

ALIEF WESTWOOD COMPLETE COMMUNITIES ACTION PLAN



Mayor Sylvester Turner
City of Houston
Planning and Development Department
December 2020



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An Equitable Houston That Works For Everyone

Three years ago, I issued this call: It is time for Houston communities to overcome the economic, environmental and equity challenges that have existed for far too long. To help accomplish this, I launched the Complete Communities initiative in five pilot communities: Acres Homes, Gulfton, Near Northside, Second Ward and Third Ward. In June of 2019, I announced five more: Alief/Westwood, Fort Bend Houston, Kashmere Gardens, Magnolia Park/Manchester and Sunnyside

Every neighborhood deserves housing options, job opportunities, quality grocery stores, beautiful and accessible parks, educational opportunities, and mobility choices that are safe and accessible to all. Each Houstonian should feel that their neighborhood matters and that the private, public, and non-profit sectors alike support its ability to thrive. Each community should be able to identify its priorities and have an avenue to achieve success.

This is what Complete Communities is all about: working with community members and outside partners to find solutions and achieve transformational change. We have listened to the community, and this plan will serve as a catalyst for investment, engagement and increased opportunity. City departments are collectively tapping all available resources to infuse more investment into our communities.

Unfortunately, in 2020, the Complete Communities planning process was interrupted by COVID-19, a global pandemic that the world had not experienced anything like in decades. We were challenged to push forward with community engagement plans while keeping residents safe and healthy. We started by making all meetings virtual. We created engagement opportunities to assess community needs and implement COVID-19 relief strategies in our 10

Complete Communities. We listened, responded and documented community actions and goals in each plan.

The Office of Complete Communities facilitates the work of our City departments and outside partners as they work together to develop long-term solutions that are transferable to other communities across the City of Houston. With partners from different sectors of our community, we will deploy the best tools to create transformational change in them.

I am committed to this city. I am committed to investing in neighborhoods that have been overlooked for decades so they can thrive. We will not be a city of haves and have-nots. Together, we can strengthen and empower communities so that all of Houston neighborhoods are neighborhoods of opportunity.

— Mayor Sylvester Turner





Saigon Houston Plaza

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What is a Complete Community?

A complete community is resilient and sustainable, strengthening and supporting the capacity of people, places, and systems to be safer and stronger.

An engaged community with . . .

- Strong community partners
- Civic engagement
- Community buy in

An affordable community with . . .

- Diversity of income
- No concentrated poverty
- A strong base of homeowners
- Quality rental units
- Energy efficient homes

A healthy community with . . .

- A quality grocery store
- Access to quality health care
- Parks
- Urban gardens or farms

A safe community with . . .

- Low crime
- Low rates of automobile crashes
- No unsafe environmental hazards
- Safe places for residents to walk, run, bicycle, and recreate

An economically strong community with . . .

- Opportunities for upward mobility
- Quality and diverse retail
- Quality jobs within or easily accessible from the community
- Thriving small businesses
- Strong city tax revenues to pay for municipal services

A community with quality schools including . . .

- Highly rated elementary, middle and high schools
- Easy access to high quality and affordable early childcare
- Access to quality vocational schools, community colleges

A community with good infrastructure including . . .

- Complete streets that include sidewalks, bike paths, and accessible transit stops
- Utility infrastructure
- Proper lighting

A connected community with . . .

