood Goals 53*

*Land Use Guiding Principles 54*

IMPLEMENTATION 55

*Projects and Immediate Priorities for San Jacinto 55*

*Transformative Project #1: Reduce Crime and Improve Neighborhood Safety 55*

*Transformative Project #2: Form a 6<sup>th</sup> Street Public Improvement District 56*

*Transformative Project #3: Fix the Housing Crisis 57*

*Other Priority Project Examples 59*

*Moving from Plan to Action 62*

*Other Partners and Funding 62*

IMPLEMENTATION MATRIX 64

## RELATIONSHIP TO ADOPTED PLANS

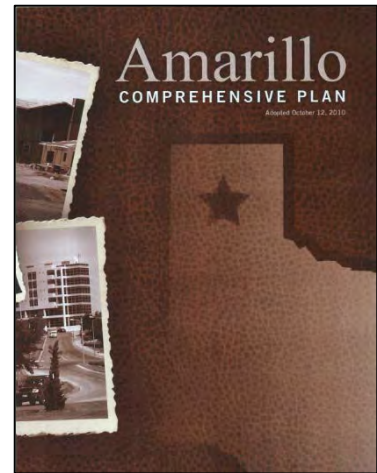
The San Jacinto Neighborhood Plan is as an amendment to the Amarillo Comprehensive Plan, adopted in October of 2010. One of the fundamental responsibilities of local government is to plan for future growth and development of the community. The Comprehensive Plan is the policy guide that provides the broad vision and framework for all land use and development decisions in Amarillo.

Neighborhood plans serve a slightly different purpose. Undertaken in the spirit of a partnership between the neighborhood and the City, they allow for a more thorough analysis of the characteristics and conditions of a smaller area. They are designed to build organizational capacity, form consensus for goals among stakeholders, and provide a roadmap to guide future neighborhood planning and development efforts both in general categories such as land use, zoning, and circulation as well as site specific improvements. Through collaboration with neighborhood stakeholders, the plan establishes area-specific strategies and sets forth a course for implementation.

The neighborhood plan has a specific purpose of providing guidance to elected officials and city staff so that formal actions by local government will be more compatible with the vision and goals created by neighborhood stakeholders. Both neighborhood planning and comprehensive planning entail a commitment to an inclusive participatory planning process, which includes all of the key leadership in a community and reaches beyond those citizens that routinely engage with local government.

The Neighborhood Planning Initiative was established in 2016 through an interlocal agreement between the City of Amarillo and Potter County. The purpose of the agreement was to facilitate planning and community development in the “older, distressed neighborhoods.” North Heights, Barrio, San Jacinto, and Eastridge were identified as the Initiative’s first priorities. Both the City and Potter County committed to contributing \$75,000 annually for the purpose of plan development. The City then contributed an additional \$2,616,200 from the 2016 5-year Community Improvements Bond program to be divided equally among the four neighborhoods and specifically reserved for their plan’s implementation efforts.

The importance of the Neighborhood Planning Initiative was underscored in the City Council’s 2018 strategic plan “Blue Print for Amarillo.” The Economic Development and Redevelopment Council Pillar calls for applying innovation to the “redevelopment of disadvantaged areas of our community” by completing the neighborhood plans and exploring a number of community and economic development tools to address neighborhood needs. In addition, the neighborhood planning effort is identified as an important mechanism to spark civic pride, another Council Pillar.



# PLAN PROCESS AND PUBLIC ENGAGEMENT

The San Jacinto Neighborhood Plan was developed over the course of approximately one year kicking off in March 2019 and culminating in the adoption of the document by City Council in February 2020. The City of Amarillo contracted with consultant Cassie Wright of Urban Milestones to provide project management and community engagement services. The San Jacinto Neighborhood Plan Advisory Committee was formed to provide guidance and oversight for the process, which was organized into phases with advisory committee meetings, public meetings, and outreach activities scheduled to support the desired outcomes of each phase.

In total, the process included five public meetings, eight advisory committee meetings, an online business owner survey, and a series of focus group meetings with partner organizations and city departments. It was designed to simultaneously produce qualitative input from the community and data-driven analysis. When combined, the qualitative and quantitative information informed a vision statement and seven focus areas to serve as the overarching framework for the plan. These focus areas set the stage for exploration, discussion, and collaboration among the neighborhood, the City of Amarillo, and other partners to determine the best and most feasible actions to achieve the neighborhood's goals.

Below is a summary of the process and public engagement activities.

## Process Design and Phasing

### *PHASE 1: Existing Conditions Review and Project Kickoff*

During the first phase of the planning process, the project team gained an understanding of San Jacinto's history, demographics, and the built environment. Using data provided by the City and information provided by the community, this phase identified the current neighborhood conditions and publicly kicked off the process in the community.

### *PHASE 2: Establish Vision and Guiding Principles*

The second phase of the planning process focused on developing a vision statement and guiding principles for the neighborhood. The vision outlines how the community wants to see the neighborhood in the future. It identifies existing qualities that the community wants to preserve while also describing changes that the community desires. The guiding principles are consistent with the land use guiding principles of the other neighborhood plans. Both the vision and guiding principles relate back to the Amarillo Comprehensive Plan.

### *PHASE 3: Pinpointing the Plan*

After setting the vision for San Jacinto, the topics and focus areas for the plan were refined with the community's input. The focus areas were determined by need (as shown through data analysis) and by want (as shown through community input). The focus areas are limited to those issues that are most critical to the community and that may be addressed in a manageable manner.

## **PLAN PROCESS AND PUBLIC ENGAGEMENT**

### *PHASE 4: Study and Learn*

Urban Milestones and the City worked very closely with the Advisory Committee during the fourth phase of the planning process to begin drafting goals and implementation strategies. This work was done through extensive analysis and research, citing best practices and case studies as examples. Urban Milestones guided the Advisory Committee to prioritize projects during this phase and determine those that are key as “transformative” projects.

### *PHASE 5: Develop Options/Recommendations/Priorities*

Using the research from Phase 4, Urban Milestones and the City again worked closely with the Advisory Committee to develop and refine neighborhood options and recommendations into a list of priority projects for implementation.

### *PHASE 6: Draft Plan*

The City and Urban Milestones created a draft plan Word document to be reviewed by the public and the Advisory Committee.

### *Phase 7: Plan Adoption*

During the last stage of the planning process, the City prepared the final document for the necessary commission and board approvals prior to presentation to City Council for adoption.



## PLAN PROCESS AND PUBLIC ENGAGEMENT

### Public Meeting Schedule and Meeting Summaries

In total there were five public meetings held as part of the planning process. These were held in rotating locations in the neighborhood and publicized with flyers, postcards, social media, and by word-of-mouth. Over 275 people recorded their attendance at these sessions, which were designed to both present the progress of the plan to the broader community, provide a forum for conversation and offer opportunities for deeper engagement during the different phases.

#### *Public Meeting #1: Project Kickoff*

6 – 7:30 pm on Tuesday, March 12<sup>th</sup>, 2019

Heal the City

Attendance: 73

The Kickoff featured an overview by Cassie Wright, project consultant, of the plan process and schedule. It explained the public engagement plan in detail including public meetings, advisory committee structure, focus groups, and surveys. Attendees then participated in a SWOT analysis where they identified the neighborhood's strengths, weaknesses, opportunities, and threats.



#### *Public Meeting #2: Vision and Guiding Principles*

6 – 7:30 pm on Tuesday, May 14<sup>th</sup>, 2019

San Jacinto Christian Academy

Attendance: 53

The second public meeting provided an overview of the plan process and schedule, a presentation on focus areas, and small group exercises in which each group drafted ideas, goals and possible solutions for the noted issues in each focus area.



#### *Public Meeting #3: Focus Topics and Areas + Initial Case Studies & Best Practices*

6 – 7:30 pm on Tuesday, July 30<sup>th</sup>, 2019

Generation Next

Attendance: 81

The third public meeting featured a presentation of the focus areas with a refined list of the draft goals and strategies. Attendees were asked to review the draft, provide written comments, and offer ideas (i.e. case studies) from other neighborhoods that they would like to potentially see implemented in Amarillo.

#### *Public Meeting #4: Options and Alternatives*

6 – 7:30 pm on Thursday, November 7<sup>th</sup>, 2019

San Jacinto Elementary School

Attendance: 25

The fourth public meeting provided an overview of the transformative projects—Housing, a Unified 6<sup>th</sup> Street Business District, and Crime Reduction—as well as a presentation of more detailed project proposals prepared by the Advisory Committee. Attendees were then asked to vote on the action items under each focus area to help the committee and planning team identify the priority projects to be



## PLAN PROCESS AND PUBLIC ENGAGEMENT

implemented first. This exercise was also translated to an online survey in order to provide more opportunities for feedback since attendance was low due to inclement weather.

### *Public Meeting #5: Open House to Review Draft Plan*

6 – 7:30 pm on Tuesday, January 14, 2020

San Jacinto Elementary School

Attendance: 60

The final public meeting was an open house format to reveal the draft of the plan to the public. The open house featured a presentation, displays, and the ability for the public to ask questions or provide additional comments.

## Advisory Committee Meeting Schedule and Summaries

The San Jacinto Neighborhood Plan Advisory Committee was formed through an application process during Phase 1. Anyone interested in serving could apply and commit to attending the regularly scheduled meetings. Members recognized in the plan attended 60% of the combined public meetings and advisory committee meetings. Members agreed to the following roles and responsibilities:

- Provide strategic oversight
- Identify project partners
- Serve as an advocate for the plan
- Represent the neighborhood
- Accept responsibility for the plan
- Lead community-based initiatives

The committee met eight times throughout the process. All meetings were held at San Jacinto Elementary School (3400 W 4th Ave.) with the exception of Meeting #7 which was rescheduled and conducted at the Generation Next Youth House due to inclement weather. Below is a summary of what was accomplished at each meeting.



### *Meeting #1: April 4, 2019*

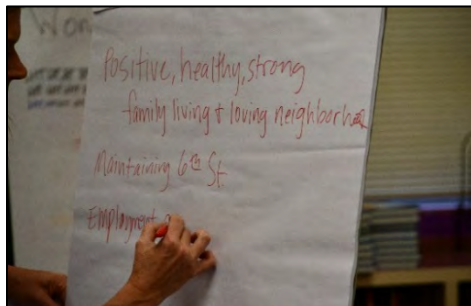
The first Advisory Committee meeting featured an overview of the process, the roles and responsibilities of the Advisory Committee including an explanation of the Consensus-Based Decision-Making model, a review of the SWOT analysis from the public meeting, and a vision and guiding principles exercise.

### *Meeting #2: May 9th, 2019*

The second Advisory Committee meeting included a discussion of the draft vision statement, the land use guiding principles, the first review of the Focus Areas and neighborhood goals, and preparation for the next public meeting.

### *Meeting #3: June 6th, 2019*

The third Advisory Committee meeting was a work session to further refine the vision and goals, as well as to begin developing strategies for each goal using the information



## PLAN PROCESS AND PUBLIC ENGAGEMENT

gathered at the May public meeting. The committee approved the vision statement.

### *Meeting #4: July 11th, 2019*

The fourth Advisory Committee meeting included an update on the business owner survey and property owner meeting, and additional work time refining the goals and strategies. The committee also discussed a possible call to action. The committee approved the goals and strategies for Clean and Safe and Economic Development.

### *Meeting #5: August 29th, 2019*

The fifth Advisory Committee meeting recapped the July 30<sup>th</sup> public meeting, provided an update on focus group meetings with city departments, and further refined the goals and strategies. The committee approved the goals and strategies for History and Culture and Housing.

### *Meeting #6: September 26th, 2019*

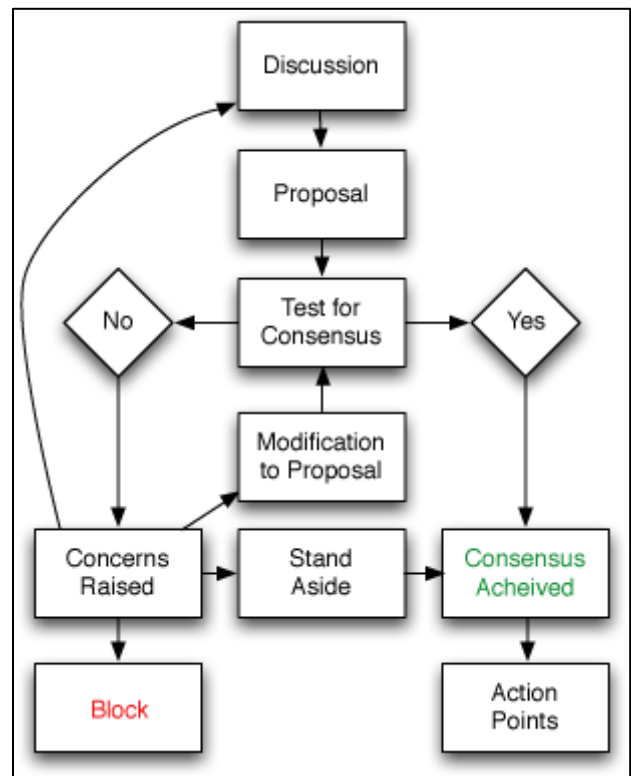
The sixth Advisory Committee meeting again focused on goals and strategies. The committee approved Infrastructure, Nature and Environment, and Community Building. They also began to discuss how to turn the strategies into actionable projects, selecting specific items that they wanted to further refine by studying best practices, cost estimates, potential policy changes, and needed partners.

### *Meeting #7: November 4th, 2019 (rescheduled due to inclement weather)*

In preparation for the seventh Advisory Committee meeting, committee members completed project proposal worksheets to outline in specific detail how the projects could be implemented. During the meeting, the members reviewed their project proposals as well as a draft of three transformative projects to be presented at the fourth public meeting.

### *Meeting #8: December 5th, 2019*

The final Advisory Committee meeting included review and approval of the three transformative projects as well as a discussion of evolving from a neighborhood plan committee to a neighborhood association responsible for the implementation of the plan.



Flowchart of consensus-based decision-making, illustration by Grant Harwood.

## Focus Groups

Urban Milestones and planning staff facilitated a series of focus group discussions with city departments and other partners to discuss issues and concerns arising throughout the planning process from the community. These conversations allowed the team to clarify policies and procedures, introduce potential solutions for consideration, and build relationships.

### *City of Amarillo*

In total, there were 12 focus group meetings held with various city departments. The neighborhood expressed common concerns about communication and coordination with the City of Amarillo. These conversations not only helped highlight issues, but they also served to create open lines of communication among staff and the neighborhood.

An interdepartmental working group formed as a result of these efforts and the group will continue to meet regularly to address policy issues impacting neighborhoods with a focus on critical items in the plan areas. Below is the list of meetings conducted with other city departments:

- Amarillo Police Department and Project Safe Neighborhoods #1 – Wednesday, April 17<sup>th</sup>, 2019
- Capital Improvements and Development Engineering – June 4<sup>th</sup>, 2019
- Parks and Recreation – June 4<sup>th</sup>, 2019
- Building Safety – June 4<sup>th</sup>, 2019
- Community Development #1 – June 4<sup>th</sup>, 2019
- Animal Management and Welfare – August 19<sup>th</sup>, 2019
- Traffic Engineering – August 23, 2019
- Amarillo Police Department (Neighborhood Patrol Officers) – Friday, September 6<sup>th</sup>, 2019 and Thursday, September 12<sup>th</sup>, 2019
- Public Works/Solid Waste – Wednesday, September 18<sup>th</sup>, 2019
- Communications – Wednesday, September 18<sup>th</sup>, 2019
- Community Development #2 – Tuesday, October 1<sup>st</sup>, 2019

### *Other Partners*

The planning team conducted additional meetings and focused conversations with these other partners:

- San Jacinto Elementary School – April 18<sup>th</sup>, 2019
- Operation First Five – August 22<sup>nd</sup>, 2019
- Xcel Energy – Monday, September 30<sup>th</sup>, 2019
- San Jacinto Commercial Real Estate Tour – November 21<sup>st</sup>, 2019

### *Property Owners*

Urban Milestones facilitated the property owners' focus group meeting on Monday, June 17<sup>th</sup>. The purpose of this meeting was to engage the "multiple" property owners in the neighborhood, share information collected from the community, gather feedback, and discuss strategies to improve neighborhood property conditions.

The condition of the residential housing stock in San Jacinto was identified early on as one of the area's major challenges. Conditions such as an imbalance of renters and homeowners, neglected and substandard homes, and the presence of "slumlords" contribute significantly to the negative perceptions of the neighborhood.

## PLAN PROCESS AND PUBLIC ENGAGEMENT

A total of 53 invitation letters were sent to individuals or entities that own four or more properties in the San Jacinto neighborhood plan boundary. These 53 entities own nearly 500 properties combined. Eleven property owners attended the meeting. Property owners' concerns around the neighborhood's housing stock were generally aligned with the community's concerns. Owners agreed that crime, lack of ample police presence, homeless persons and squatters overtaking vacant properties, and dilapidated/substandard structures were of top concern. The property owners discussed both impediments to improving the housing stock and potential solutions.

### *Business Owners*

An online survey for business owners was conducted in June 2019. A letter was sent to 401 businesses in the San Jacinto plan area with a link to the online survey. Forty businesses responded.

The top three industries were retail (25%), other (20%) which primarily included leasing office space, rental property, and dog grooming, and construction (12.5%). Below is a summary of their input:

- About 40% of the respondents noted they have been in operation for 21 years+ (40%), which indicates the established nature of the business environment.
- The second greatest percentage of businesses in the neighborhood have been in operation for 0-3 years (22.5%) indicating the neighborhood is affordable and attractive to new businesses.
- Another indicator that exhibits strong vested interest from business owners is that almost 80% own the building in which they operate.
- When asked what services would help support their businesses development, the top three responses—with two tied for second place—were:
  - 1) *Improved city services/support* (easier permitting for special events, financial support, maintenance resources, improvements to solid waste management) (70%)
  - 2) *Small business support* (65%) and *Improved Streetscaping* (Pedestrian lights, street trees, benches, bus shelters, trash cans, flower pots, banners, information kiosk) (65%); and
  - 3) *Facade improvement programs/grants* (57.5%).
- Another indicator that illustrates the vibrancy and growth in this district is that almost 65% of businesses owners anticipate hiring additional staff in the next five years.
- When asked what influenced business owners to locate their businesses in the San Jacinto neighborhood, 52.5% of responses indicated that the availability of space played a big role. Additionally, 47.5% of responses indicated that it was the historic character, and 40% of responses indicated 6<sup>th</sup> St./Route 66 influenced their decision.
- When asked what types of businesses/jobs would benefit the San Jacinto neighborhood, 77.5% of business owners stated that service businesses/jobs such as retail, restaurants, and grocery would have a positive impact on the neighborhood. This was followed by arts and entertainment (62.5%).
- Responding businesses indicated that 72.5% of their business comes from San Jacinto residents and residents of other neighborhoods in Amarillo.
- One of the key take-aways from the survey is the potential for area businesses to become more involved in neighborhood groups and events: 67.5% of business owners said they are not involved in any neighborhood groups, and 40% of business owners were not aware of any annual community events that take place in San Jacinto.

## PLAN PROCESS AND PUBLIC ENGAGEMENT

### Communications

The Public Engagement Plan utilized a series of methods to reach participants including social media, tv and newspaper coverage, mailers, flyers, and word-of-mouth information-sharing among neighbors. San Jacinto Elementary School regularly sent flyers home in school packets to parents advertising the events. The school also made automated calls in English and Spanish for public meetings and open houses. The City's Communications office assisted with graphic design and promotion. Examples are included below:





## EXISTING CONDITIONS ANALYSIS

During the first phase of the planning process, Urban Milestones and the City of Amarillo completed an existing conditions analysis to form an understanding of San Jacinto’s history, demographics, and the built environment. This included a review of both quantitative data, such as GIS mapping, census demographic information and crime statistics, as well as the collection of qualitative community input. The existing conditions analysis provides a snapshot of the neighborhood and establishes a baseline from which thoughtful decisions can be made about its future.

### *Introduction*

The 2016 Neighborhood Planning Initiative identified San Jacinto as one of the priority areas due in large part to concerns about crime and poverty. The household median income in San Jacinto is \$30,032, which is notably less than Amarillo’s median income of \$51,198. Nearly 35% of its residents are at or below the poverty threshold of \$25,048 for a 4-person household. This figure is significantly lower than Amarillo’s overall poverty rate of 16.4%. Over 60% of the homes are renter-occupied, which has resulted in the neighborhood being transient and unsettled. Almost 20% of the City’s HUD vouchers are concentrated within the plan boundary, even though only 4.2% of Amarillo’s residents live within it.