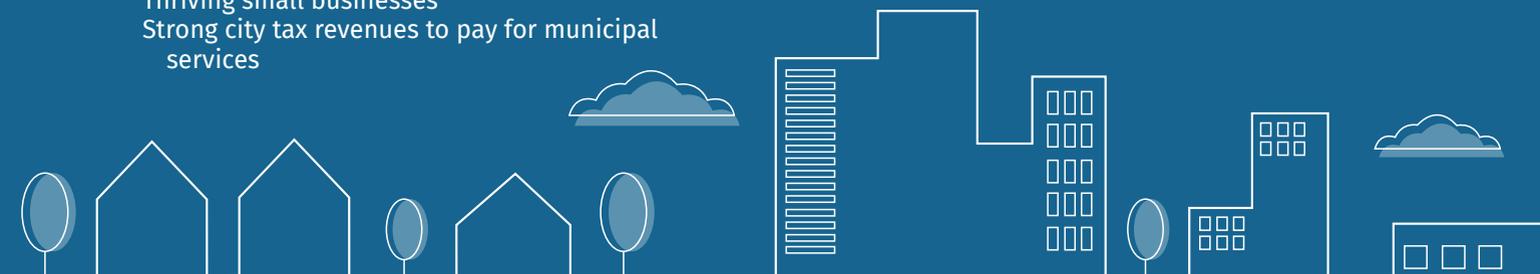
- Access to broadband internet connectivity
- Quality public transit or other affordable transportation options
- Good roads connecting to other major job centers and central business districts
- Strong community organizations that connect residents with each other and to others throughout the city

A beautiful and interesting community with . . .

- Street trees
- Public art
- Public spaces
- Preservation of historic neighborhoods

A flood resilient community with . . .

- Flood protection
- Good drainage
- Community and public services



COMPLETE COMMUNITIES

In April of 2017, Mayor Sylvester Turner announced the kick-off of the Complete Communities initiative. Mayor Turner noted:

Complete Communities is about improving neighborhoods so that all of Houston's residents and business owners can have access to quality services and amenities. It's about working closely with the residents of communities that haven't reached their full potential, understanding their strengths and opportunities, and collaborating with partners across the city to strengthen them. While working to improve these communities, we are also working to ensure existing residents can stay in homes that remain affordable.

The Complete Communities initiative was established to be collaborative, impactful, and transformative. An Advisory Committee guided the planning process for the pilot neighborhoods. The committee was comprised of community leaders and advocates with a balanced perspective ranging from city-wide to neighborhood specific knowledge and engagement. The committee served as a sounding board whose members were ambassadors for the effort and provided connections to residents and businesses in the selected neighborhoods. With support from the Complete Communities Advisory Committee, a working definition of a complete community was established to identify the qualities that lead to a thriving neighborhood (see opposite page, left).

The five pilot neighborhoods—Acres Home, Gulfton, Near Northside, Second Ward, and Third Ward completed their plans in 2018. Since then, the communities are partnering with City departments and outside organizations to implement the plans. In June 2019, Mayor Turner announced the second round of Complete Communities - Alief-Westwood, Fort Bend Houston, Kashmere Gardens, Magnolia Park-Manchester, and Sunnyside. As with the pilot communities, communities in the second round have their own strengths and challenges. As a result, stakeholders in each developed a vision that represents their ideal of a complete community. This shared vision has guided the effort in each community.

Across ten neighborhoods and three and a half years, 5,900 people shared their insights, values, and visions. More than 4,100 participants attended one of the 37 public meetings. Nearly 1,800 leaders representing faith-based organizations, business owners, non-profit and community-based organizations, and civic, educational and institutional leaders attended listening sessions with community planners. A Neighborhood Support Team, comprised of locally identified leaders, residents and allies, guided each Complete Community effort and working groups emerged to accomplish each of the goals identified in the Complete Communities Action Plans.

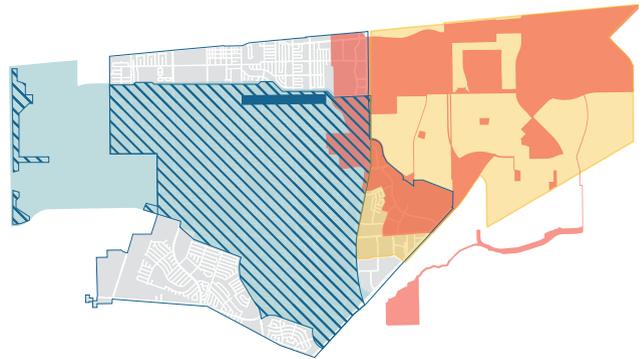
Commitment to the Complete Communities initiative is far reaching. Mayor Turner created the Mayor's Office for Complete Communities in 2019, with dedicated staff to support implementation. One-on-one meetings were held with over thirty City departments to present community-identified priorities and projects and establish mechanisms for implementation. In the coming years, the City and its staff will continue to work side-by-side with community leaders and allies to realize the vision for a complete community in each of the neighborhoods.