San Jacinto is one of Amarillo’s highest crime neighborhoods. Between 2017 and 2018:

- Over 85% of the weapons offenses in the city were reported in San Jacinto
- Over 1,000 reports of people entering structures or being on premises without permission
- Approximately 10% of Amarillo’s reported assaults and sex offenses occurred in the plan area

Due to the number of repeat criminal offenders in the area, San Jacinto is part of Project Safe Neighborhoods (PSN). PSN is a federal program that “brings together federal, state, local, and tribal law enforcement officials, prosecutors, and community leaders to identify the most pressing violent crime problems in a community and develop comprehensive solutions to address them.” The project is working to remove repeat offenders from the street by charging and incarcerating them for their crimes. PSN includes the collaboration of multiple local and national agencies. Local and state partners include: the Amarillo Police Department; the Potter and Randall County Sheriff’s Offices; the Potter and Randall County District Attorney’s Offices; and, the Texas Department of Public Safety. Examples of federal agencies involved include: the United States Marshals Service; Homeland Security Investigations, the Bureau of Alcohol, Tobacco, Firearms and Explosives; and the Federal Bureau of Investigations.

### **Neighborhood Fast Facts**

**Earliest Subdivision:** 1888

**Year Annexed:** 1925

**Current Population:** 8,569

**Plan Area:** 1,296 acres

**# of National Register Districts:** 1

**# of Schools:** 3

**# of Churches:** 7

**# of Parks:** 1

**# of Businesses:** 401

**# of Multiple (4+) Property Owners:** 53

**Median Age:** 30.5

**Median Household Income:** \$30,032

**Home Ownership:** 40.92%

**% at/below Poverty Line:** 34.47%

**Average Home Value:** \$52,176

**Vacant Housing Units:** 18%

**Vacant Land:** 8.43%

## EXISTING CONDITIONS ANALYSIS

Despite these challenges, San Jacinto possesses several important assets, which collectively, can serve as an important foundation for the revitalization effort. The first asset is the incredibly intact historic Route 66 corridor. As an internationally recognized tourist attraction with wonderful local flair, SW 6<sup>th</sup> Avenue, or 6th Street, has great potential to be one of Amarillo's most vibrant commercial corridors for dining, entertainment, shopping, and tourism. Secondly, the historic housing stock and neighborhood scale are characteristics that provide an opportunity for San Jacinto to once again be a stable, mixed income, urban neighborhood within walking distance of great amenities and centrally located to all of Amarillo.

### *Boundaries and Subdivisions*

Located in northwestern Amarillo, the San Jacinto neighborhood is defined for the purposes of this study as the area possessing a northern boundary between NW 11<sup>th</sup> Avenue, an eastern boundary of Front Boulevard and SW 1<sup>st</sup> Avenue, a southern boundary of SW 10th Avenue (which turns into Plains Boulevard), and a western boundary of Western Street. The neighborhood encompasses approximately 1,296 acres (2.025 square miles) and primarily contains a mix of residential and commercial properties, but also includes several educational, non-profit, and faith-based institutions. While 6th Street is the primary commercial district, a number of auto-oriented commercial uses may also be found along the neighborhood's primary arterial roadways of Western and Georgia/McMasters Streets.

What is historically known as San Jacinto is the San Jacinto Heights subdivision platted in 1909. It forms an almost a perfect square in the western and central part of the plan boundary. However, the planning boundary for this study encompasses additional subdivisions including some of Amarillo's earliest platted areas including include the Original Town of Amarillo (1888), Summers Addition (1923) as well as Park City (1938), Webster Heights (1923), and University Heights (see Figure 2).









## EXISTING CONDITIONS ANALYSIS

### History

The San Jacinto neighborhood is a historically significant area and its residents and business owners are proud of its heritage. From the 1920s through the 1950s, it was a stable middle-class neighborhood with a vibrant commercial corridor through its core. SW 6<sup>th</sup> Avenue—colloquially known as 6<sup>th</sup> Street and best known as Route 66 or “America’s Main Street”—was integral to the early development of the neighborhood and continues play an important role in the economic well-being and identity of San Jacinto.

San Jacinto Heights was platted as a streetcar suburb in 1909 and grew slowly in the following decade as development patterns in Amarillo favored neighborhoods south of the central business district. The original developers had imagined traffic patterns aligned to the north-south streets with Florida Avenue as a major commercial thoroughfare. No business corridor evolved until after the paving of 5<sup>th</sup> Street (now SW 6<sup>th</sup> Avenue) with gravel in 1921 as part of the efforts to upgrade the Ozark Trail highway network.

San Jacinto remained sparsely populated until its incorporation into the city in 1925 when city services and infrastructure improvements were extended to the neighborhood. The annexation led to the renaming and renumbering of streets to coordinate with the existing system in Amarillo. San Jacinto’s 5<sup>th</sup> Street became SW 6<sup>th</sup> Avenue although the “street” suffix remained more popular resulting in the name 6<sup>th</sup> Street. Originally numbered from Georgia west, street addresses were also incorporated into the Amarillo system so that the 100 blocks of 5<sup>th</sup> Street became the 2700 block of SW 6<sup>th</sup> Avenue after annexation.

Incorporation of 6<sup>th</sup> Street/SW 6<sup>th</sup> Avenue into the Route 66 highway network followed in 1926 and Amarillo’s 6<sup>th</sup> Street soon evolved into an oasis on Texas’ 66 as the increase in automobile traffic necessitated roadside businesses for tourists. On the east edge of the plan boundary, the City operated a municipal tourist camp and the entire strip offered gas and service stations, restaurants, motels, cafes, diners, and groceries. The neighborhood continued to develop with new home construction throughout the 1920s, 1930s, and 1940s. Most of San Jacinto’s current housing stock is from this period.

Beginning in January 1944, planning took place to reroute traffic from downtown and the San Jacinto neighborhood as part of a national defense transportation system. A new four-lane thoroughfare, Amarillo Boulevard, was constructed to the north in 1953, and while 6<sup>th</sup> Street retained the title of Business Route 66, few tourists traveled the old Route. 6<sup>th</sup> Street began to experience a prolonged decline after the loss of this tourist traffic.

A resurgence took place in the 1980s and culminated with the revitalization study, *San Jacinto the Beautiful*, in 1989. This plan was a thorough study of the historic buildings and urban design characteristics of the district. The study resulted in two major outcomes: 1) the streetscape improvements that are still present in the district today; and, 2) listing in the National Register of Historic Places as “US Route 66 – Sixth Street Historic District.”

## EXISTING CONDITIONS ANALYSIS

### *6<sup>th</sup> Street Historic District*

The National Register listing for the Route 66 corridor between Western and McMasters affirms its significance as not only one of Amarillo's most important historic assets, but also the corridor's significance in the broader context of the iconic highway. Studied extensively in the late 1980s and early 1990s, the observations and recommendations from those comprehensive reports remain relevant and useful. The historical significance of the buildings on 6<sup>th</sup> Street was assessed in the 1981 *Amarillo Historic Building Survey*, the 1988 *Preservation Amarillo Survey*, the 1989 *San Jacinto the Beautiful* plan by Ausland Architects, and again in 1993 for completion of the National Register Historic District nomination.

In 1989, Ausland Architects stated, "the suggestion for the improvements of buildings is to adopt a philosophy of preservation for Sixth Street and to treat all buildings as historic." They go on to recommend, "Following the Standards for rehabilitation is essential. Without proper care of the historic buildings, the area will lose its remaining assets. Without distinctiveness, the possibility of an expanded tourism market is lost. Local historic designation of the district must be a priority."

The National Register Historic District designation (completed 1994) is primarily honorary. It places no restrictions on property owners; however, designation means the property owners are able to apply for state and federal historic tax incentives. At the time of nomination, 83 of 116 buildings in the district were classified as "Contributing" meaning they sufficiently retained their historic character and integrity to meet the review criteria.

### *Other Historic Buildings and Sites*

The residential portions of the San Jacinto Heights subdivision were surveyed as part of the extensive citywide historic preservation planning efforts by Preservation Amarillo in 1995. Throughout the late 1980s and early 1990s, they sponsored surveys and national register nominations for historic areas across the city. The preservation firm, Hardy Heck Moore, completed the San Jacinto portion of the survey in 1995. Their findings include 78 high priority and 370 medium priority.

According to their methodology, each property was reviewed and assigned a final preservation priority rating based upon current architectural integrity and known historical associations. The evaluation should not be considered a static designation; it can and should be changed to reflect the evolving status over time.

### *Preservation Priority Evaluation by Hardy Heck Moore, 1995 Survey*

**High Priority** – Contributes significantly to local history or broader historic patterns; is an outstanding, unique or good representative example of architecture, engineering or crafted design; is a good example of a common local building form or architectural style and retains a significant portion of its original character and contextual integrity; and meets in some cases criteria for inclusion on the National Register of Historic Places.

**Medium Priority** – Contributes moderately to local history or broader historical patterns, but alterations or deterioration have diminished the resource's integrity; is a typical example of architecture, engineering or crafted design; is typical example of a common local building form, or architectural style.



# EXISTING CONDITIONS ANALYSIS

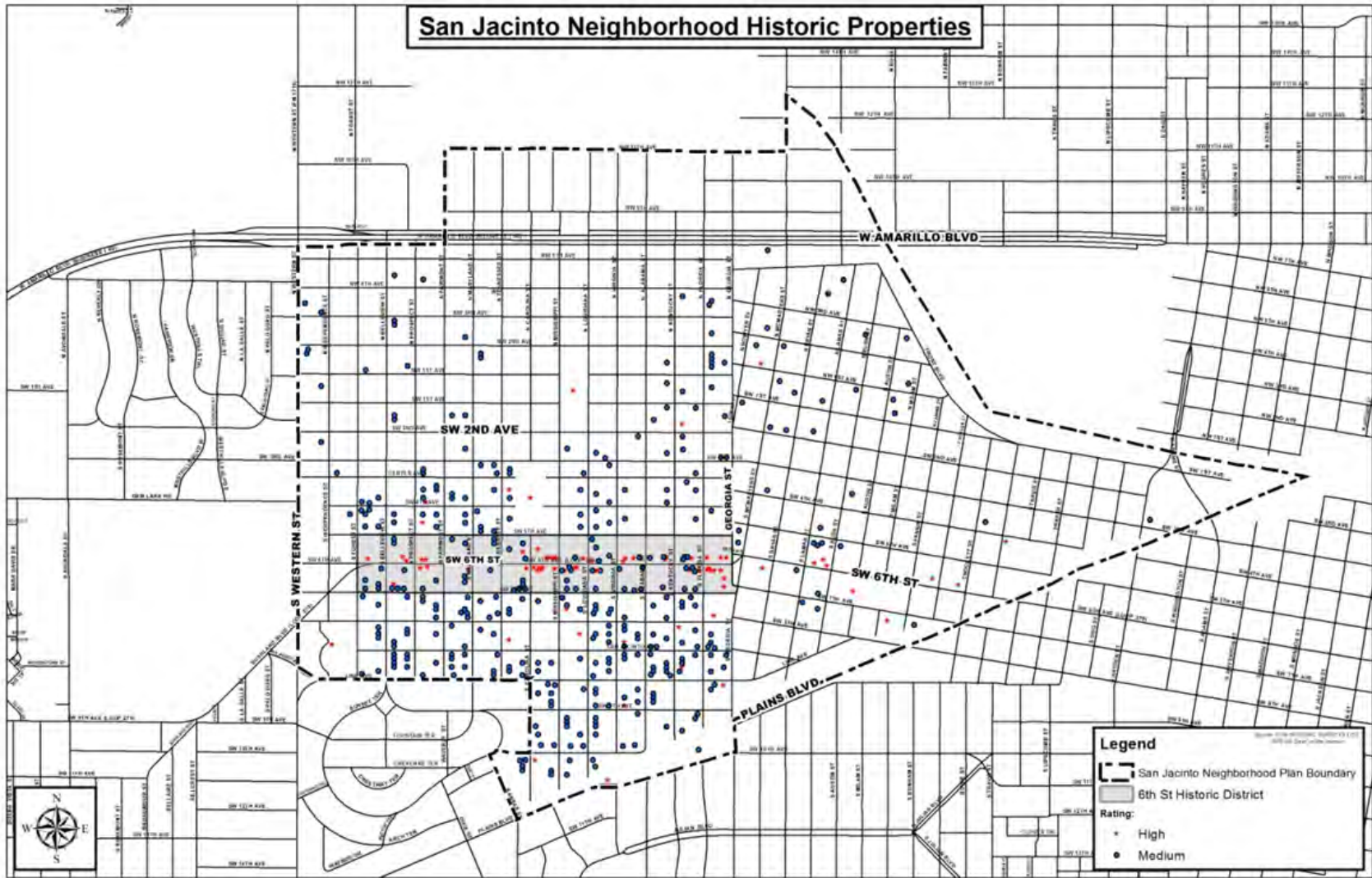


Figure 3 – Historic Designations and Survey Priority Recommendations

## EXISTING CONDITIONS ANALYSIS

6<sup>th</sup> Street Historic District Photos as Recorded in 1993 for the National Register District Nomination



The Nat, 804 S Georgia St., c. 1940



Miller Drug, 2700 SW 6th Ave., 1993



Bussey Buildings, 2713-17 SW 6<sup>th</sup> Ave., c. 1945



Cazzell Building #2, 2801 S Georgia St., 1993



Cazzell Building #1, 2806 S Georgia St., 1993



2900 Block SW 6<sup>th</sup> Avenue, 1993



Gussler Products Building, 2917-25 SW 6<sup>th</sup> Ave., 1993



Miller Drug, 2700 SW 6th Ave., 1993



Borden's Heap-O-Cream, 3120 SW 6<sup>th</sup> Ave., 1993



## EXISTING CONDITIONS ANALYSIS



Adkinson-Baker Tire Co #2, 3200 SW 6th Ave., 1993



3100 Block, SW 6th Avenue, 1993



Red Door Antiques, SW 6th Ave., 1993



Ideal Grocery Store, 3220 SW 6th Ave., 1993



M Systems Grocery Store #7, 3306 SW 6th Ave., 1993



Carolina Building, 3313 SW 6th Ave., 1993



Dutch Mill Service Station, 3401 SW 6th Ave., 1993



Taylor's Texaco Station, 3512 SW 6th Ave., 1993



Martin's Phillips 66, 3821 SW 6th Ave., c. 1963



## EXISTING CONDITIONS ANALYSIS



Hubbell Duplex, 3912 SW 6<sup>th</sup> Ave., 1993



San Jacinto Baptist Church, 501 Carolina St., 1993



San Jacinto Fire Station, 610 S Georgia St., c. 1940



Tomlinson House, 600 S Maryland St., 1993



San Jacinto Methodist Church, 305 Tennessee St., 1993

## EXISTING CONDITIONS ANALYSIS

### Community Points of Interest

The neighborhood is home to seven churches and three schools—Houston Middle, San Jacinto Elementary, and San Jacinto Christian Academy. San Jacinto Park, at the intersection of SW 2<sup>nd</sup> Avenue and Louisiana Street, contains the neighborhood’s main playground and picnic area, an athletic court, and a splash pad. Another neighborhood amenity, the Rock Island Rail Trail, runs along the neighborhood’s southern boundary, Plains Boulevard. The rails-to-trails project redeveloped approximately four miles of abandoned Rock Island Railroad right-of-way into a trail for recreational uses in 2017. The Rock Island Railroad reached Amarillo in 1903 and served 14 states with 8,000 miles of track before ending operations in 1980.

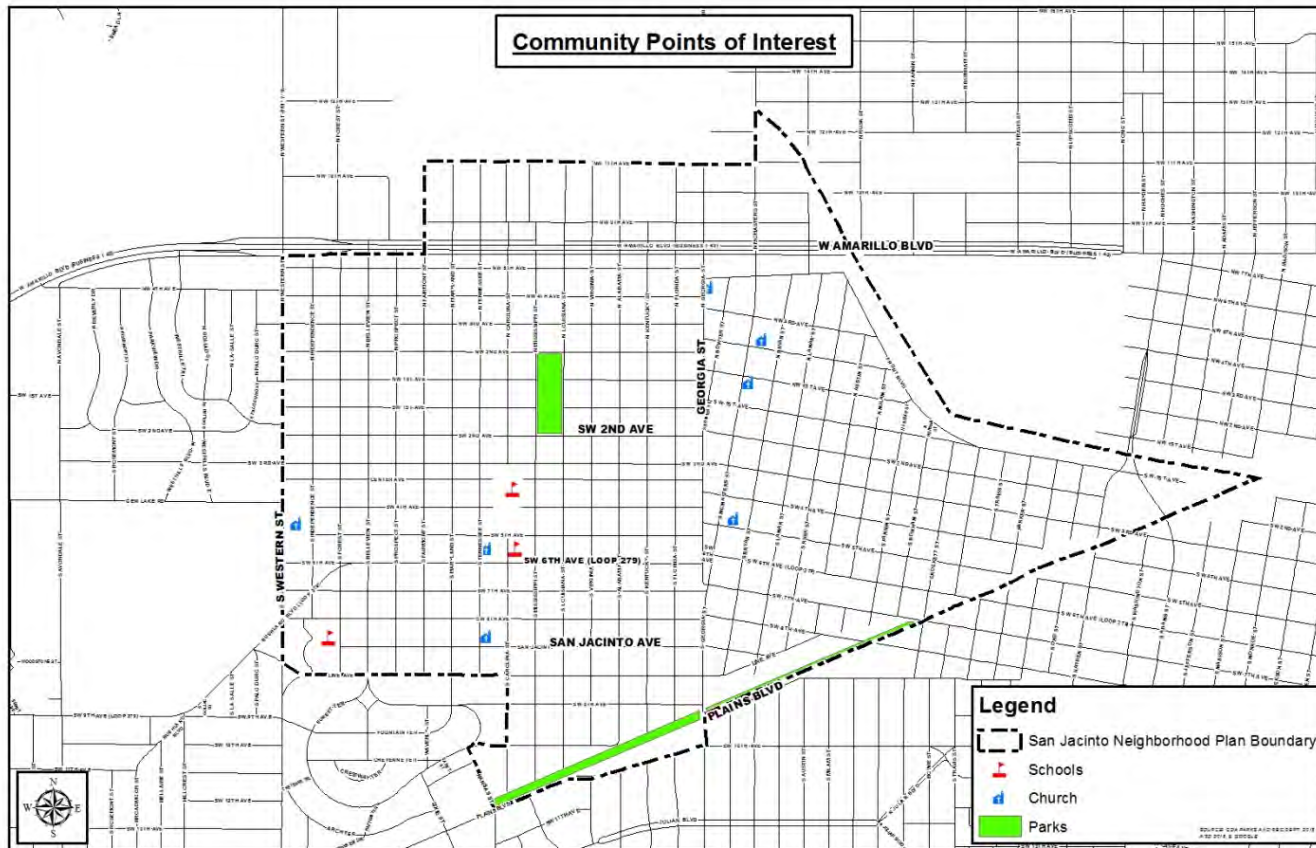
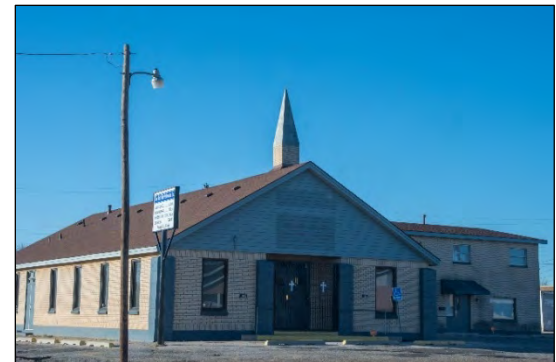


Figure 4 - Points of Interest



# EXISTING CONDITIONS ANALYSIS

## Community Points of Interest Photos – Representative Examples



## EXISTING CONDITIONS ANALYSIS

### Zoning and Land Use

#### Current Zoning

Zoning plays an important role in regulating the type of development permitted within a neighborhood. It is a tool used to create a safe and comfortable environment for the residents who live or work in the neighborhood.

- In San Jacinto, over half of the neighborhood’s land area is zoned residential: Residential District-1 (R-1), Residential District-3 (R-3), and Multiple Family District-1 (MF-1). Concentrated mainly in the western half of San Jacinto, (R-3) alone accounts for 46.68% of the neighborhood’s zoning. R-3 allows for smaller lots resulting in a denser residential district. R-1 allows for larger lot development but it composes a relatively small proportion of the neighborhood. Areas of R-1 zoning lie in the far southwest section of the neighborhood to the west of S Carolina St. Although both are intended for residential use, the standards set forth by the respective zonings differ slightly in significant ways (see Table 1).
- MF-1 accounts for 9.14% of zoning within San Jacinto. Located in the central and northeastern portions of the neighborhood, MF-1 primarily deviates from R-1 and R-3 by allowing a greater variety of residential products, such as group living quarters, duplexes (two-family houses), or apartment complexes (multiple family housing).
- Light Industrial zoning (I-1) is the second-largest zoning category in San Jacinto (28.16%). Much of the east portion of the plan area is industrial and possesses a very different character than what is recognized as historic San Jacinto. Light Industrial permits a wide range of intensive uses including hauling and storage, freight terminals, auto body/painting as well as dance halls, amusement parks, theaters, and more. It currently is one of two zoning districts that allows for adult businesses. Light industrial does not permit single family or duplex residential.
- Light Commercial zoning (LC) comprises 11.28% of the land area. Areas of Light Commercial zoning (LC) and Heavy Commercial (HC) (1.62%) zoning primarily fall along major commercial corridors including 6<sup>th</sup> Street and Georgia Street. Light and heavy commercial permit a wide range of commercial uses as well as residential.
- Located in the southwestern section of San Jacinto, areas zoned as Neighborhood Service (NS) account for 0.24% of zoning. Neighborhood Service’s primary function is to allow for low impact commercial uses to support residential areas. Such uses can include barber/beauty shops, medical and dental clinics, pharmacies, etc.

<i>Current Zoning Designation</i>	<i>Percent of Land Area</i>
<b>Agriculture (A)</b>	0.07%
<b>General Retail (GR)</b>	0.91%
<b>General Retail w/SUP (GR/S)</b>	0.04%
<b>Heavy Commercial (HC)</b>	1.62%
<b>Light Industrial (I-1)</b>	28.16%
<b>Light Commercial (LC)</b>	11.28%
<b>Light Commercial w/SUP (LC/S)</b>	0.04%
<b>Multi-Family Residential (MF-1)</b>	9.14%
<b>Multi-Family Residential w/SUP (MF-1/S)</b>	0.11%
<b>Neighborhood Service (NS)</b>	0.24%
<b>Planned Development (PD)</b>	0.96%
<b>Residential 1 (R-1)</b>	0.49%
<b>Residential 3 (R-3)</b>	46.68%
<b>Residential 3 w/SUP (R-3/S)</b>	0.27%

Table 1. Current Zoning



**EXISTING CONDITIONS ANALYSIS**

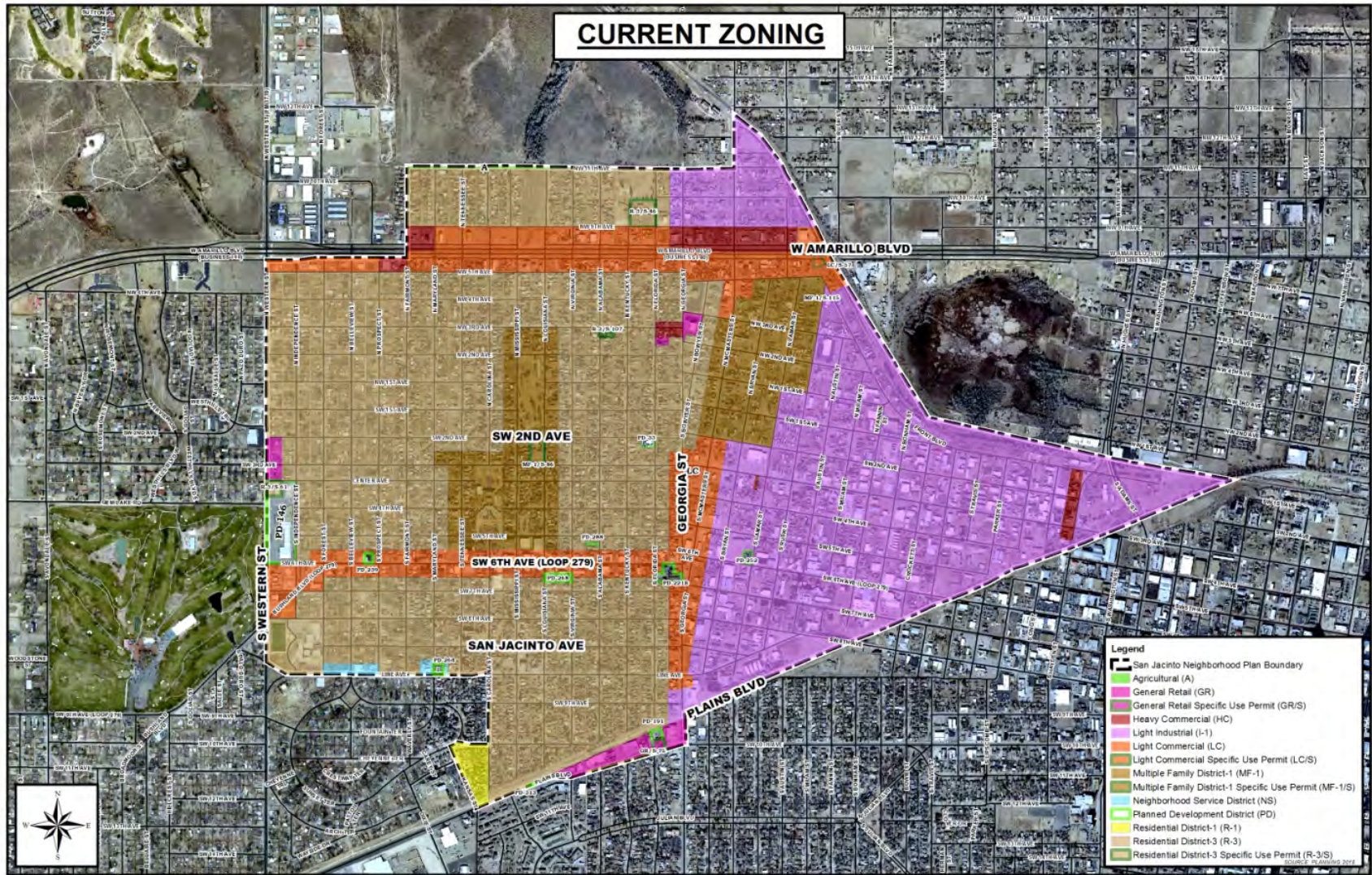


Figure 5 – Current Zoning



# EXISTING CONDITIONS ANALYSIS

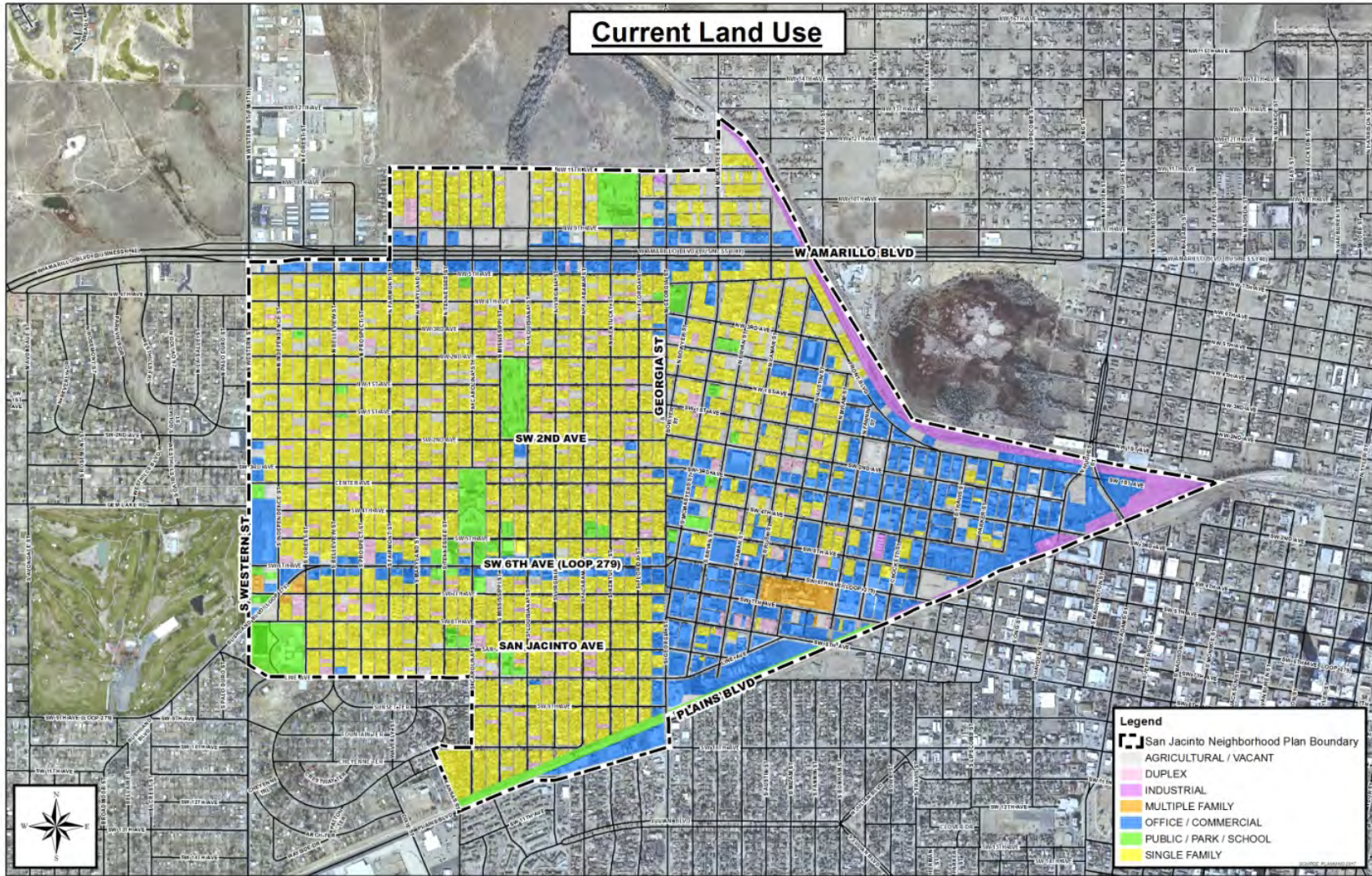


Figure 6 - Current Land Use

## EXISTING CONDITIONS ANALYSIS

### *Current Land Use*

While zoning indicates what a piece of property may legally be used for, land use reveals the property's actual function. This data is mapped utilizing the Potter Randall County Appraisal District's (PRAD) land use codes. An examination of current land use by lot/tract reveals the following:

- Single Family Residential makes up most of the current land use in San Jacinto. However, large sections of land in the eastern half of the neighborhood, as well as along major streets such as Amarillo Boulevard, Plains Boulevard, and SW 6<sup>th</sup> Avenue, fall into the Office/Commercial category.
- Agricultural/Vacant land and Duplexes make up the next two largest categories. Agricultural/Vacant lots are widely dispersed throughout San Jacinto; however, a few clusters of unimproved commercial land exist along the northern boundary of Amarillo Boulevard and along the eastern border of Front Boulevard. PRAD's data also indicates that many unimproved residential lots are scattered throughout the neighborhood.
- Lots falling into the Duplex category are evenly dispersed throughout San Jacinto.

<i>Current Land Use Designation</i>	<i>Percent of Land Area</i>
<b>Agricultural / Vacant</b>	25.25%
<b>Duplex</b>	2.84%
<b>Industrial</b>	7.16%
<b>Multiple Family</b>	0.73%
<b>Office / Commercial</b>	16.73%
<b>Public / Park / School</b>	6.59%
<b>Single Family</b>	40.69%

Table 2. Current Land Use Designation

### *Current Zoning vs. Current Land Use*

Comparing actual land use to current zoning can provide insight into neighborhood development patterns. Conflicts between current zoning and land use reveal areas for additional analysis. Findings from this plan can inform future rezoning initiatives. These findings are summarized below:

- Despite possessing two large multi-family zones (one in the center of the plan area and the other near the Georgia/McMasters Street divergence) relatively few of San Jacinto's non-single-family dwellings are in these areas. Instead, the majority are in areas zoned R-3 or I-1. Many of these multi-family dwellings R-3 and I-1 have been classified as duplexes (PRAD 2018). This discrepancy between uses allowed by the underlying zoning designation and current land use may be the result of many factors, such as older structures being designated as legal nonconforming or, potentially, illegal building practices. Conversely, many single-family dwellings also exist within the two main multi-family zoning areas.
- Another discrepancy lies in a large number of single-family and multi-family dwellings within the large industrial zone east of Georgia Street.
- Finally, while industrial zoning comprises a large proportion of the neighborhood, few, if any industrial uses currently exist in the zoned area. Instead, it is dominated by uses classified by PRAD as office/commercial.



## EXISTING CONDITIONS ANALYSIS

### *Future Land Use*

Identifying future land uses is one of the important outcomes of comprehensive planning. According to Amarillo’s Comprehensive Plan, the future land uses for San Jacinto are primarily General Residential and General Commercial with 6th Street designated as Urban. These designations are not regulatory—future land use maps are created to guide development; for example, when rezoning is sought for a new construction project.

In the case of San Jacinto, the existing residential character is recommended to continue – detached residential dwellings are the primary focus, but attached townhomes and duplexes are appropriate. Higher density housing would be allowed only as part of a planned development. This contrasts with current zoning which would allow higher density apartment buildings to be constructed by right in the areas mentioned above. The other notable contrast between the future land use designations and current zoning is the large amount of industrial zoning. None of San Jacinto’s land area is identified as appropriate for industrial uses in the future. The 6<sup>th</sup> Street corridor is designated as an Urban area, meaning mixed uses are appropriate including attached residential, live/work, commercial retail, office, entertainment. The future land use designation indicates the corridor should retain its existing character as a walkable, pedestrian-oriented commercial district.

It is important to note that comprehensive plans need to be continually revisited and updated. Future Land Use maps should be re-examined and updated with new information and recommendations from more current studies and area planning efforts. Future comprehensive planning efforts should take into consideration the following observations for San Jacinto:

- New, quality constructed, and urban-style multi-family residential development is desirable to the San Jacinto neighborhood.
- San Jacinto would like to see vibrant mixed-use redevelopment connect the 6<sup>th</sup> Street District to Downtown.
- Maintaining the character and scale, including the walkability, of the residential areas is important. Even though the housing stock and infrastructure is in poor condition, the overall character of the neighborhood is an asset.
- Preserving the historic character of Route 66 is vital to long-term economic sustainability of the entire neighborhood.
- The current business composition in the eastern ‘industrial’ portion of the neighborhood provides an important economic base.

<i>Future Land Use</i>	<i>Percent of Land Area</i>
<b>General Commercial (GC)</b>	27.11%
<b>General Residential (GR)</b>	66.97%
<b>Industrial (I)</b>	0.26%
<b>Multi-Family Residential (MFR)</b>	0.09%
<b>Parks-Recreation (P-R)</b>	2.16%
<b>Rural (R)</b>	0.00%
<b>Suburban Residential (SR)</b>	0.01%

Table 3. Future Land Use Designation

# EXISTING CONDITIONS ANALYSIS

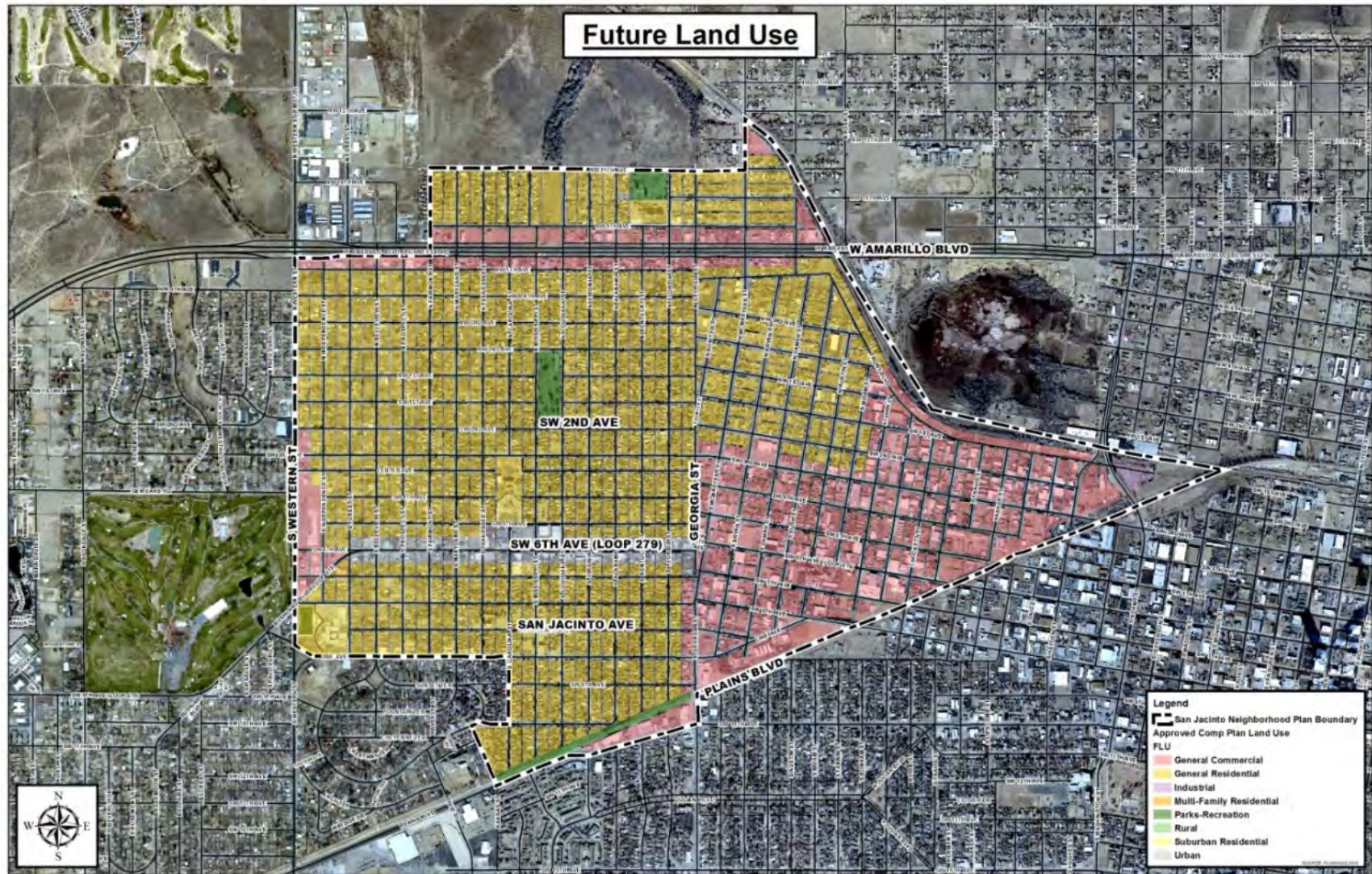


Figure 7 -- Future Land Use



# EXISTING CONDITIONS ANALYSIS

## Demographics

The following series of maps (Figures 8-13) examines the demographic characteristics of the neighborhood. Data, unless otherwise indicated, was drawn from the US Census Bureau's 2013-2017 American Community Survey 5-year Estimates.

### Population

The population of the plan area is about 8,500, or approximately 4.2% of Amarillo's total estimated 2017 population of 197,823.

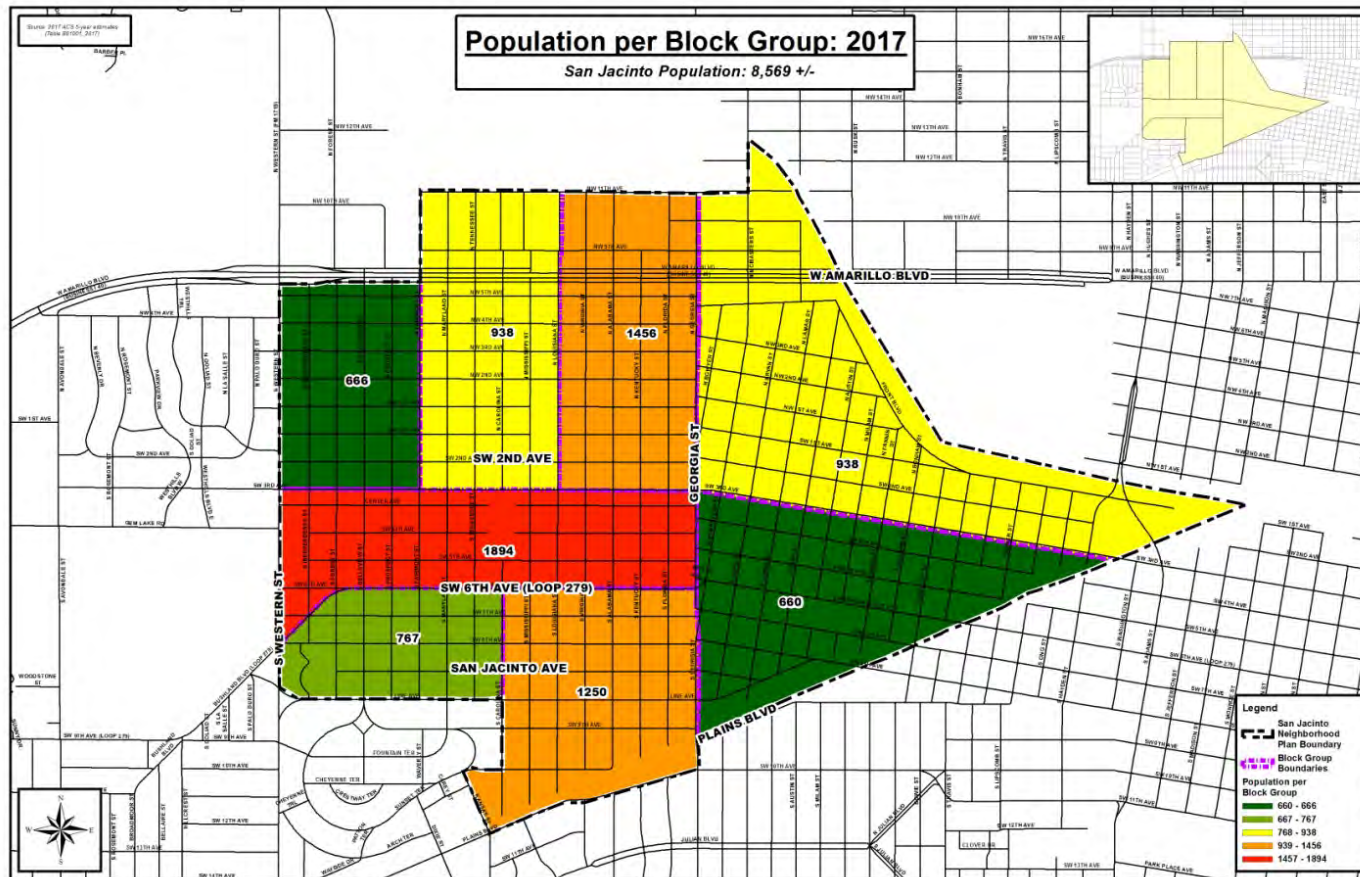


Figure 8 – Population per Block Group: 2017

## EXISTING CONDITIONS ANALYSIS

### Population per Household

Overall, the average population per household within San Jacinto is slightly lower than in the rest of the city and Texas (2.57 residents per household vs. 2.61 and 2.84, respectively). Larger households are generally found in the northeast and center of the neighborhood.