Although the Complete Communities planning process was interrupted by COVID-19, community engagement proceeded in a virtual format. The Mayor's Health Equity Response (H.E.R.) Task Force, created in April 2020, set out to learn about immediate needs resulting from the pandemic in all ten communities. An additional 1,515 people participated in extended engagement via online surveys, virtual meetings, and website activities. Each plan includes a section documenting the resulting goals and actions.

After the year and a half of engagement and collaboration with thousands of stakeholders, we have summarized what we heard in each of the five second round Complete Communities in an Action Plan. The Alief Westwood Action Plan outlines the vision, policies, goals and projects to realize a healthier, more resilient, prosperous, equitable, and complete future. This is Alief Westwood's Plan.

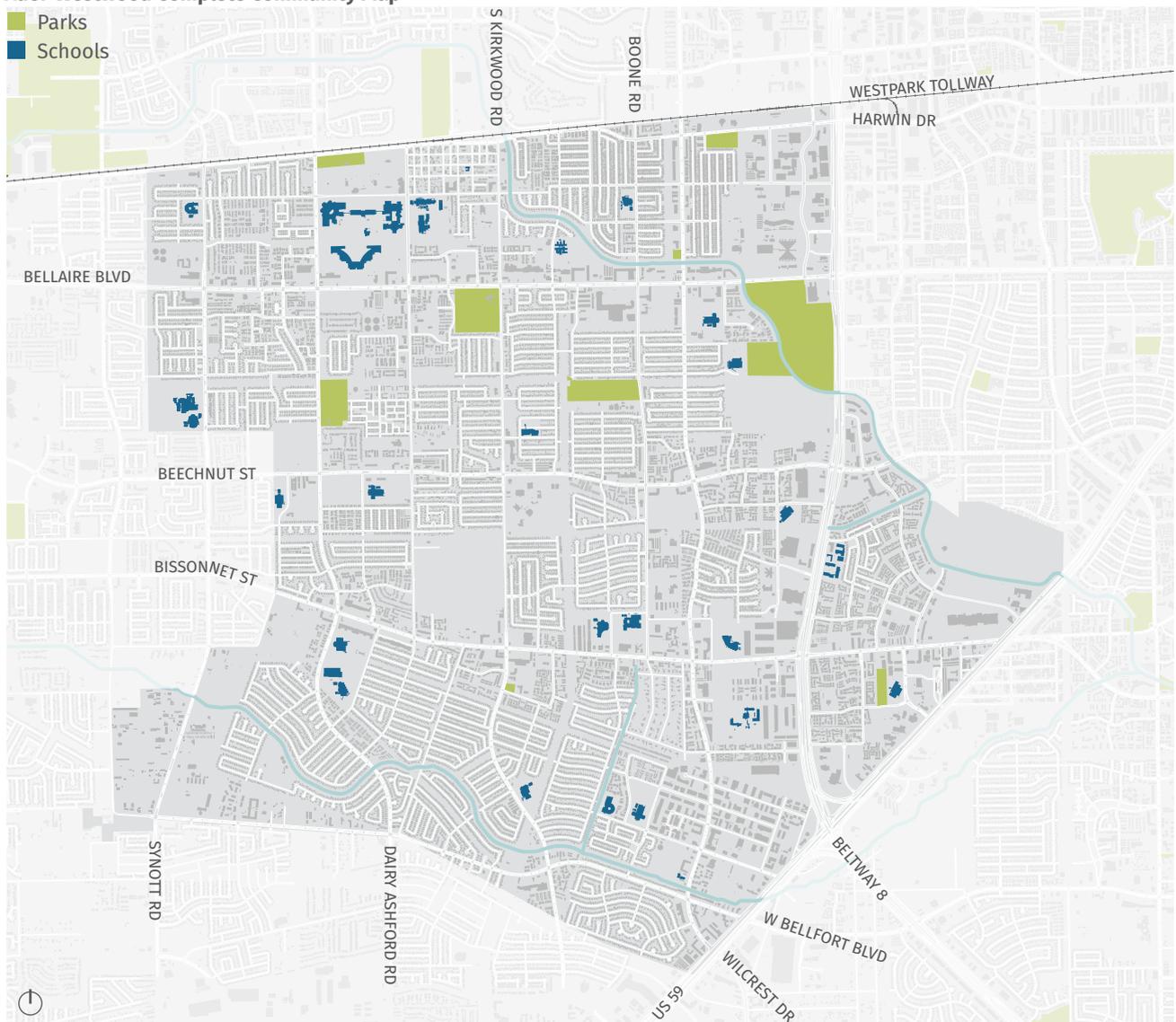
Map of Boundaries and Plans

-  Alief-Westwood Complete Community
-  Livable Centers Study
-  International District Plan
-  Southwest Management District Plan
-  Southwest TIRZ #20
-  Walkability and Active Living Study (AARP)



Alief-Westwood Complete Community Map

-  Parks
-  Schools

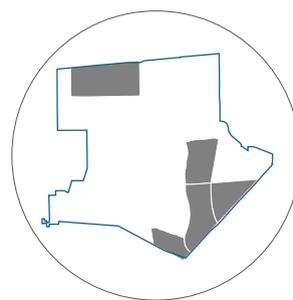


EXECUTIVE SUMMARY

Introduction

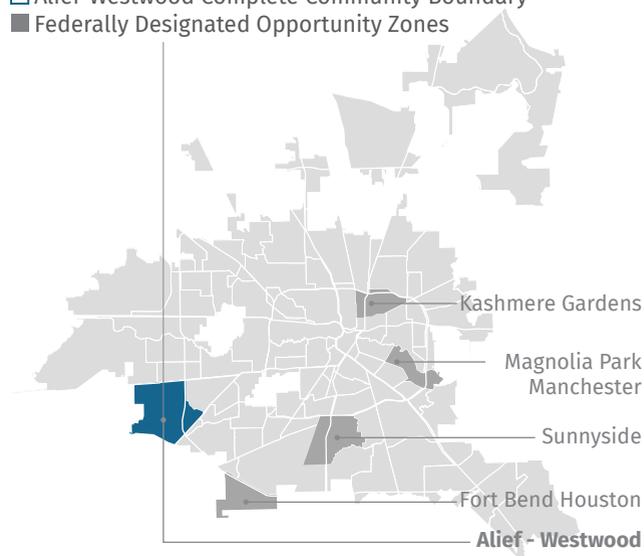
The Alief-Westwood Complete Communities Action Plan outlines the vision, goals, projects, policies, and programs identified by stakeholders through a year-long planning process that included three public meetings, two of which were conducted virtually. The Health Equity Response (HER) Task Force also conducted a survey and hosted a Town Hall meeting focused on issues related to COVID-19, the results of which are included in the plan. Two additional surveys were conducted, one of which was organized by neighborhood partners. In total, over 670 leaders, stakeholders, and partners attended these meetings or responded to the surveys, providing valuable input and guidance. Overall, the goals and projects detailed in this plan work towards achieving a more prosperous, healthy, and resilient future for the community.

The Alief-Westwood Complete Communities Action Plan has also been informed by recent studies such as the Livable Centers study sponsored by the International District, one-on-one meetings with City department representatives, Council Members, and citywide planning efforts. The two most relevant citywide efforts are Plan Houston, the City's first general plan, and the Resilient Houston strategies. The Alief-Westwood Action Plan supports and reinforces each of the 32 citywide goals identified in Plan Houston. The highest priorities identified by Alief-Westwood stakeholders that align with Plan Houston goals include: economic and small business development, high quality health care and services for disadvantaged and at-risk groups, clean and accessible water, attractive and well-maintained streetscapes and public spaces, and an inclusive community. The alignment of goals and projects identified by Alief stakeholders with the Resilient Houston strategies is provided in the Action Plan tables.