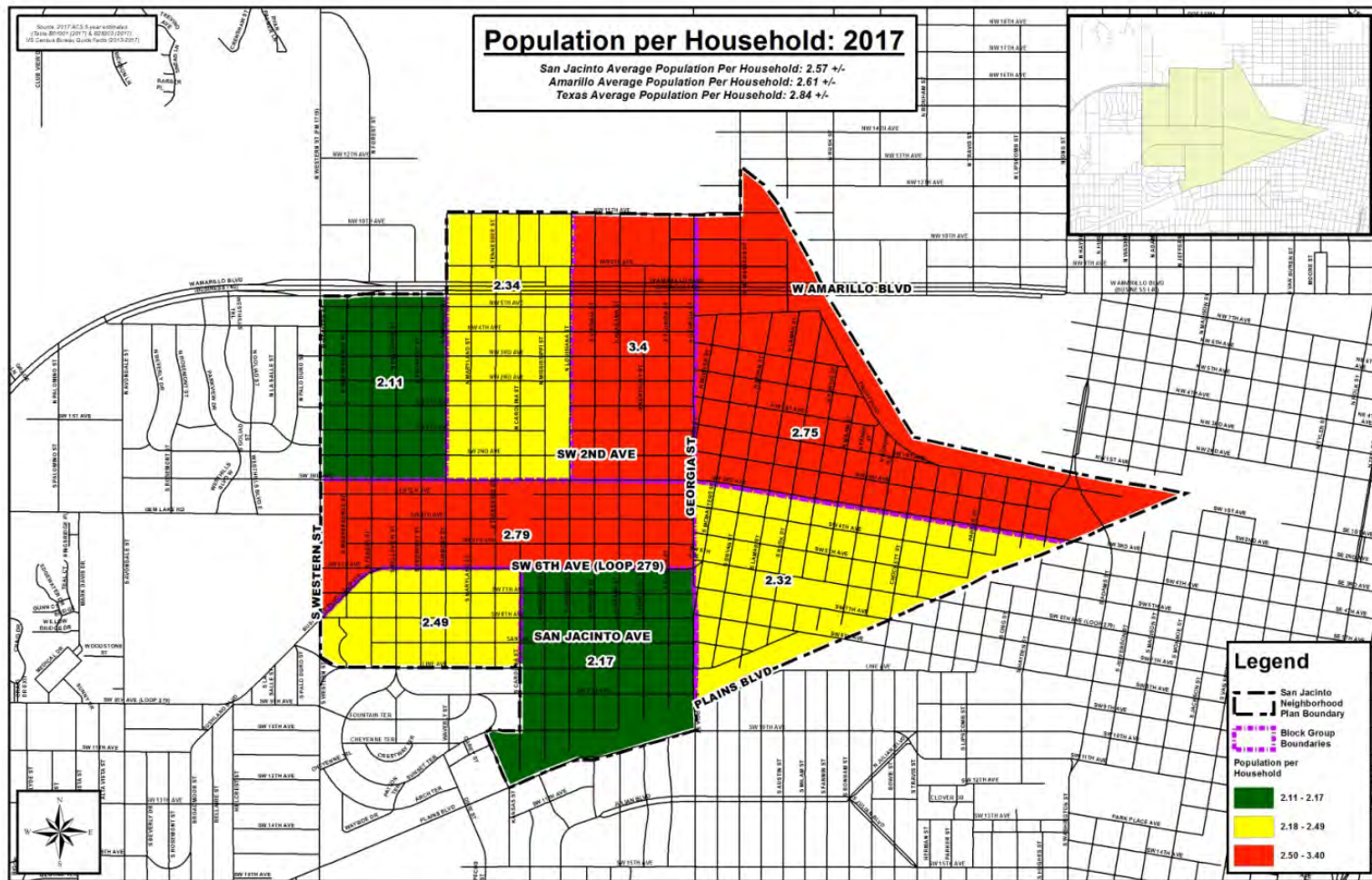


Figure 9 – Population per Household: 2017



# EXISTING CONDITIONS ANALYSIS

## Median Age

The median age of residents in San Jacinto, 30.65, is younger than the median age of Amarillo residents, 33.7, and Texas 34.3. The northwest corner of San Jacinto contains a cluster with an average age of over 40. These may be long-time residents as other data indicates higher income levels and home ownership rates.

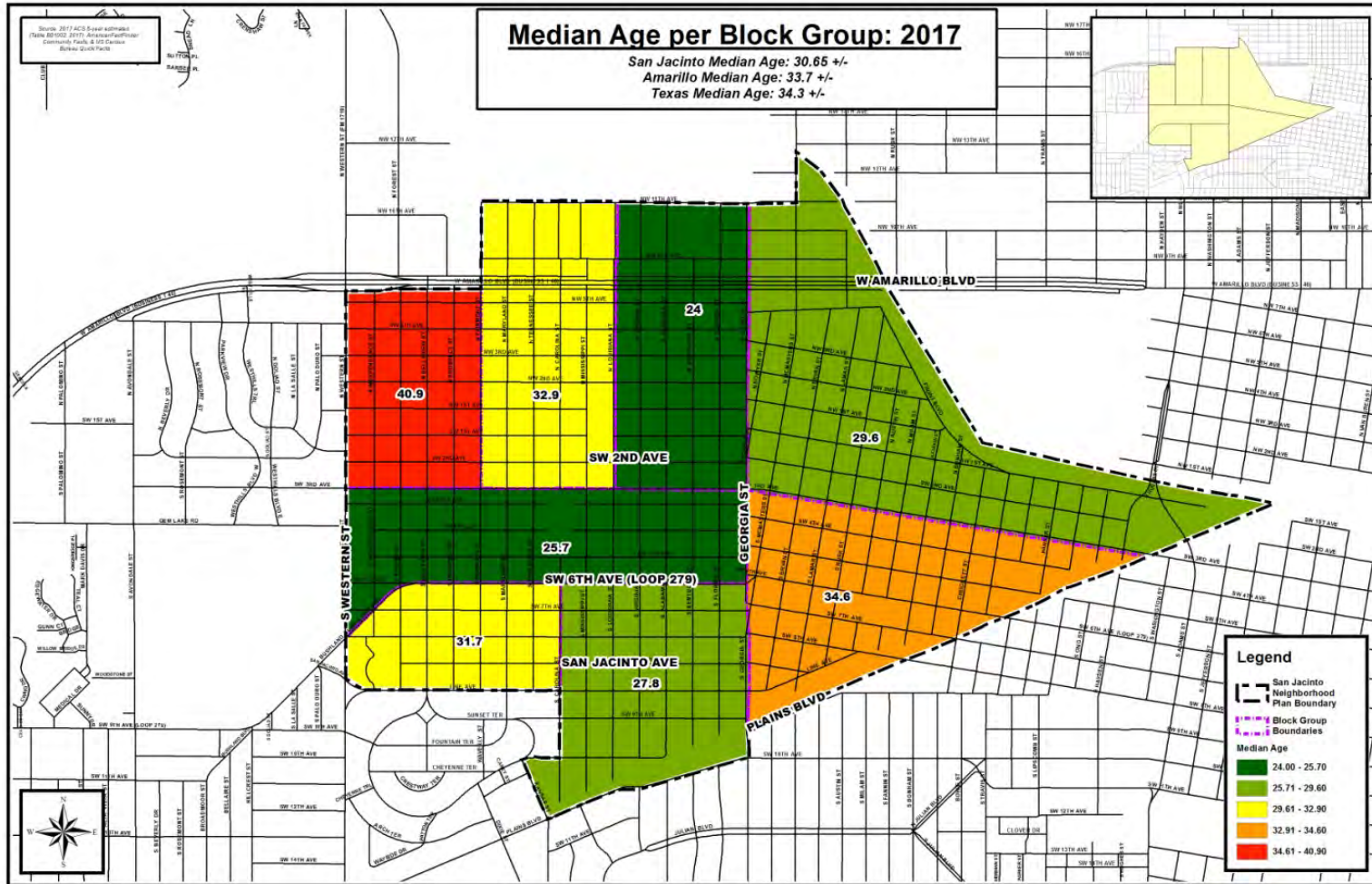


Figure 10 – Median Age

# EXISTING CONDITIONS ANALYSIS

## Population Percentages by Race

San Jacinto is one of the more racially diverse neighborhoods in the city. It is more than 40% Latino and 14% African-American—these population percentages are greater than the city-wide composition and the state. See map below for detailed comparison.

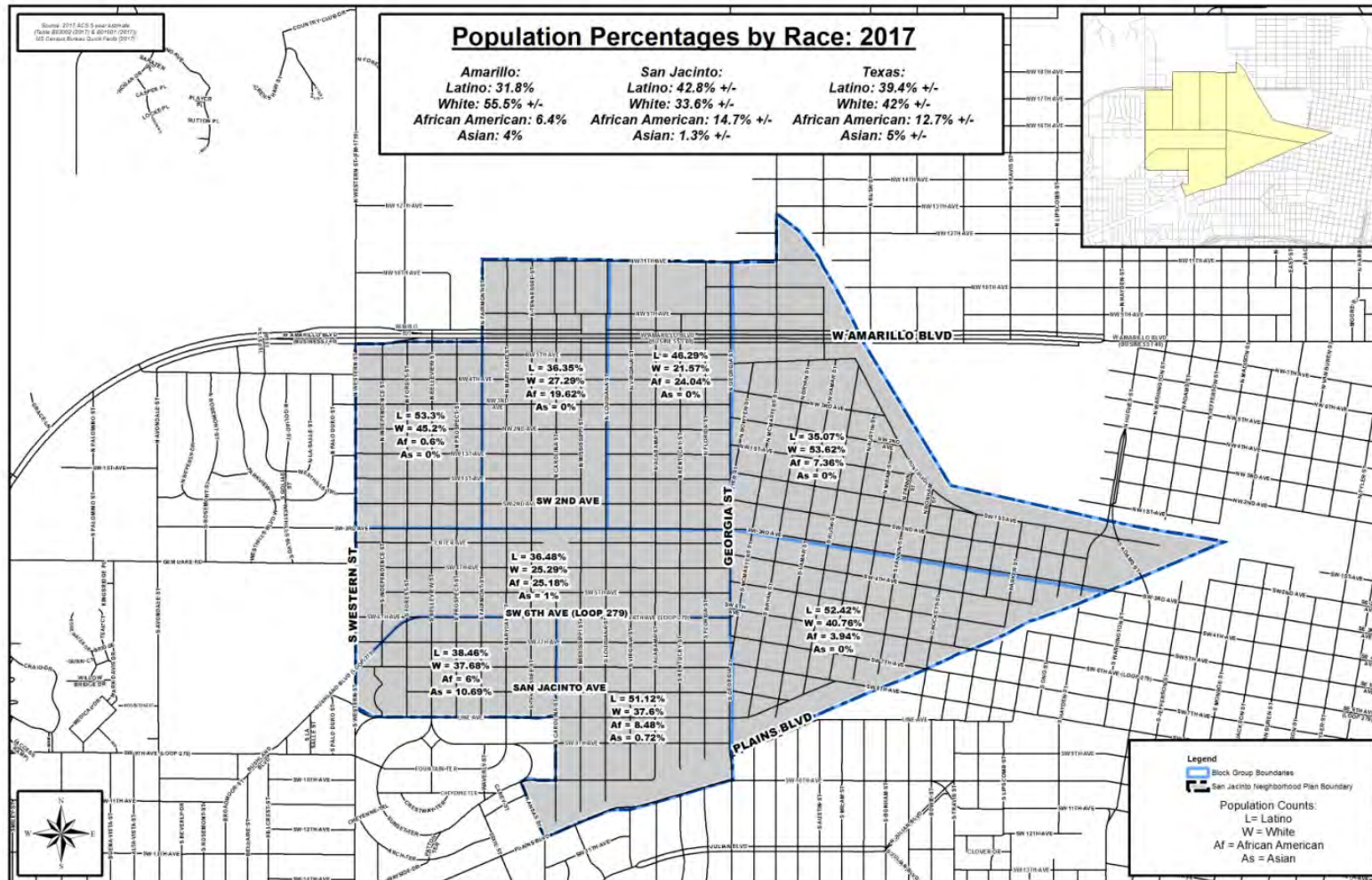


Figure 11 – Population Percentages by Race



## EXISTING CONDITIONS ANALYSIS

### Median Household Income and Poverty Status

The average median income for San Jacinto, \$30,032, is considerably lower than the city's, \$51,198 (which is less than the state average of \$57,051). The block group analysis identifies one area of extreme economic distress—east of Georgia, south of SW 3<sup>rd</sup> Avenue and north of Plains Boulevard. In 2017, the average poverty threshold for a four-person household was \$25,094. This is calculated as half the median household income of Amarillo's total population. Using this number, 34.47% of the neighborhood's residents are earning at or below that threshold. This compares to 16.4% in Amarillo and 14.7% in Texas. The distribution of poverty levels throughout the neighborhood may be seen in Figure 13.

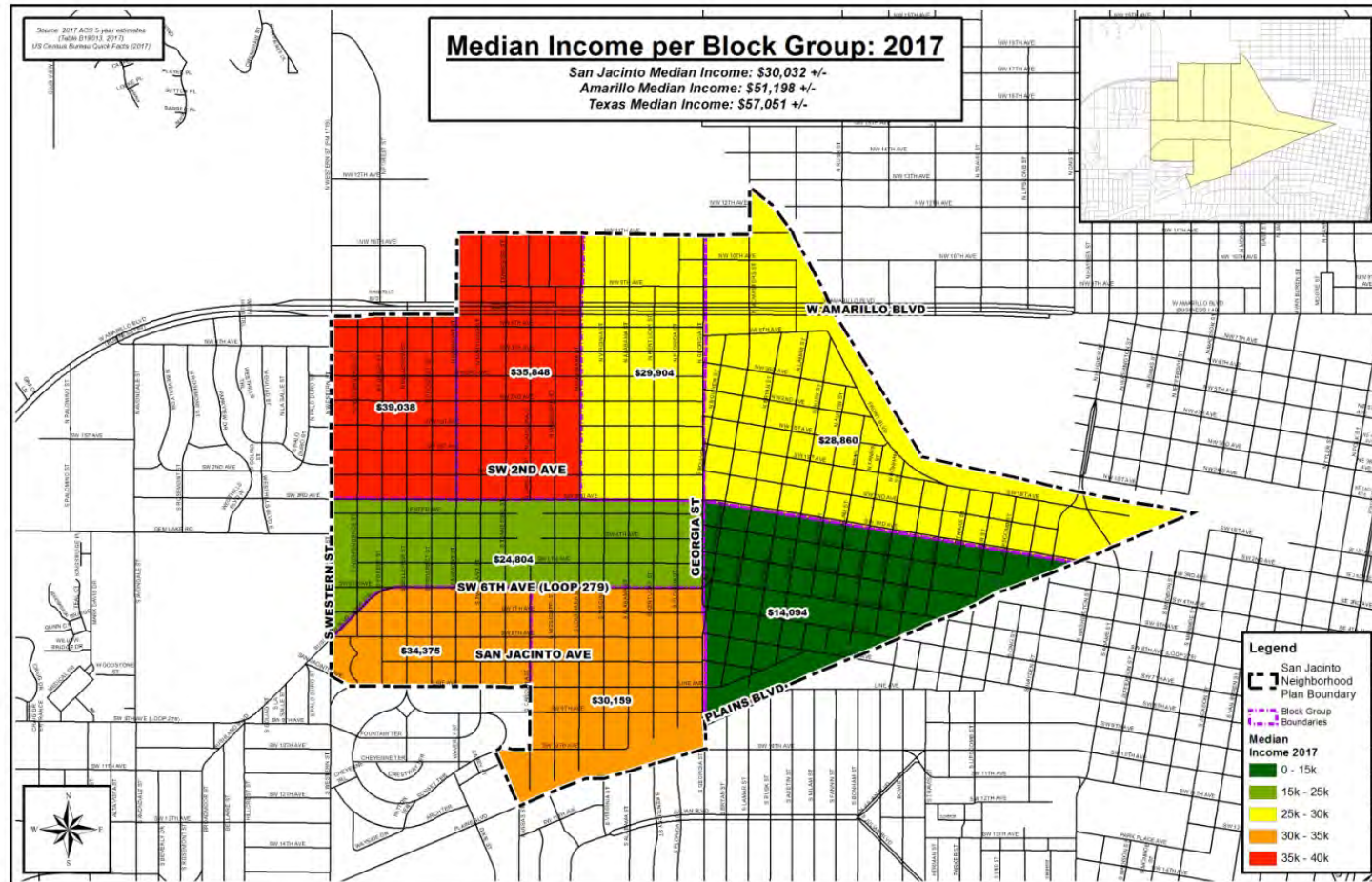


Figure 12 – Median Income



# EXISTING CONDITIONS ANALYSIS

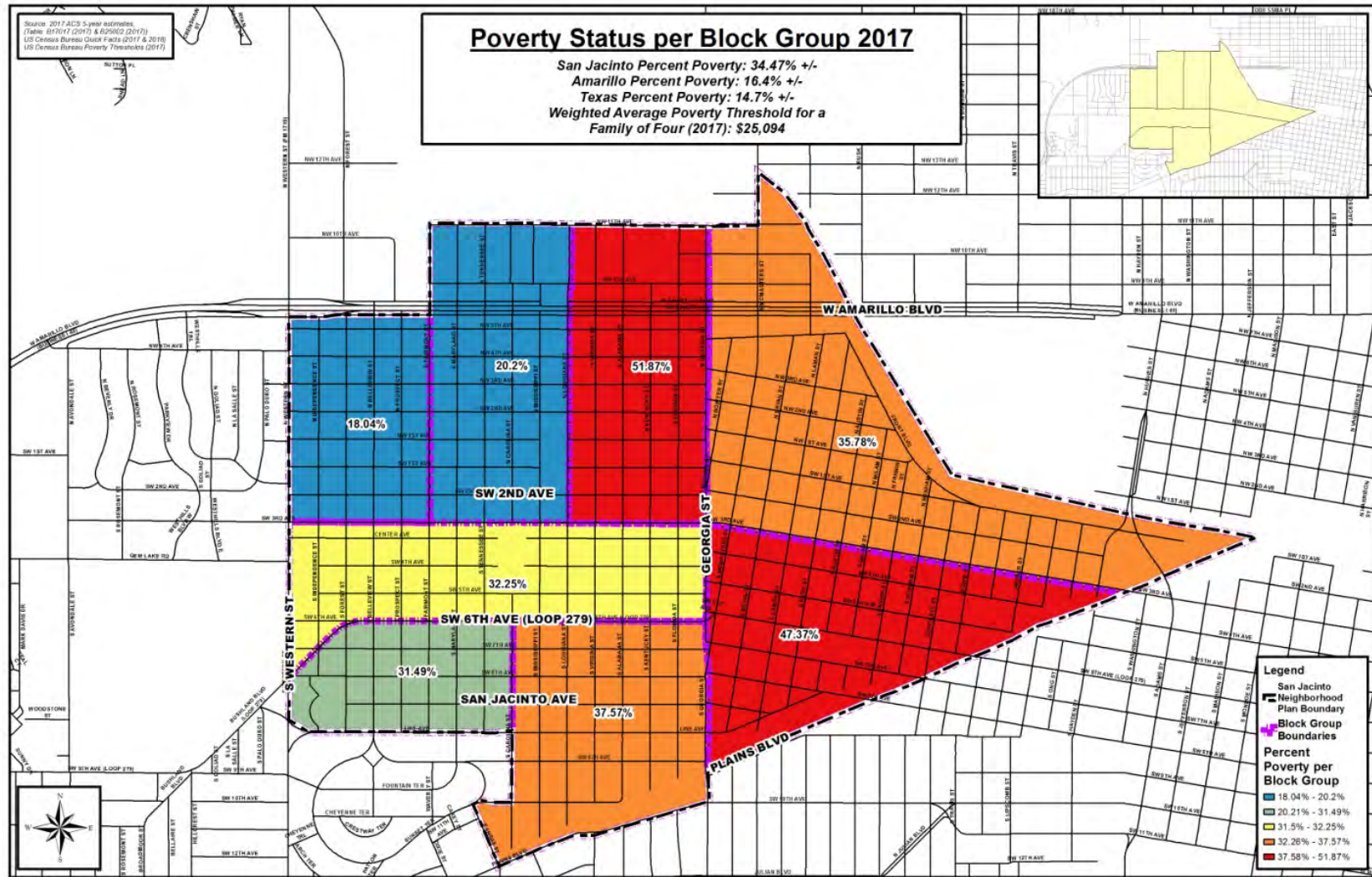


Figure 13 – Poverty Status

# EXISTING CONDITIONS ANALYSIS

## Housing Status

### Owner/Renter Characteristics

The percentage of homeownership in the San Jacinto neighborhood is 40.92% which is significantly lower than in Amarillo as a whole at 61.2%, and the state average of 62%. The highest rates of homeownership are north of SW 3<sup>rd</sup> Avenue between Western and Georgia. Conversely, the percentage of people renting their dwellings in San Jacinto is significantly higher than in the rest of Amarillo (which possesses rates comparable to the state of Texas).