Map of Opportunity Zones

- Alief-Westwood Complete Community Boundary
- Federally Designated Opportunity Zones



Map of Complete Communities

Other citywide planning efforts that shape decision making and public investment in Houston are the annual Capital Improvement Plan, the Houston Climate Action Plan, the Houston Parks and Recreation Department Master Plan, the Houston Bike Plan, and Vision Zero. Each of these plans has informed the Alief-Westwood Complete Communities Action Plan.

Alief-Westwood has five census tracts that are State designated Opportunity Zones, providing the potential for increased partnership and funding. Opportunity Zones are a community development program established by Congress in the Tax Cuts and Jobs Act of 2017 to encourage long-term investments in low-income urban and rural communities.

Complete Communities Planning Process

Each Complete Community is different. Some have engaged in substantial planning efforts, while others have not had plans developed for decades. As a result, the City has designed and implemented planning processes that align with each community’s current position.

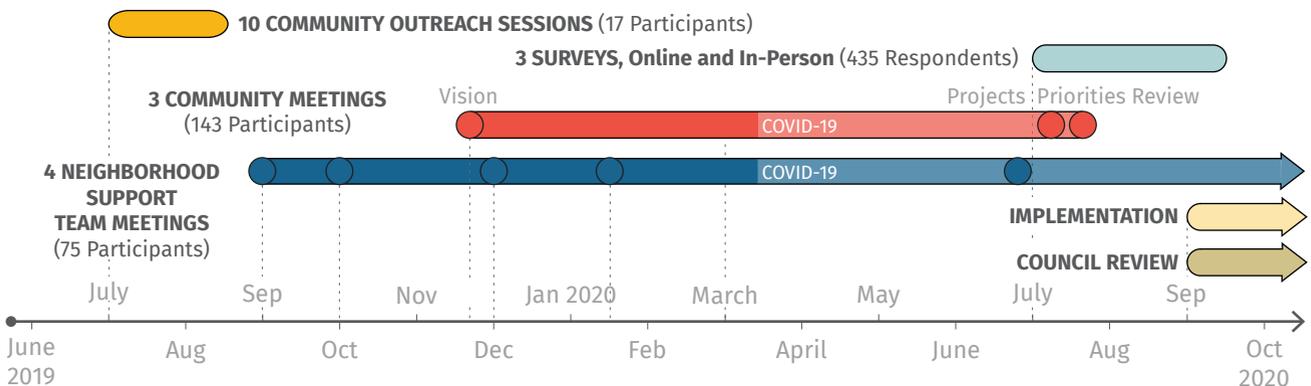
In Alief-Westwood, the planning effort began by summarizing existing neighborhood and citywide plans and conducting outreach and small group meetings with key leaders and stakeholders. Meetings were held with faith leaders, non-profit organizations, community-based organizations, business owners, and other civic, educational, and institutional leaders. Overall, 17 people were engaged through this effort.

Following the research and outreach effort, an engagement plan was established for each Complete Community. In Alief-Westwood, three public meetings were scheduled to accomplish the following objectives: establish a vision and goals, develop projects and partners, and review and prioritize the final Action Plan. Overall, 143 people attended the public meetings, providing valuable feedback. Three surveys were also conducted to refine and prioritize the plan, with 435 total respondents.

The Action Plan was also informed by a virtual Town Hall focused on the impacts of COVID-19, hosted by the Mayor’s Health Equity Response (HER) Task Force and one-on-one meetings with City departments. At the City department meetings projects and priorities identified by community stakeholders were presented and discussed, and strategies to move towards implementation were identified where possible.

Throughout the process, the Complete Communities initiative has been guided by the Neighborhood Support Team, which has met four times to provide their insight and suggestions. As the Complete Communities initiative moves forward, projects will be championed by neighborhood working groups, who will work directly with City staff and departments to oversee implementation.

The Alief-Westwood Action Plan builds on prior planning efforts, existing City initiatives, and the visions of hundreds of residents and stakeholders collected over the year-long public engagement process. The Action Plan is a comprehensive summary of goals, projects, programs, policies, action steps, priorities, time frames, partners, and metrics to measure success.