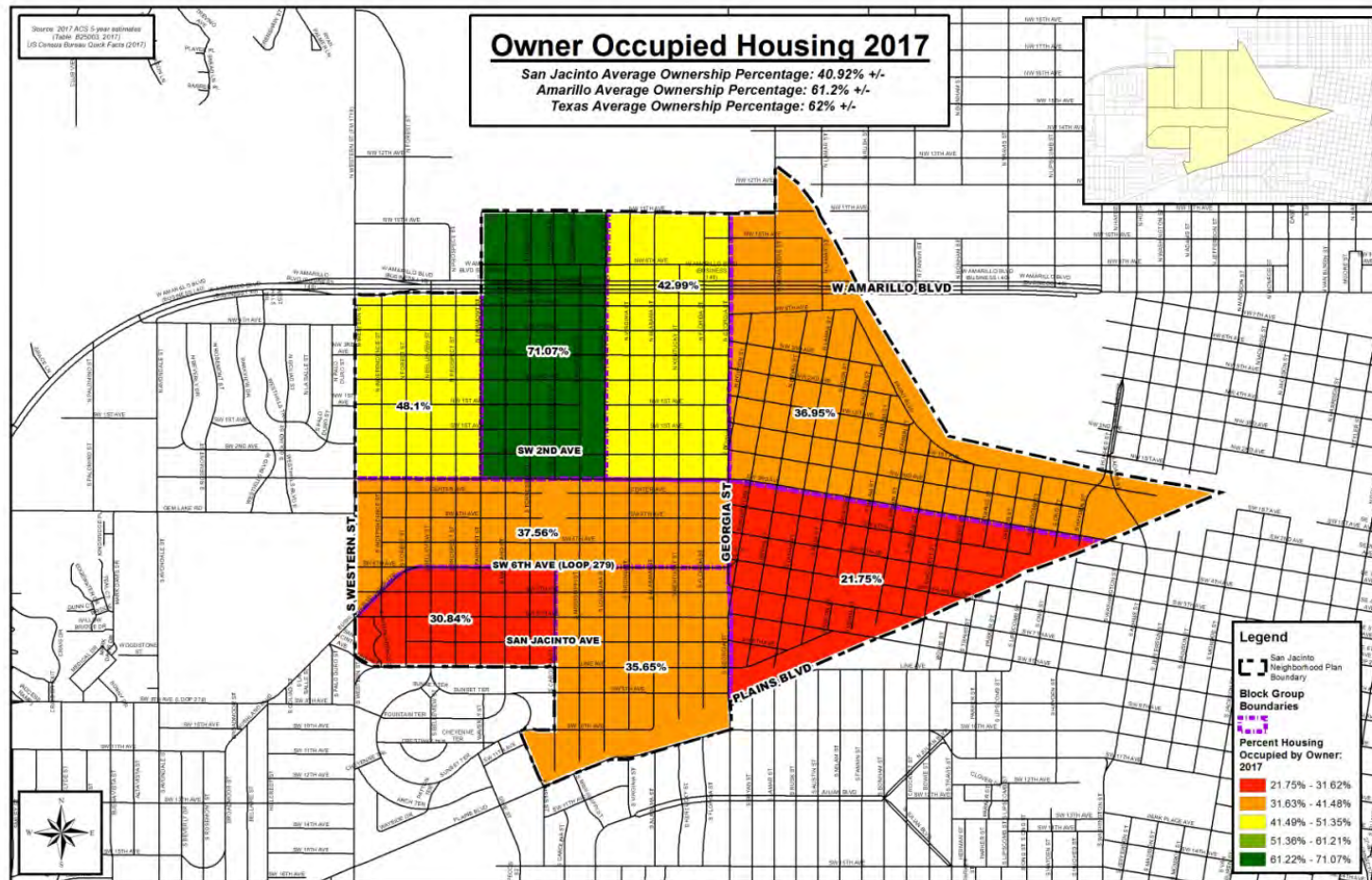


Figure 14 -- Owner Occupied Housing



## EXISTING CONDITIONS ANALYSIS

### Assessed Property Values

In 2018, the average assessed value for single family residential in San Jacinto was about \$52,000. While not a direct comparison, it is worth noting the average sales price of a home in Amarillo in 2018 was \$194,315, approximately four times the value of a home in San Jacinto.

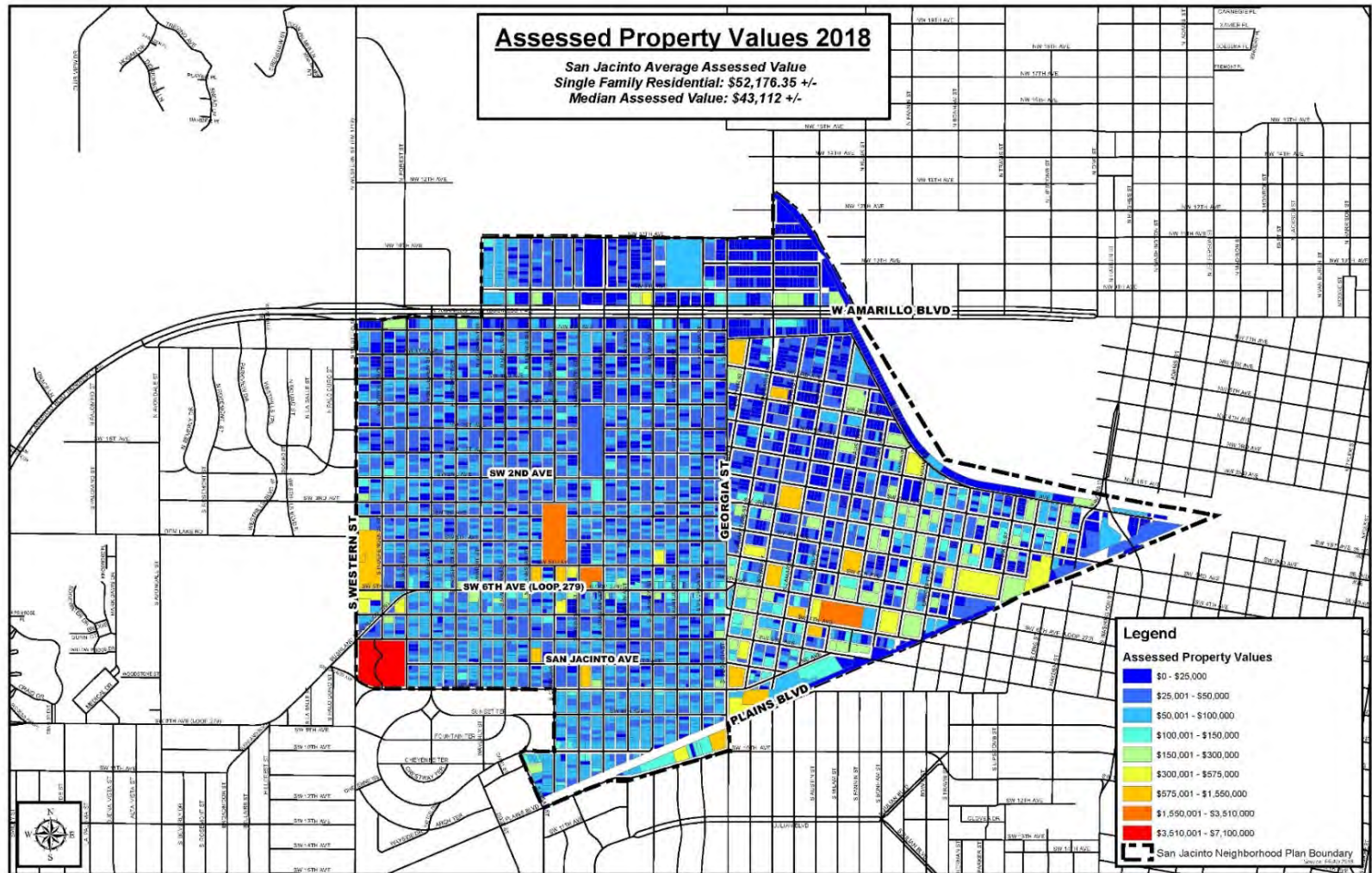


Figure 15 -- Assessed Property Values



## EXISTING CONDITIONS ANALYSIS

### HUD Renters

The HUD (Housing and Urban Development) rental voucher program connects registered property owners with qualified renters through the federal housing assistance program which is managed locally by the city's Community Development office. As noted above, San Jacinto, while only containing about 4% of the city's population, contains approximately 20% of the HUD renter-occupied properties.

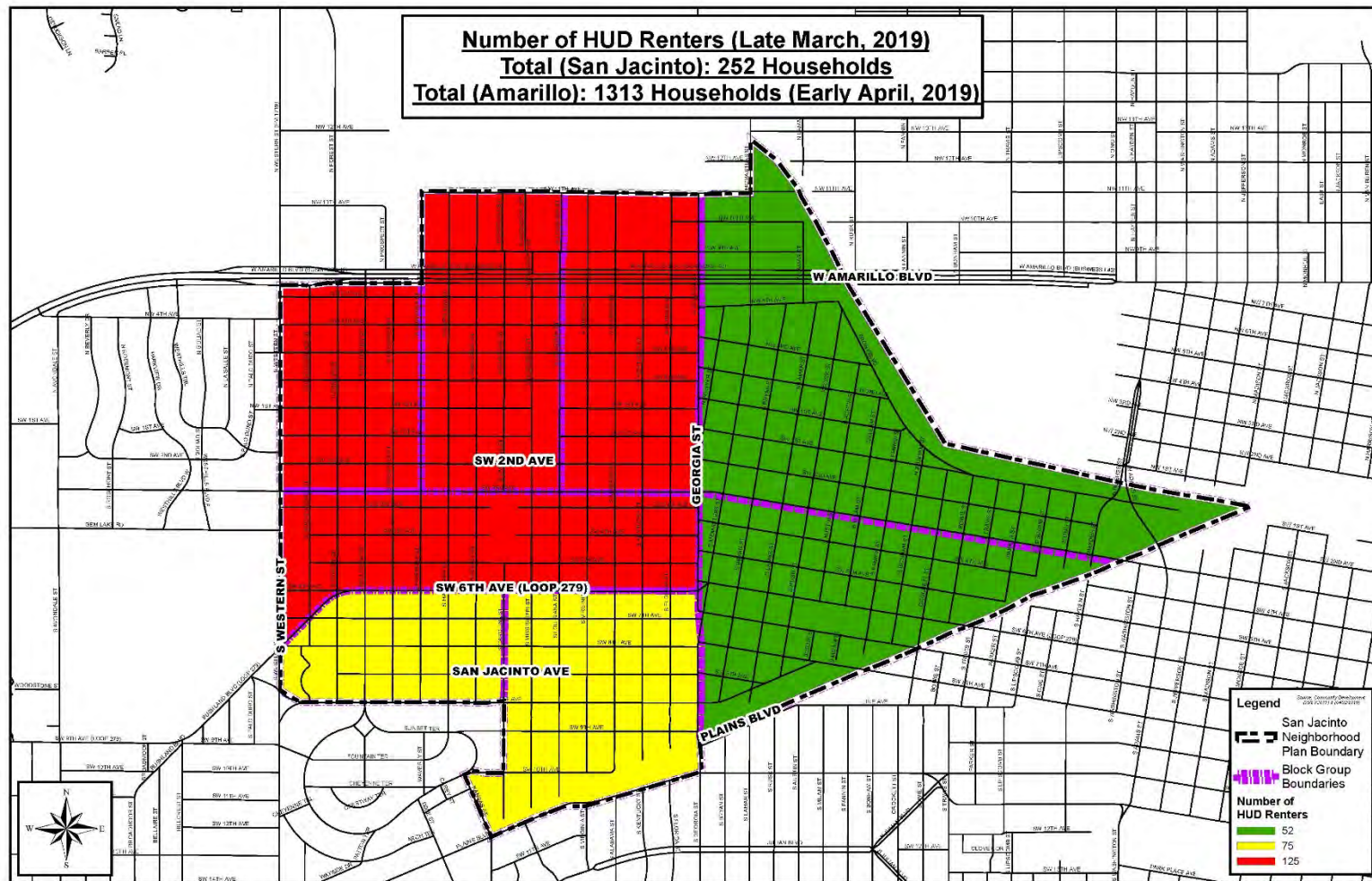


Figure 16 – HUD Renters

## EXISTING CONDITIONS ANALYSIS

### Vacant Housing and Lots

Figure 17 displays the Census Bureau's estimated percentages of vacant housing per block group. The data indicates that approximately 18% of the housing stock in San Jacinto is vacant. The highest concentration is east of Georgia. This number does not take into account vacant lots. Figure 18 provides some more detail on the distribution of potentially vacant parcels utilizing county appraisal classification data. It is estimated that 8.43% of the PRAD parcels are classified as vacant within the plan boundary.

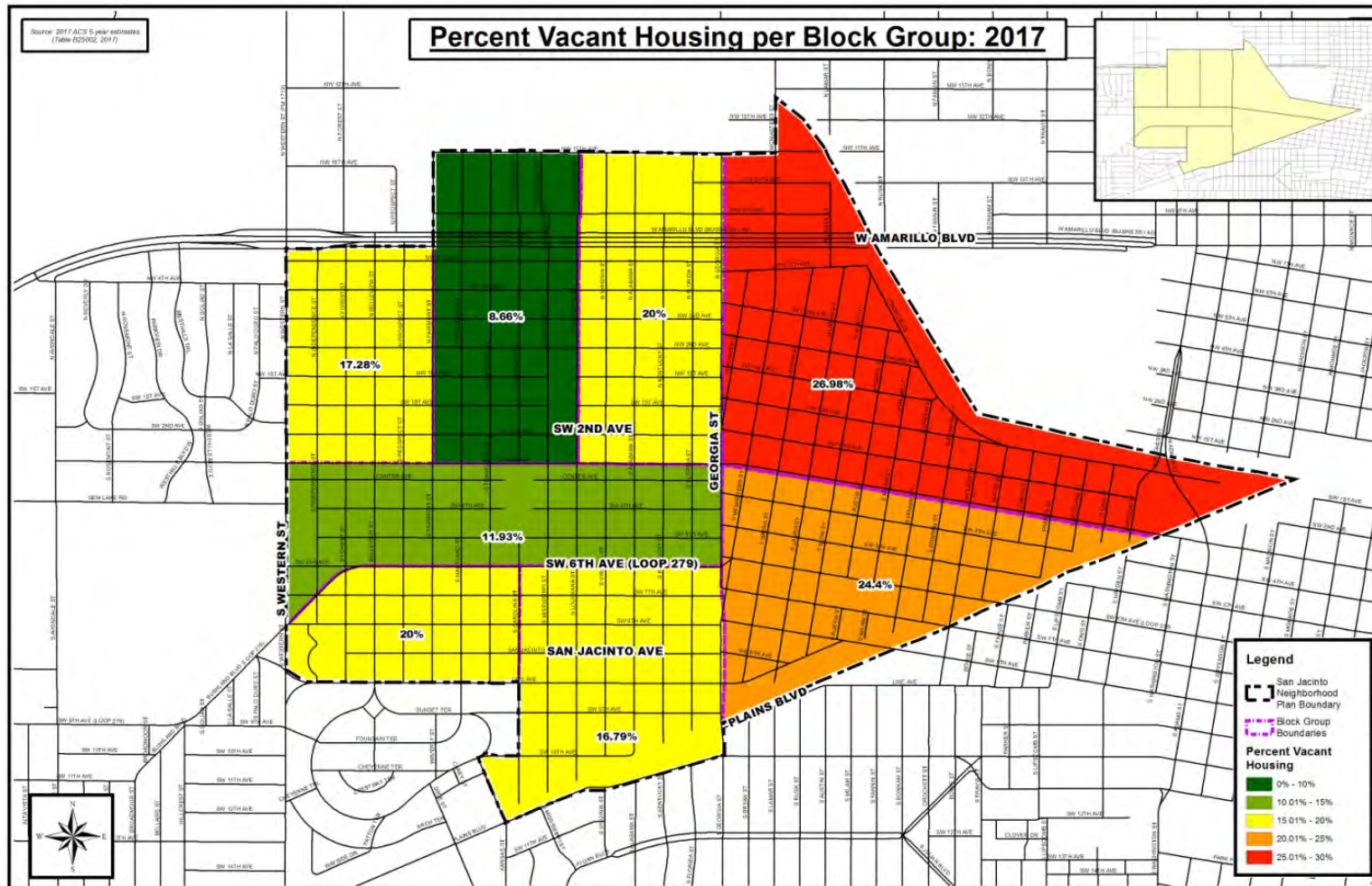


Figure 17 - Vacant Housing Percentage by Block Group



# EXISTING CONDITIONS ANALYSIS

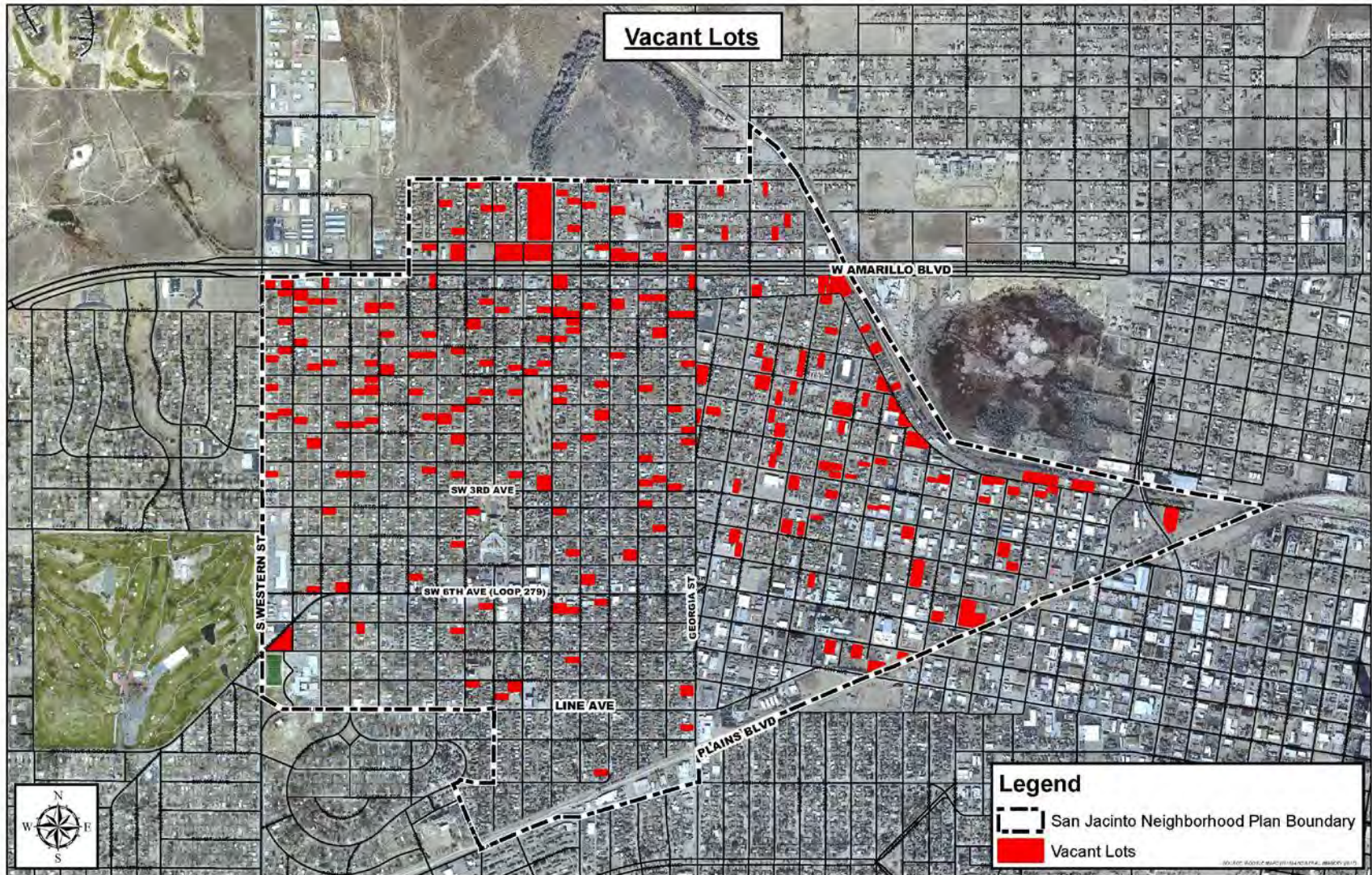
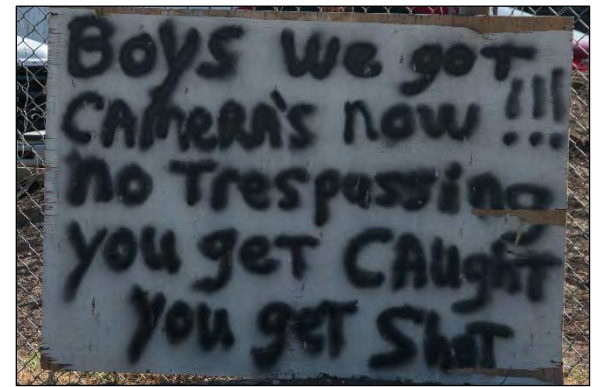


Figure 18 - Vacant Lots



# EXISTING CONDITIONS ANALYSIS

## Neighborhood Housing Stock – Representative Examples





## EXISTING CONDITIONS ANALYSIS

### Code Violations

Code violations are tracked by the City and the data from 2017-2019 indicates a major challenge of controlling weeds and overgrown yards with over 2,000 citations issued for weeds. Code violation data also shows that 15 properties have been cited as substandard housing and eight identified as dangerous structures are moving through the condemnation process as of January 2019. The neighborhood voiced major concerns about managing dilapidated and vacant structures: lack of maintenance by “slumlord” type property owners and the rapid deterioration of vacant properties resulting from the inhabitation by transients were frequently discussed. While they appreciate the blight-removing effects of the condemnation process, they desire a way to intervene earlier to prevent homes from reaching the point where they cannot be rehabilitated.

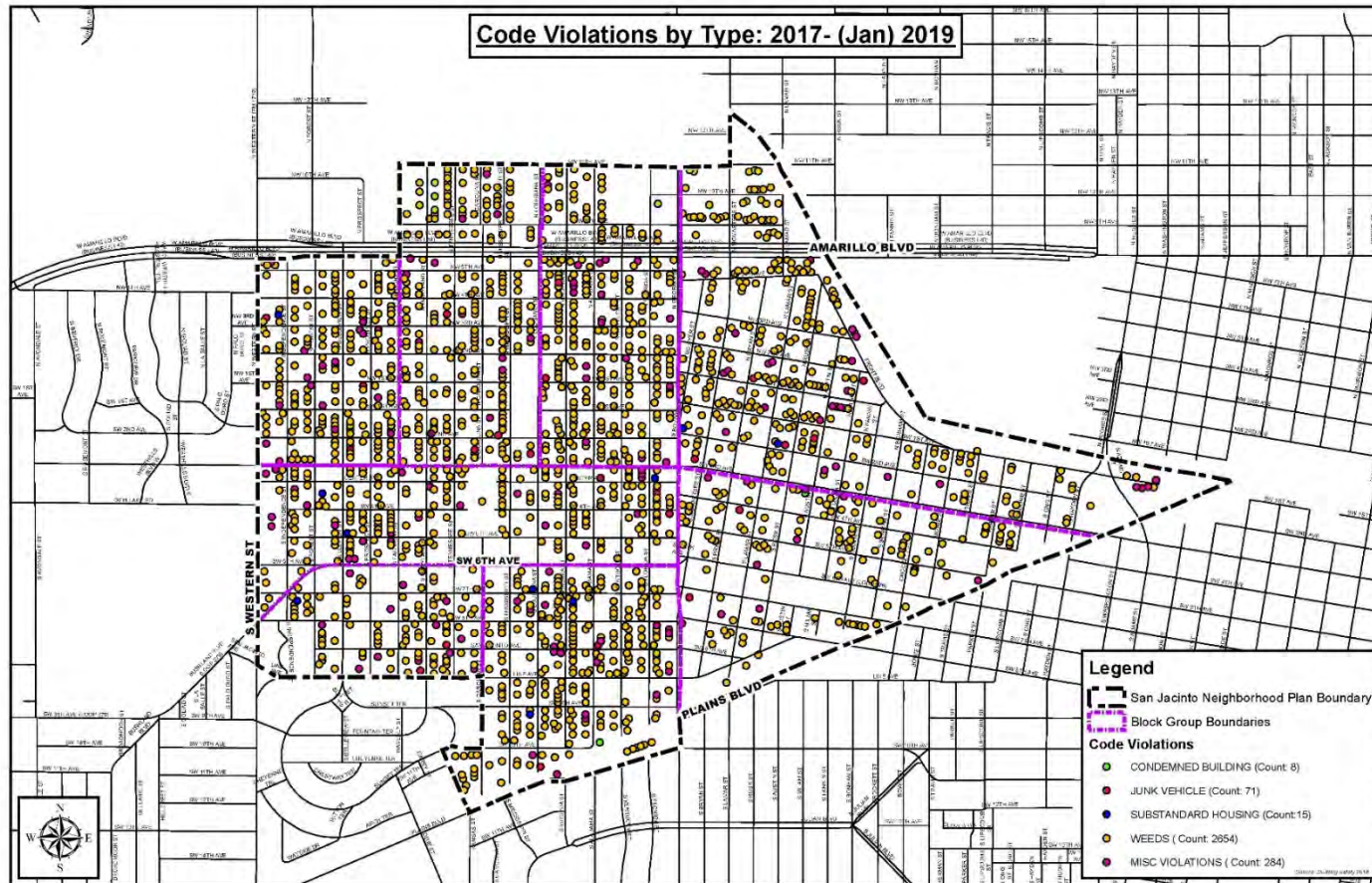


Figure 19 – Code Violations

# EXISTING CONDITIONS ANALYSIS

## Transportation and Connectivity

### Transit and Primary Thoroughfares

In October of 2018, existing bus routes were modified by the City. Figure 20 displays current route lines and names, as well as former route names where applicable. San Jacinto is primarily served by Routes 11, 12, and 44 (Routes 11 and 44 were formerly Route 8). Another bus line, Route 43 (formerly Route 7) runs along the southern boundary of the neighborhood at Plains Boulevard. These routes roughly correspond to major arterials in the area serving high traffic commercial areas. However, the routes do not currently serve the westernmost half of SW 3<sup>rd</sup> Avenue, leaving slightly denser pockets of residential areas without ready access to public transit.

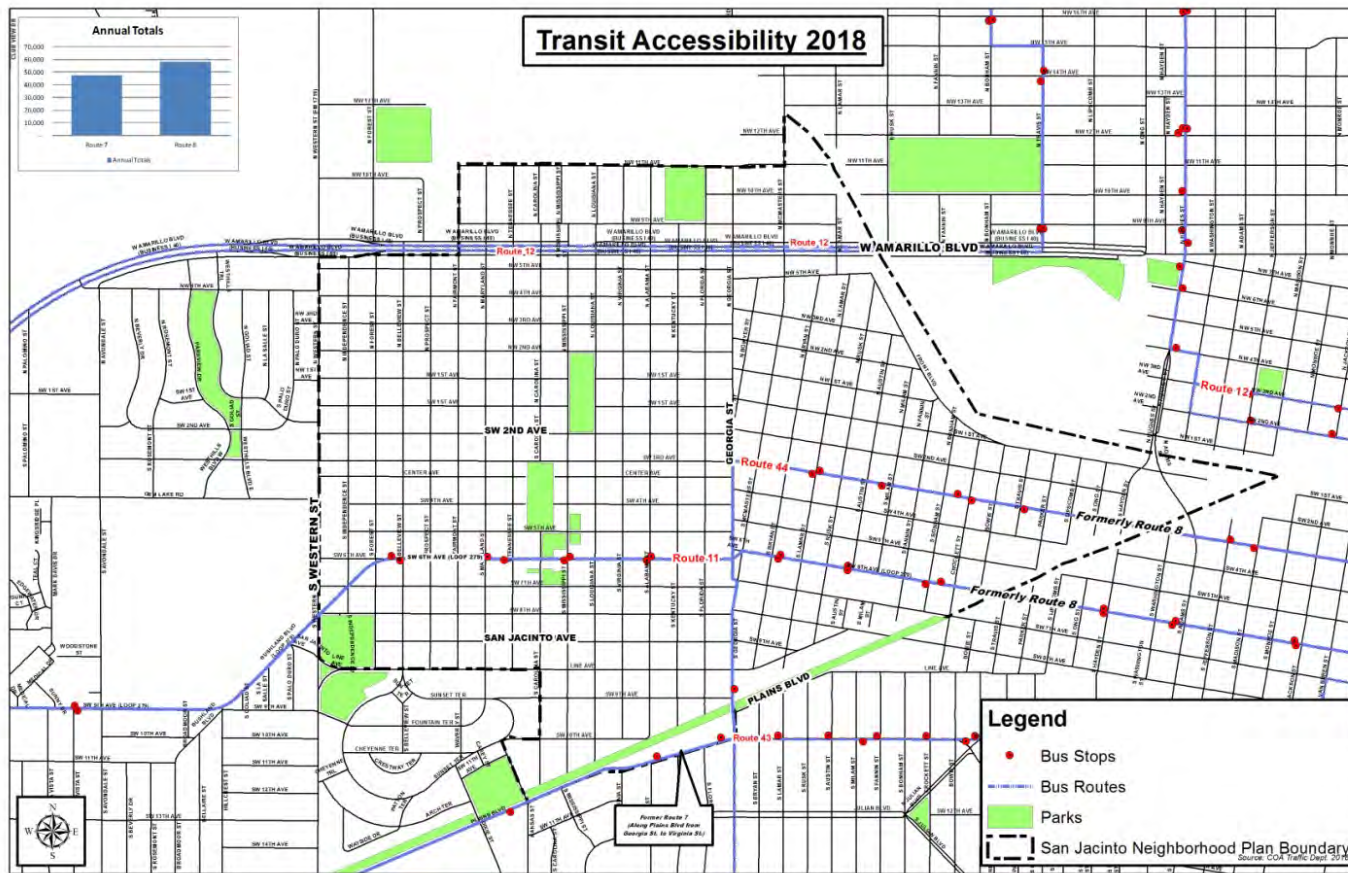


Figure 20 – Transit



**EXISTING CONDITIONS ANALYSIS**

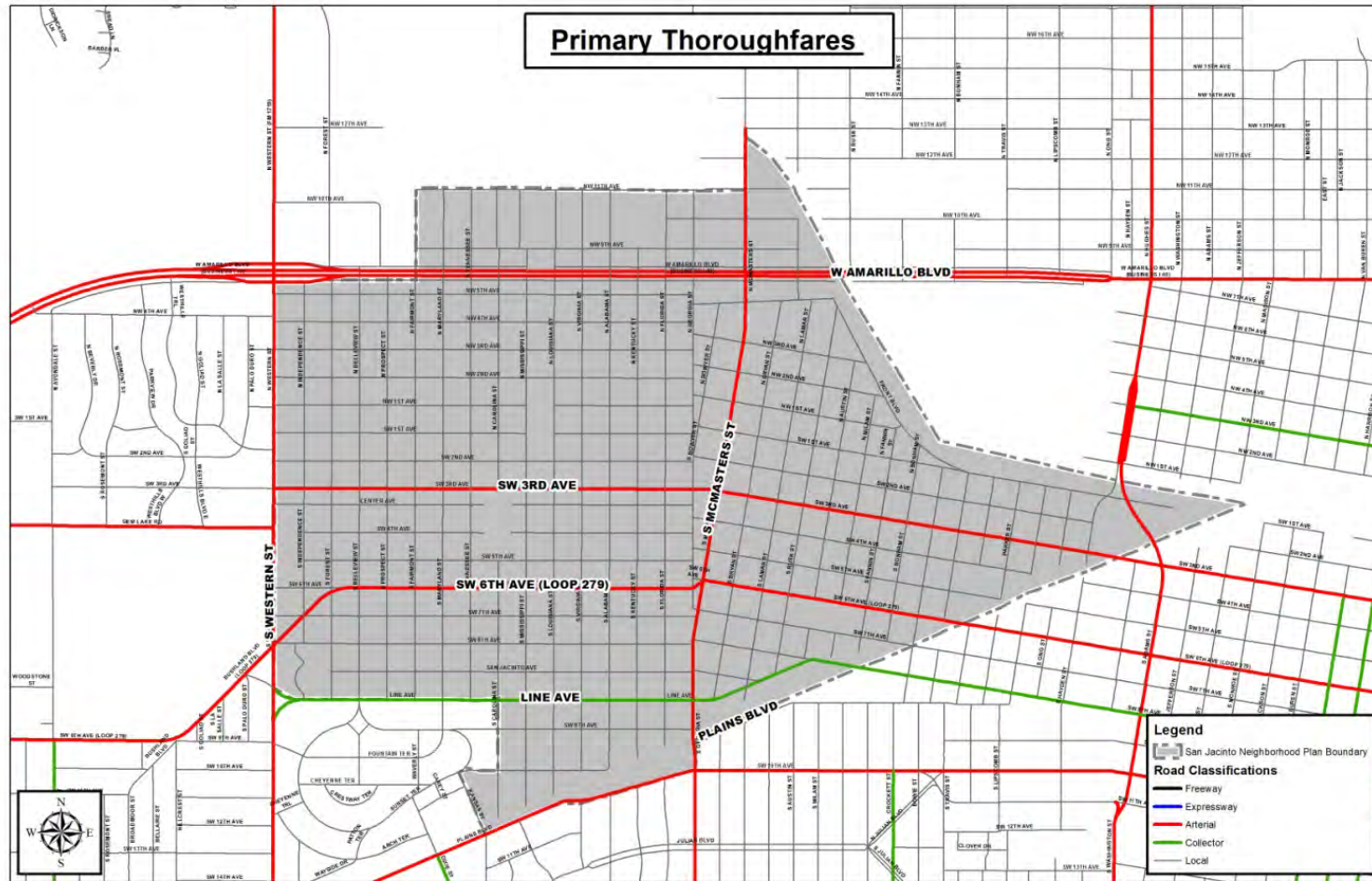


Figure 21 – Primary Thoroughfares



## EXISTING CONDITIONS ANALYSIS

### Sidewalk Conditions

Based on an examination of 2017 aerial imagery, roughly 57% of lots in San Jacinto have inadequate sidewalk coverage (either nonexistent or in an advanced stage of disrepair). Figure 22 reveals dense concentrations of inadequate sidewalk coverage in the northeastern and far eastern sections of the neighborhood. A slightly less dense (but still significant) band of missing and/or highly damaged sidewalks stretches across the northern half of San Jacinto.

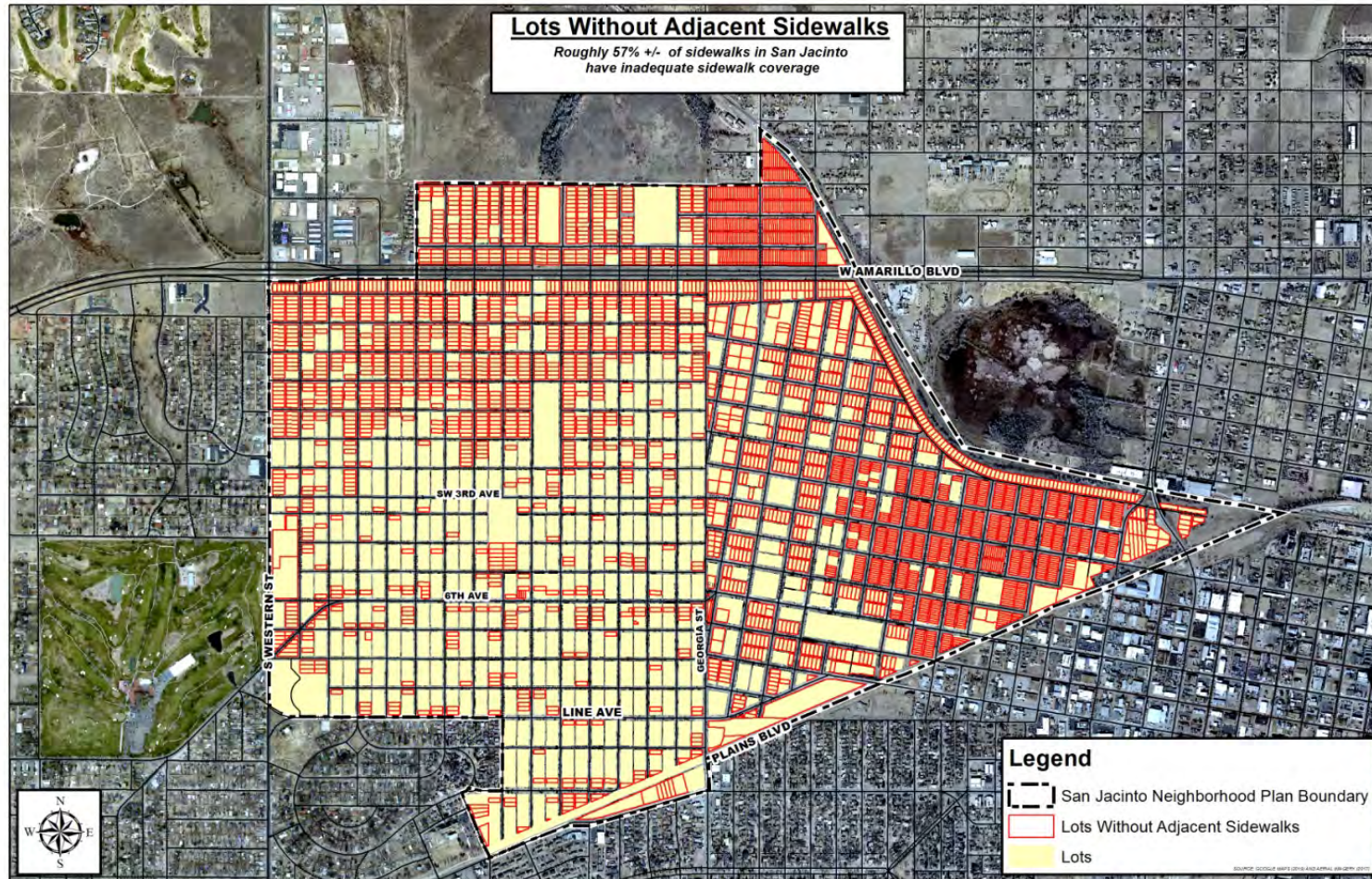
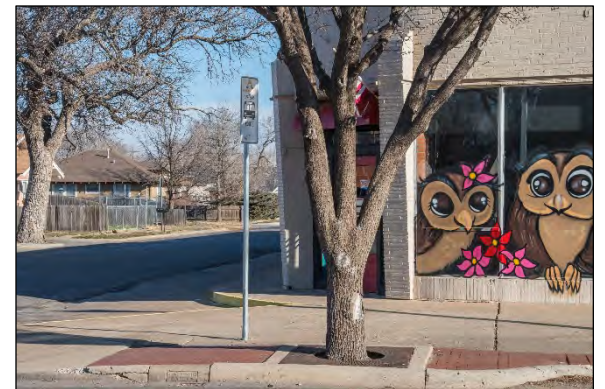
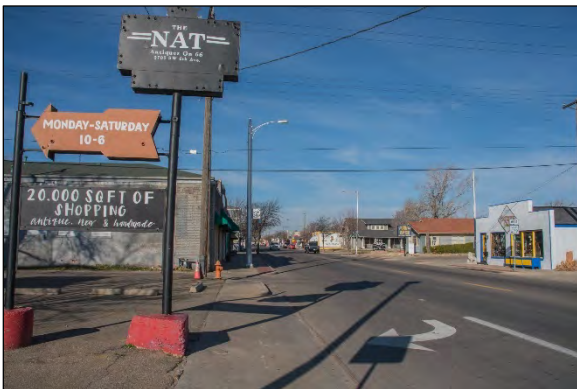
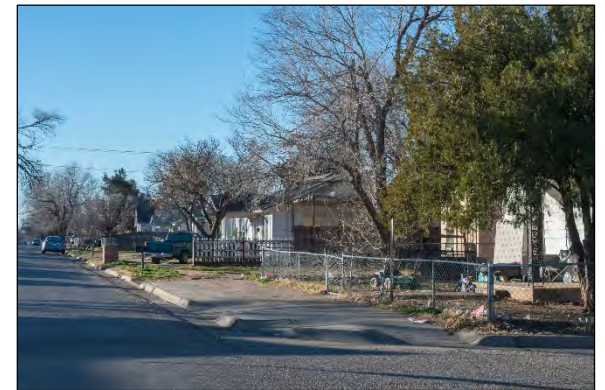


Figure 22 – Sidewalk Conditions



# EXISTING CONDITIONS ANALYSIS

## Sidewalk and Streetscape Conditions – Representative Examples





## EXISTING CONDITIONS ANALYSIS

### Traffic Counts and Intersections of Concern

Traffic counts are based on sample counts taken on different days for different sections of the road. Dates for traffic counts range from 2015 to 2018. Crash data from 2017 to 2018 revealed several intersections of concern within the San Jacinto neighborhood (APD, 2018). One of the most problematic is the awkward three-way intersection at SW 6<sup>th</sup> Avenue and Georgia and McMasters Streets



Figure 23 – Traffic Counts & Intersections of Concern

## EXISTING CONDITIONS ANALYSIS

### Strengths, Weaknesses, Opportunities, and Threats (SWOT) Summary

This activity is a common planning tool used to create a thoughtful dialogue about the current state of the neighborhood for participants. Urban Milestones facilitated the San Jacinto SWOT at the public kickoff in March. The results provide important insight from the community's perspective on the issues and opportunities identified through data analysis.

#### Strengths – Key Themes

- Historic characteristics (long-established neighborhood, Route 66, architecture)
- People (diverse population, service-/volunteer-oriented, friendly)
- Strong institutions/organizations (schools, churches, non-profits)
- Locally-owned businesses/restaurants (especially those along SW 6th Avenue)
- Outdoor features (parks, open land, garden)
- Arts/music/entertainment

#### Opportunities – Key Themes

- Invest in existing housing (weatherize homes, improve current housing stock, etc.) to improve living conditions
- Develop complete streets to serve pedestrians and automobiles alike
- Build upon existing non-profit and church organizations' efforts to improve social services
- Create better spaces for neighborhood youth (indoor/outdoor) to improve access to recreation
- Use the strength of locally-owned 6th Street businesses to enhance the neighborhood economy
- Capitalize on local food production to improve food access

#### Weaknesses/Threats – Key Themes

- Crime (drugs, human trafficking, theft)
- Infrastructure (decaying streets/alleys, missing sidewalks, outdated parks, lack of adequate lighting)
- Trash/debris/dead trees
- Stray animals
- Imbalance of renters/homeowners
- Neglected housing – boarded up/substandard homes
- Food desert (no grocery store/little access to healthy, quality food)
- Lack of funding for improvements/positive activities



## EXISTING CONDITIONS ANALYSIS

### Existing Conditions and Public Input Key Take-Aways

- Crime reduction is the most critical issue in San Jacinto. The neighborhood must be safe before any other initiative can be successful.
- Overall economic well-being of the neighborhood is dependent upon stabilizing housing conditions. This includes: 1) increasing the number of affordable owner-occupied units; 2) pro-actively securing vacant and abandoned properties; 3) reexamining the condemnation and demolition process so that it results in properties being returned to productive use; 4) enforcing minimum maintenance standards for investor-owned properties to prevent the continued deterioration of housing conditions; 5) assisting existing homeowners and property owners with improvements; and, 6) reducing property-related criminal activity.
- Concentrated poverty is defined as the following: 40% or more of a neighborhood's residents live at or below the poverty line. San Jacinto currently is at about 35%. Deliberate and holistic action is needed in order to reverse this trend.
- The current practices for attempting to manage illegal dumping and alley maintenance, including bulk pick-up, must be reconsidered. These have proven to be inefficient and costly in San Jacinto.
- There is a perception that building code requirements are overly restrictive and should be "relaxed" in order to make it feasible to redevelop housing in San Jacinto. The International Building Code is overseen by the International Code Council. It is the base building code standard for most jurisdictions in the United States (as well as in other jurisdictions around the world) and is administered locally by city staff. The IBC standardizes minimum regulations for new construction, remodel, and rehabilitation. It is designed to protect public safety and to ensure quality of construction. If financial feasibility is the concern, other incentive solutions should be explored.
- The 6<sup>th</sup> Street business district is not meeting its full potential. There are multiple contributing causes, but the primary obstacle is fragmentation among business and property owners. The inability to form a unified vision prevents collaborative decision-making on major factors that impact business success including traffic calming, parking management, promotion/co-marketing, branding/identity, urban design and safety/security.
- The historic character of San Jacinto is an under-utilized asset to Amarillo as a whole. The Route 66 corridor is not only significant at the local level, it is also recognized at the national level for its value to the broader context of Route 66 history.



## VISION AND GOALS

*A new vision for San Jacinto:*

**San Jacinto is a welcoming and diverse community where people of different cultures, incomes, and generations celebrate the neighborhood's historic significance and its eclectic mix of people and businesses. It is a clean, safe, walkable neighborhood that is healthy, sustainable, and unique.**

*A call to action for San Jacinto:*

**Where personal responsibility and liberty is necessary to achieve our vision.**

## VISION AND GOALS

### San Jacinto Neighborhood Goals

#### *Clean and Safe*

- GOAL 1: We will take action to reduce crime and to improve overall safety.
- GOAL 2: We will strive to increase access to services that support our community's physical health, mental health, and wellness needs.
- GOAL 3: We will create projects and programs to maintain a clean and beautiful neighborhood.

#### *Economic Development*

- GOAL 1: We will build upon the success of the 6th Street businesses and encourage new entrepreneurs to establish their businesses within San Jacinto.
- GOAL 2: We will use placemaking as a tool for economic development.
- GOAL 3: We will expand employment and training opportunities for local residents within the neighborhood.

#### *History and Culture*

- GOAL 1: We will honor the legacy of Historic San Jacinto and its unique cultural heritage that make the neighborhood one-of-a-kind.
- GOAL 2: We will highlight the artistic and creative spirit of the neighborhood by promoting the visual and performing arts.

#### *Housing*

- GOAL 1: We will enhance the neighborhood's existing housing stock while introducing new housing options to improve access to quality places to live at a wide variety of prices.
- GOAL 2: We will encourage and support homeownership in the neighborhood to create a healthy balance of renters and homeowners.

#### *Infrastructure*

- GOAL 1: We will enhance the neighborhood's connectivity.
- GOAL 2: We will improve our utilities and other infrastructure to encourage private investment in the neighborhood.

#### *Nature and Environment*

- GOAL 1: We will employ green infrastructure when/where possible throughout the neighborhood.
- GOAL 2: San Jacinto businesses will be the most environmentally responsible businesses in all of Amarillo.

#### *Community Building*

- GOAL 1: We will create more opportunities for all residents of San Jacinto to gather and celebrate.
- GOAL 2: We will connect our residents, businesses, and other stakeholders with resources to improve the neighborhood.



## VISION AND GOALS

### Land Use Guiding Principles

These are principles that are embedded in all the City of Amarillo neighborhood plans and are intended to ensure that future decisions about land use and development are consistent citywide and are aligned with the values and spirit of the neighborhood.

- Determine that the decision will not create an arbitrary development pattern.
- Plan for an adequate and diverse supply of housing for all income levels.
- Minimize negative effects between incompatible land uses and ensure adequate transitions.
- Distinguish suitable areas for public uses.
- Discourage intense uses within or adjacent to residential areas.
- Diversify the types of commercial activity.
- Limit development in floodplains and environmentally sensitive areas.
- Consider public safety as it relates to future developments.
- Protect and promote areas of historical and cultural significance.
- Avoid creating undesirable precedents.
- Promote expansion of the economic base to create job opportunities.
- Ensure consistency of land use decisions on similar properties.
- Keep infrastructure in mind when making land-use decisions.
- Advance development that serves the needs of a diverse population.
- Promote redevelopment and infill that meets community needs and is complementary to the neighborhood.
- Enhance neighborhood identity and investment where possible.
- Make decisions that result in the highest level of service to the neighborhood possible.
- Maintain a safe and efficient street network while improving multi-modal transportation options by increasing bicycle and pedestrian connections to key destinations within and around the neighborhood.

# IMPLEMENTATION

The San Jacinto community invested a significant amount of time in articulating the current challenges facing the neighborhood and the best solutions for solving those challenges in order to realize their goals. However, the most difficult work begins after adoption when the ideas must be implemented.

This section outlines the community's implementation approach. Goals, strategies, and projects are identified within an "implementation matrix." Projects are prioritized and assigned champions, partners and potential funding sources. A critical deliverable of the planning process, the Transformative Projects – or the necessary "big moves"—are described in detail, along with examples of other high priority projects recommended for implementation in the first year.

This section concludes with recommendations on establishing an organizational framework for the San Jacinto neighborhood to ensure a successful transition from plan development to action.

## **Projects and Immediate Priorities for San Jacinto**

While the implementation matrix contains a number of projects that will help San Jacinto thrive, there are three key projects that are the most important for improving the neighborhood's overall livability and economic health. These are the transformative projects and they are not "quick-wins." Rather, due to their complexity, they are long-term and are going to require years of dedication and resources. These projects will demand deep commitments from both the public and private sectors as well as from the neighborhood's residents.

### **Transformative Project #1: Reduce Crime and Improve Neighborhood Safety**

#### *Overview*

Feeling safe is a basic, fundamental human need. The San Jacinto neighborhood is one of the highest crime neighborhoods in Amarillo. Law enforcement is actively responding to regular reports of illegal activity. The Amarillo Police Department, court system, and other agencies are actively working to remove repeat offenders from the streets and put them into correction facilities. Despite these efforts, crime continues to persist in the neighborhood.

In addition to crime, community members have expressed that areas of the neighborhood do not feel safe for other reasons. Poor lighting creates dark environments that feel unsafe to be in or walk through at night. Fast automobile traffic makes people uncomfortable crossing streets, and sometimes even causes accidents. Stray animals pose a variety of health and safety hazards to the neighborhood.

To address these issues, many communities form a neighborhood safety task force comprised of residents, law enforcement officers, policy makers, and others who are (or will be) specifically focused on reducing crime and improving safety.

\What the task force could do:

- Facilitate communications between crime enforcement officials and community residents



## IMPLEMENTATION

- Develop additional strategies to supplement efforts already underway
- Leverage resources and unite partners to improve neighborhood conditions
- Recommend a comprehensive Public Safety Plan for the City Council to review and approve for future implementation

### *Resources*

The [National Crime Prevention Council \(NCPC\)](#) has developed a series of [strategies](#) that communities can employ to improve safety and security. Some examples of NCPC strategies include:

- [Business Watch Programs](#) that address crimes against and around businesses, including shoplifting, burglary, and vandalism.
- [Park Watch Programs](#) that involve the participation of parks staff, park users and neighboring residents to report illegal activity or maintenance issues.
- [Youth-Led Community Service Projects](#) that encourage young people to get involved in improving their neighborhood.

### *Case Studies*

The below three cities have task forces in place that could be used as a basis or model for San Jacinto.

[Durham, NC](#)

[San Clemente, CA](#)

[Baltimore, MD](#)

## **Transformative Project #2: Form a 6<sup>th</sup> Street Public Improvement District**

### *Overview*

In communities across the United States and around the world, special improvement districts exist to fund services and improvements within a specific geographic area. Special improvement districts collect an additional assessment from property owners and/or businesses on top of property or sales taxes. The types of districts vary from state to state and take on different names depending upon their location, but every state offers at least one type of special assessment financing to its communities.

There are two main types of districts: government districts, and business and neighborhood districts. Government districts are initiated by local government and typically focus on improving infrastructure. Business and neighborhood districts are voluntarily initiated by property owners, are run by a non-profit organization, and are used to fund services and projects that are agreed upon and approved by a vote. In Texas, business and neighborhood districts are called Public Improvement Districts, or PIDs for short. PIDs are governed by a board comprised of property owners within the district.

What the PID could do:

A 6<sup>th</sup> Street PID could serve to further enhance the experience along San Jacinto's primary commercial corridor and could be the conduit for executing many of the project ideas that have arisen from this planning effort. It is important to note that this would be a voluntary program initiated by the property

## IMPLEMENTATION

owners and business owners on 6<sup>th</sup> Street for the betterment of their corridor. Establishment of a PID is not proposed as a mandatory regulatory district implemented by the City.

Examples of what the PID could fund include:

- Professional branding and marketing materials to promote 6<sup>th</sup> Street businesses
- Ambassadors to welcome visitors, provide information and connect with police when security issues arise
- Special banners, street furniture, flower baskets, etc. to beautify the corridor
- Programs to incentivize property improvements, such as a façade improvement program
- Special events, large and small
- Paid staff to execute its initiatives

### *Resources*

<https://downtown.org/> is the website of the International Downtown Association, an organization comprised of diverse practitioners who are focused on making and maintaining vibrant places.

[Texas Local Government Code 372](#) outlines the process for creating PIDs and describes how they are allowed to operate. Under that act, PIDs are authorized by City Council and subject to a public process that includes a petition, a public hearing and notification of all property owners within the district.

### *Case Studies*

Several PIDs are in effect statewide. Researching and talking with other organizations could:

- Inspire programmatic and project ideas for the 6<sup>th</sup> Street PID
- Assist 6<sup>th</sup> Street property owners in understanding the pros and cons of a special district
- Help in understanding the PID governance structure and how the PID interacts with City government

[Grand Prairie, TX](#)

[Austin, TX](#)

[Fort Worth, TX](#)

[Waco, TX](#)

## **Transformative Project #3: Fix the Housing Crisis**

### *Overview*

Like safety, shelter is a basic need and one required for physical survival. Empirical data, observations, and public comments demonstrate that the majority of the housing in San Jacinto is in sub-standard condition. Additionally, there is little variety in housing types in San Jacinto and limited opportunities for homeownership compared to other neighborhoods.

Taking care of a home requires a specific set of skills and financial resources. Because there are multiple issues with housing in the neighborhood, it is critical to establish a neighborhood-serving organization that is intended to support and revitalize the housing opportunities.



## IMPLEMENTATION

What the organization could do:

- Develop a program for improving dilapidated structures and securing vacant buildings.
- Form a land bank to acquire and assemble vacant parcels to promote new development on those sites.
- Work with City officials to create or revise existing policies to promote quality and diverse housing.
- Develop and/or enforce housing standards for homes receiving HUD vouchers.
- Work with the City and other agencies to create incentives (e.g. tax abatements, low-interest loans, grants, etc.) to investors and homeowners who upgrade existing homes.
- Partner with Habitat for Humanity and other private sector developers to build new homeownership opportunities.
- Rezone areas of San Jacinto to allow for higher-density, multi-family rentals.
- Consider offering incentives (e.g. tax abatements, low-interest loans, grants, etc.) to developers building new housing in the neighborhood.
- Develop programs to support existing homeowners in San Jacinto.
- Establish educational programs and a support network to assist with home repairs.
- Create new opportunities for homeownership in the neighborhood.
- Consider rent-to-own programs and organizations to administer such programs.

### *Resources*

Several organizations could be helpful in thinking through approaches to improving the housing in San Jacinto including, but not limited to, the following:

- The [Urban Land Institute \(ULI\)](#) is an organization made up of real estate, finance and land use professionals. ULI offers a variety of written resources, technical assistance and education that may be beneficial to the San Jacinto neighborhood, including this [article](#) on how the private sector is creatively working to provide more workforce housing in Washington D.C.
- [Strong Towns](#) is an organization that supports creating prosperity from within communities. Their model focuses on small-scale, incremental development that offers choices and increases community wealth. Strong Towns, like ULI, offers written resources, technical assistance and education around a multitude of topics of which housing is one.
- The University of California – Berkeley library website includes a section dedicated to [Housing Research Resources](#). This site has an extensive and wide variety of resources on housing policy, statistics, organizations and agencies.

### *Case Studies*

[Lubbock, TX](#)

[Brownsville, TX](#)

[Austin, TX](#)

## IMPLEMENTATION

### Other Priority Project Examples

During the final phases of the planning process, the Advisory Committee worked on turning strategies into actionable projects by selecting specific items that they wanted to further refine. They studied best practices, cost estimates, potential policy changes, and needed partners to develop project proposals. These more refined proposals were presented at the November 2019 public meeting and helped inform the public voting process to identify the highest priority items.

This list represents the top ten projects for San Jacinto identified by the public.

#### Community Voting Results: November 7<sup>th</sup> Public Meeting and Online Survey

1. Reexamine the method and process for the demolition of vacant, dilapidated structures. Criteria should take into consideration the following: 1) length of time vacant; 2) fire damage; 3) architectural integrity; and 4) transient habitation.
2. Replace existing street and pedestrian lighting with LEDs.
3. Develop financial programs to incentivize the redevelopment of vacant buildings.
4. Work with utility companies to offer incentives to green homes, businesses and investor-owned residential properties.
5. Create a façade improvement program to enhance the existing commercial buildings throughout the neighborhood. Consider design guidelines for 6th Street and other commercial corridors in San Jacinto.
6. Identify a space/building on 6th Street corridor for a Route 66 welcome center and neighborhood meeting facility with public restrooms.
7. Work with local nurseries and greenhouses to provide low-water plants at low or no-cost for San Jacinto projects.
8. Consider offering incentives (e.g. tax abatements, low-interest loans, grants, etc.) homeowners who upgrade existing homes.
9. Proactively install sidewalks throughout neighborhood, prioritizing areas around schools and other areas as defined in accessibility/connectivity plan.
10. Work with APD NPO unit, Project Safe Neighborhood, and Amarillo Crime Stoppers to develop an effective crime reporting strategy.

The Implementation Matrix highlights 27 action items as “High Priorities.” These include the public’s voting results as well as the proposals championed by members of the Advisory Committee. Some of these will be addressed by collaborative work on the Transformative Projects, but others are “quick-action” projects that can be undertaken immediately. It will be the neighborhood’s responsibility to determine which ones will be the focus in the first year. Some examples include:



*Example 1. Add flowers and plantings along 6<sup>th</sup> Street and in other public spaces.*

The translation of the Spanish word “Jacinto” is hyacinth. This project proposes planting hyacinths all along 6<sup>th</sup> Street to celebrate the neighborhood’s identity. This flower grows well in the Texas panhandle,

## IMPLEMENTATION

which makes this a low maintenance and low-cost idea. The total estimated cost would be \$0.50-\$2.00 per bulb. An estimated 3,000 bulbs would total \$1,500 - \$6,000.

*Example 2. Manage the San Jacinto animal population and provide resources for pet owners.*

This initiative would work to remove stray animals in the neighborhood and enforce current leash laws. A neighborhood committee would consult with the City's Animal Management and Welfare department and Amarillo Police Department (APD). The estimated initial upfront cost is \$2,000 for printed materials and leashes. The committee would identify resources, educate the neighborhood, distribute leashes and report any issues to the COA Animal Control and APD.



*Example 3. Create a façade improvement program to enhance the existing commercial buildings.*

This program would develop a comprehensive design guidelines document for the 6<sup>th</sup> Street corridor and establish a facade, sign, and paint grant program. This is recommended to be administered as part of a local historic district overlay designation. However, it could also be piloted using a design committee overseeing the process for design review and approval before awarding grants. Design guidelines are estimated to

cost between \$5,000 - \$25,000. The annual grant amount awarded to business and property owners could vary from \$500 - \$10,000 depending on the source of the funds. The grant should be a 50/50 match and paid out as a reimbursement of expenses. Some communities fundraise for these programs, others are awarded funds through economic development programs.

*Example 4. Explore traffic calming options on residential and commercial streets.*

The installation of creative crosswalks would help to create an environment that is not only more pedestrian-friendly, but the urban design features would capitalize on the overall eclectic feel of 6<sup>th</sup> Street and San Jacinto. Artwork and designs could be proposed by local artists or the community could choose from a catalog of different designs. All designs would have to be approved and installed by the City. This option would require no policy or ordinance change and could be implemented as soon as the design is approved.





## IMPLEMENTATION

The cost associated with these creative designs depends on the design and location. One crosswalk could range from \$2,500 - \$20,000 and last up to ten years with 20,000 cars a day driving on it. The more elaborate the design, the more expensive it will be.

*Example 5. Develop a sidewalk partnership program.*

This program would allow San Jacinto residents to partner with the City to repair sidewalks in front of their residences. Currently, property owners are required to repair and maintain the public sidewalk on their property. With this program, the property owner would pay 50% of the cost and partner with the City who would provide a zero interest 10-year loan for the other 50%. The cost to remove and install a new sidewalk currently is about \$16 per square foot.

**Before**



**After**



*Example 6. Implement traffic-calming options on residential and commercial streets.*

This is a creative way to encourage slower motorist speeds on 6<sup>th</sup> Street by employing creative traffic-calming devices. This emoji sign determines the driver's speed and displays either a smiley face if they are driving below the speed limit or a frowny face if they exceed the speed limit. This would be the first of its kind installed in Texas and it would require no changes to the City's ordinances to implement. They can be installed by the Traffic department. The signs are \$2,375 each which includes the solar power charger and batteries.



## **IMPLEMENTATION**

### **Moving from Plan to Action**

As a participant in the Neighborhood Planning Initiative, it is expected that a neighborhood association will form to oversee implementation. The plan creates a unifying vision for all of San Jacinto and outlines specific projects to achieve that vision. Every group and organization will play a critical role within the implementation framework. The overarching neighborhood association should remain focused on projects that universally impact and improve the conditions of San Jacinto; each existing group or organization should be working within the larger vision on their areas of speciality. New committees and collaborative efforts will be necessary. For example, the Transformative Projects lend themselves to standing committees, while the other action items may be achieved by “on-demand” project committees with volunteers who otherwise have no connection to the association’s leadership board.

Neighborhood Planning staff will continue to support the neighborhood association and project committees through open communication, direct coordination with city departments, project management on city-related items, and assistance with administering the 2016 bond funds allocated to San Jacinto.

As the formal plan liaison, the neighborhood association is expected to enter into an annual partnership agreement with the City and commit to an annual work plan, also called Projects in Motion, which will include more specific timelines for implementation. The neighborhood association is not required to become a 501 c3 non-profit, but working towards that status is recommended in order to fundraise and be eligible for additional grants, partnerships, and programs.

### **Other Partners and Funding**

As noted previously, the City Council reinforces the City’s commitment to all the neighborhood plans by formally adopting them as amendments to the Comprehensive Plan. This plan, like all city plans, is a policy guide. Its approval does not legally obligate the City to implement any particular action item.

However, as a policy guide, it should motivate action and inspire collaboration among many partners. It should serve as a unifying tool for city staff, an organized neighborhood association, the private sector, and other non-profits, churches, and schools invested in San Jacinto.

In addition to partnerships and collaboration, a variety of funding sources will be necessary. While some public funding is provided to kick-start implementation, the community has an important responsibility to seek opportunities to pair potential funding sources with desired project outcomes. This may include fundraising, finding private investors or partnering with non-profits.

The San Jacinto neighborhood is expected to allocate its portion of the 2016 bond funding (\$654,050) in the first year of implementation which will begin on the date when City Council adopts the plan. These funds are intended for public improvement projects that can create visible change and increase neighborhood buy-in for the planning efforts. Some flexibility in the spending of these funds is possible, but there are limitations based on the official statement presented to taxpayers. Generally, they may be directed to improvements in the public right-of-way including streets, sidewalks, lighting, drainage, traffic calming, signage, banners, urban design features, and multi-modal enhancements.

In addition, funding sources available through other city departments may be directed to San Jacinto. The

## **IMPLEMENTATION**

prioritized projects will help other departments understand the areas of highest needs during implementation. With increased collaboration among staff, there will be opportunities to share resources and strategically utilize program funds that would not have been possible without the plan in place.

Finally, the plan identifies infrastructure items that require major capital expenditures. These will be presented as neighborhood plan priorities during the city's 5-Year Community Investment Program (CIP) budgeting process and, as such, they will receive consideration and some scoring benefits.



# IMPLEMENTATION MATRIX

# Implementation Matrix

High Priorities Estimated Costs Project Champion Implementation Partners Potential Funding Source

## A. Clean and Safe

### CLEAN & SAFE GOAL 1: We will take action to reduce crime and to improve overall safety of our neighborhood for our residents, businesses and visitors.

#### Strategy: Develop an alliance in the neighborhood to identify and report criminal activity.

• Establish a Neighborhood Watch Program among neighborhood residents and businesses.	X	<\$25K	Neighborhood Safety Committee	Amarillo Police Department - NPO	
• Work with APD NPO unit, Project Safe Neighborhood and Amarillo Crime Stoppers to develop an effective crime reporting strategy.	X	TBD	Neighborhood Safety Committee	Amarillo Police Department - NPO	
• Coordinate community outreach efforts to educate neighborhood about crime prevention initiatives.		TBD	Neighborhood Safety Committee	Amarillo Police Department - NPO	
• Increase police foot patrol in neighborhood, with areas around schools and parks as primary targets.		TBD	Neighborhood Safety Committee	Amarillo Police Department - NPO	

#### Strategy: Create programs to specifically target safety of children and elderly residents.

• Initiate the Safe Place program in San Jacinto to provide safe havens for area youth.		TBD	Neighborhood Safety Committee		
• Develop a walking school bus system to lead children safely to/from neighborhood schools.		TBD	Neighborhood Safety Committee		

#### Strategy: Improve physical conditions throughout the neighborhood to enhance safety and security.

• Analyze street and pedestrian lighting throughout the neighborhood to identify where lighting is inadequate.		TBD	Neighborhood Safety Committee	Public Works - Traffic	
• Improve lighting where inadequate, prioritizing public areas, schools and commercial districts.		See lighting in Nature/Environment	Neighborhood Safety Committee	Public Works - Traffic	2016 Bond
• Review neighborhood alleys, particularly around neighborhood schools, and improve conditions where necessary to reduce criminal activity.		TBD	Neighborhood Safety Committee	Public Works - Traffic	

#### Strategy: Manage San Jacinto's animal population and provide resources for pet owners.

• Work with City's animal control division to remove stray animals in the neighborhood.	X	<\$5K		Animal Management & Welfare	
• Enforce leash laws.		<\$5K		Animal Management & Welfare	
• Develop a dog park and install pet waste stations throughout San Jacinto.		TBD			2016 Bond

### CLEAN & SAFE GOAL 2: We will strive to increase access to services that support our community's physical health, mental health, and wellness needs.

#### Strategy: Create a coalition among social service providers in the neighborhood to better connect people with the services they need.

• Develop a directory of services to identify organizations, describe their services and provide information on how to get support.		\$ -		Non-profits, Community Development	
• Identify a primary point of contact to help refer residents to the appropriate service provider(s).		\$ -		Non-profits, Community Development	
• Determine if services are lacking in certain areas; if so, develop programs to serve populations needing additional resources (e.g. homeless, elderly, youth.)		\$ -		Non-profits, Community Development	

#### Strategy: Work with the Parks and Recreation Department through their master planning efforts to identify recreation activities or opportunities.

• Form a task force from neighborhood plan advisory committee to provide input to Parks and Recreation.		\$ -		Parks and Recreation	
• Develop programming for area youth based on input from area residents.		TBD		Non-profits, Parks and Recreation	
• Consider the development of a community recreation center to house educational programs, camps, and other activities.		TBD		Non-profits, Parks and Recreation	

# Implementation Matrix

High Priorities Estimated Costs Project Champion Implementation Partners Potential Funding Source

## A. Clean and Safe Continued

**CLEAN & SAFE GOAL 3: We will create projects and programs to maintain a clean and beautiful neighborhood.**

Strategy	High Priorities	Estimated Costs	Project Champion	Implementation Partners	Potential Funding Source
<b>Strategy: Improve the "curb appeal" of the neighborhood.</b>					
• Add more trash cans throughout neighborhood, prioritizing 6th Street, commercial areas, public spaces and schools.		<\$25K	6th Street Committee/PID		2016 Bond
• Promote community involvement in neighborhood clean-up projects.		TBD		Public Works - Traffic	
• Organize a neighborhood mowing team to keep lots trimmed and clean.		TBD			
• Develop a community tool library where residents can check out equipment at no or low cost.		TBD			
<b>Strategy: Remove "dead" items from the neighborhood.</b>					
• Take out the dead trees throughout the neighborhood.	X	TBD		Public Works -Solid Waste, Fire Department	2016 Bond
• Work with utility companies to remove defunct cable, phone and electric lines.		TBD			
<b>Strategy: Improve landscaping and streetscaping throughout the neighborhood.</b>					
• Add flowers and plantings along 6th Street and in other public spaces.	X	<\$5K	6th Street Committee/PID		2016 Bond
• Develop a tree-planting program to improve neighborhood beauty and provide shelter from natural elements.		TBD			2016 Bond
• Add benches and other amenities to make San Jacinto more welcoming.		<\$100K	6th Street Committee/PID		2016 Bond
<b>Strategy: Clean and maintain neighborhood alleys and dumpsters.</b>					
• Better maintain alleys by improving City waste management services and connecting residents with existing services, like large item pick-up.	X	TBD		Public Works - Solid Waste	
• Host community cleanups that focus on alleyways.		TBD		Public Works - Solid Waste	
• Crack down on illegal dumping.		TBD		Building Safety	



# Implementation Matrix

High Priorities Estimated Costs Project Champion Implementation Partners Potential Funding Source

## B. Economic Development

**ECONOMIC DEVELOPMENT GOAL 1: We will build upon the success of the 6<sup>th</sup> Street businesses and encourage new entrepreneurs to establish their businesses within San Jacinto.**

**Strategy: Identify available resources (or create new resources) to encourage new businesses in San Jacinto.**

• Develop financial programs to incentivize the redevelopment of vacant buildings.	X	TBD	6th Street Committee/PID	Economic Development	
• Create programming to help neighborhood entrepreneurs with credit building, budgeting and financial planning.		TBD	6th Street Committee/PID		

**ECONOMIC DEVELOPMENT GOAL 2: We will use placemaking as a tool for Economic Development.**

**Strategy: Focus on enhancing the architectural appeal of neighborhood businesses.**

• Create a façade improvement program to enhance the existing commercial buildings throughout the neighborhood.	X	TBD	6th Street Committee/PID	Planning and Development Services	Fundraiser
• Consider design guidelines for 6th Street and other commercial corridors in San Jacinto.		\$5K-25K	6th Street Committee/PID	Planning and Development Services	Preservation Planning Grants

**Strategy: Improve the physical conditions of the neighborhood to attract new investment.**

• Enhance neighborhood amenities, like existing parks and open spaces, to attract people to the neighborhood.		TBD			
• Prioritize initiatives that promote neighborhood walkability and connectivity.		TBD			2016 Bond

**ECONOMIC DEVELOPMENT GOAL 3: We will expand employment and training opportunities for local residents within the neighborhood.**

**Strategy: Create opportunities for neighborhood residents to connect with potential employers.**

• Collaborate with non-profits and businesses to create job-training programs to build the workforce in the neighborhood.	X	TBD			
• Provide job fairs in the neighborhood to connect residents with potential employers.		TBD			
• Encourage neighborhood businesses to hire local residents.		TBD			

**Strategy: Provide job training and educational programs to enhance the local workforce.**

• Inform residents about workforce training and other programs available in Amarillo.		\$ -			
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# Implementation Matrix

High Priorities Estimated Costs Project Champion Implementation Partners Potential Funding Source

## C. History and Culture

**HISTORY & CULTURE GOAL 1: We will honor the legacy of Historic San Jacinto and its unique cultural heritage that makes the neighborhood one-of-a-kind.**

**Strategy: Showcase historic Route 66.**

• Identify a space/building on 6th Street corridor for a Route 66 welcome center and community meeting facility with public restrooms.	X	TBD >\$250K	6th Street Committee/PID	Route 66 Association	
• Consider possibility of painting the water tower at SW 6 <sup>th</sup> Ave and S. Independence with a neighborhood/Route 66 theme.	X	\$75K-\$100K	6th Street Committee/PID	Route 66 Association	
• Organize a bus or trolley tour of 6th Street.		<\$25K	6th Street Committee/PID	Route 66 Association	
• Create a directory of historic buildings and a storybook featuring previous businesses/establishments.		<\$5K	6th Street Committee/PID	Route 66 Association	
• Develop a tourism brochure to distribute at area hotels.		<\$5K	6th Street Committee/PID	Route 66 Association	
• Add "photo worthy" gateway features for Route 66.		TBD	6th Street Committee/PID	Route 66 Association	

**Strategy: Honor the historic architecture in the San Jacinto neighborhood.**

• Develop a self-guided walking tour to highlight the historic buildings throughout the neighborhood.		<\$5K			
• Create a photobook to showcase San Jacinto's historic sites and architecture.		<\$5K			

**HISTORY & CULTURE GOAL 2: We will highlight the artistic and creative spirit of the neighborhood by promoting the visual and performing arts.**

**Strategy: Create programs to celebrate the arts in San Jacinto.**

• Host an art contest in the neighborhood to recognize locals' talents.	X	<\$5K			
• Develop events and programs for youth to expand their experience and exposure to visual arts, theater and music.	X	TBD			
• Consider partnerships with existing arts organizations for a San Jacinto mural program.		TBD			

# Implementation Matrix

High Priorities Estimated Costs Project Champion Implementation Partners Potential Funding Source

## D. Housing

### HOUSING GOAL 1: We will enhance the neighborhood's existing housing stock while introducing new housing options to improve access to quality places to live at a wide variety of prices.

#### Strategy: Improve existing housing.

• Reconsider the method and process for the demolition of vacant, dilapidated structures. Criteria should take into consideration the following: 1) length of time vacant; 2) fire damage; 3) architectural integrity; and 4) whether the property is or has been inhabited by transients.	X	TBD	Housing Committee	Building Safety, Housing Non-Profit	
• Secure abandoned homes until condemnation and demolition proceedings can occur.	X	TBD	Housing Committee	Building Safety, Housing Non-Profit	
• Consider offering incentives (e.g. tax abatements, low-interest loans, grants, etc.) to homeowners who upgrade existing homes.	X	TBD	Housing Committee	Economic Development, Community Development, Housing Non-Profit	Economic Development Programs, CDBG
• Develop and/or enforce housing standards for homes receiving HUD vouchers.		TBD	Housing Committee	Building Safety, Community Development, Housing Non-Profit	

#### Strategy: Find opportunities to create new housing options at a variety of price points.

• Consider offering incentives (e.g. tax abatements, low-interest loans, grants, etc.) to developers building new housing in the neighborhood.	X	TBD	Housing Committee	Economic Development, Community Development, Housing Non-Profit	Economic Development Programs, CDBG
• Partner with Habitat for Humanity and other affordable developers to build new homeownership opportunities.		TBD	Housing Committee	Housing Non-Profit	
• Consider options that are supportive of single parents.		TBD	Housing Committee	Housing Non-Profit	
• Rezone areas of San Jacinto to allow for higher-density, multi-family rentals.		TBD	Housing Committee	Planning and Development Services	

### HOUSING GOAL 2: We will encourage and support homeownership in the neighborhood to create a healthy balance of renters and homeowners.

#### Strategy: Develop programs to support existing homeowners in San Jacinto.

• Establish educational programs and a support network to assist with home repairs.		TBD	Housing Committee	Economic Development, Community Development, Housing Non-Profit	
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#### Strategy: Create new opportunities for homeownership in the neighborhood.

• Consider rent-to-own programs and organizations to administer such programs.		TBD	Housing Committee	Economic Development, Community Development, Housing Non-Profit	
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# Implementation Matrix

High Priorities Estimated Costs Project Champion Implementation Partners Potential Funding Source

## E. Infrastructure

### INFRASTRUCTURE GOAL 1: We will enhance the neighborhood's connectivity.

**Strategy: Develop "complete streets" where appropriate and slow traffic where possible.**

• Implement creative traffic-calming options on residential and commercial streets.	X	<\$25K/project		Public Works- Traffic	2016 Bond
• Analyze public rights-of-way in neighborhood to determine where multi-modal transit options can be considered.		TBD			
• Identify transit-related improvements (operations and capital) on existing transit corridors.		TBD			2016 Bond
<b>Strategy: Create a neighborhood-wide accessibility/connectivity plan.</b>					
• Complete an assessment of sidewalk infrastructure and handicap ramps throughout the neighborhood.		TBD			
• Research opportunities to add handicap parking along business corridors.		TBD		Public Works- Traffic	
• Study alleys around schools to determine ways to increase safety for children walking to and from school.		TBD		Public Works- Traffic	

### INFRASTRUCTURE GOAL 2: We will improve our utilities and other infrastructure to encourage private investment in the neighborhood.

**Strategy: In accordance with the accessibility/connectivity plan, implement pedestrian infrastructure as identified.**

• Proactively install sidewalks throughout neighborhood, prioritizing areas around schools and other areas as defined in accessibility/connectivity plan.	X	TBD		Capital Projects and Development Engineering	2016 Bond
• Consider a sidewalk partnership program where the city would complete sidewalk repairs and offer a payment plan to property owners.	X	TBD		Capital Projects and Development Engineering	
• Implement countdown and audible crosswalk signals at all street light crossings.		TBD		Public Works- Traffic	
• Improve signage to help direct pedestrians and others throughout neighborhood.		TBD		Public Works- Traffic	2016 Bond
<b>Strategy: Create process to make the installation of wet and dry utilities easier, more efficient and less expensive for new development.</b>					
• Work with City of Amarillo to consider reduced water and sewer tap fees for developers.		TBD		Economic Development	Economic Development Programs like NEZ
• Work with Xcel Energy to reduce new/upgraded gas and electricity services for developers.		TBD		Xcel Energy	
• Designate a single point of contact to ensure utility installation for new development is coordinated.		TBD			
<b>Strategy: Improve access to technology in San Jacinto.</b>					
• Contact internet provider to offer reduced rates for 1 GB internet access for businesses and residents.		\$ -		Private providers	

# Implementation Matrix

High Priorities Estimated Costs Project Champion Implementation Partners Potential Funding Source

## F. Nature and Environment

### NATURE & ENVIRONMENT GOAL 1: We will employ green infrastructure when/where possible throughout the neighborhood.

Strategy: Replace existing street and pedestrian lighting with white LEDs.	X	<\$5K		Public Works- Traffic	2016 Bond
Strategy: Install xeriscaping wherever possible throughout neighborhood.					2016 Bond
• Work with local nurseries/greenhouses to provide low-water plants at low- or no-cost for San Jacinto projects.	X	TBD			
• Install xeriscaping in parks and in public streetscapes to reduce water consumption.	X	TBD			2016 Bond
Strategy: Work with utility companies to offer incentives for green homes, businesses, and investor-owned residential properties.	X	TBD		Xcel Energy	Economic Development Programs like NEZ

### NATURE & ENVIRONMENT GOAL 2: San Jacinto businesses will be the most environmentally responsible businesses in all of Amarillo.

• Pilot a green biz program to recognize San Jacinto businesses for environmentally friendly practices.		TBD			
• Make San Jacinto a Styrofoam-free zone.		TBD			
• Launch a neighborhood-wide recycling program, starting with aluminum and metals.		TBD			
• Add electric car-charging stations.		TBD			

# Implementation Matrix

High Priorities Estimated Costs Project Champion Implementation Partners Potential Funding Source

## G. Community Building

### COMMUNITY BUILDING GOAL 1: We will create more opportunities for all residents of San Jacinto to gather and celebrate.

#### Strategy: Organize a variety of events for people of all ages.

• Organize more involvement in neighborhood clean-up events.	X	<\$5K			
• Organize and promote community picnics, neighborhood block parties and yard sales		<\$5K			
• Create spaces for social gardening.		<\$5K			

#### Strategy: Create places for people to gather.

• Design new public spaces along the 6th Street corridor such as pocket parks and shade structures.	X	TBD			
• Find a building/location for a community meeting facility/center.	X	TBD			
• Participate in the Parks and Recreation needs assessment and master planning process to determine needs for amenities like a swimming pool and recreation center.		\$ -		Parks and Recreation	

### COMMUNITY BUILDING GOAL 2: We will connect our residents, businesses and other stakeholders with resources to improve the neighborhood.

#### Strategy: Utilize existing communications tools to help people communicate.

• Promote NextDoor app.		\$ -			
• Create a neighborhood Facebook Page .		\$ -			
• Develop an informational website Amarillo 101.		\$ -			

#### Strategy: Develop new and promote existing programs in neighborhood to bring people together.

• Promote existing social gatherings happening in neighborhood.		\$ -			
• Utilize educational programs and classes as means to bring neighbors together.		\$ -			

#### Strategy: Partner with AISD and other non-profits to improve neighborhood public schools.

• Partner with AISD and other non-profits to develop a pilot program to stabilize rental households to allow children the opportunity to remain in school for the full year.	X	TBD		AISD	
• Consider incentives for teachers.		TBD		AISD	
• Provide meal programs.		TBD		AISD	