Complete Communities Timeline

Alief-Westwood Community

The Alief-Westwood Complete Communities study area is located approximately 12 miles southwest of downtown Houston and encompasses the entire Alief Super Neighborhood and the majority of Westwood. The boundaries of the study area are Brays Bayou and the Sam Houston Tollway to the east, W. Bellfort Avenue and I-69 to the south, Eldridge Parkway and Synott Road to the west, and the Westpark Tollway to the north.

In 2018, the Alief-Westwood Complete Community was home to 133,276 residents. Between 2000 and 2018, the population of the study area increased by 15%, or 17,000 people. The neighborhood is densely populated with approximately 9,000 people per square mile, almost three times higher than the average density in Houston.

Alief-Westwood developed in the late twentieth century in a series of residential subdivisions and large apartment complexes. Multi-family housing is concentrated in Westwood, while single-family developments are more common in Alief. Over the last twenty years, the area has become one of the most culturally diverse communities in Houston. In 2018,

over 64,000 area residents which is nearly half of the population were born outside the United States.

Bellaire Boulevard, traveling east to west, is the primary shopping corridor in Alief, and is home to an expanding number of Vietnamese and Chinese shops, services, and restaurants as well as other local stores and amenities. Parallel to Bellaire Boulevard are Beechnut and Bissonnet which also contribute to the commercial diversity of the neighborhood. Bissonnet Street is the main commercial corridor serving Westwood.

The Alief-Westwood Complete Community Action Plan establishes a set of prioritized projects, policies, and programs. A summary of the Action Plan, including key focus areas and goals, is provided on the following pages. The highest priority focus areas are economy and jobs, health, mobility and infrastructure, neighborhood character, and education. Additional focus areas include housing, parks and community amenities, civic engagement, and safety.



Alief-Westwood Complete Communities Meeting



Alief-Westwood Complete Communities Meeting

Alief-Westwood Action Plan Summary

Underline Indicates High Priority Goal

Community Leadership and Advocacy

A complete community is an engaged community with strong leaders and connected residents. The goals are:

- **Nurture a Community of Leaders and Advocates** by providing leadership training for all generations, developing multi-lingual outreach strategies for events and meetings, and organizing voter registration drives within the community
- **Develop a Connected Community** by expanding the reach of the weekly Council District Newsletter and organizing community wide events and support networks

Economy and Jobs

A complete community is a thriving community with strong local businesses and vibrant commercial districts. The goals are:

- **Foster a Resilient Local Economy** by providing resources for small business owners, developing an inventory of commercial spaces, advocating for the development of an incubator, maker space, or co-working space, strengthening the connection between the community and business organizations, and activating strip malls
- **Create Vibrant Commercial Development** by advocating for a new grocery store, promoting new mixed-use and transit-oriented development along major corridors, creating development guidelines, and attracting new industrial development
- **Expand Workforce Development Opportunities** by promoting job training programs and hosting job fairs in the community

Education

A complete community is a learning community with thriving students, engaged parents, and the resources and tools to support educational success. The goal is:

- **Ensure Connected Parents and Thriving Students** by strengthening the relationships between families and schools, creating a student and parent learning resource center, expanding out of school enrichment programs for children of all ages, and expanding access to computers, tablets, and broadband internet

Health

A complete community is a healthy community free from environmental hazards, where residents have access to high quality healthcare services. The goals are:

- **Promote a Healthy and Supported Community** by connecting residents to available healthcare resources, expanding access to mental healthcare, and hosting regular health fairs and wellness events in the neighborhood
- **Provide a Clean and Healthy Environment** by ensuring safe drinking water and remediating the Sugar Hill landfill site

Housing

A complete community is an affordable community with high quality housing that is safe and accessible to people with a diversity of needs and incomes. The goals are:

- **Provide Quality Housing Development** by building new single family housing at various price points and supporting the development of higher density housing for young professionals and supportive housing for vulnerable populations
- **Ensure Safe Housing** by developing strategies to protect and improve existing multi-family housing, advocating for renter's rights, and connecting vulnerable households to home repair assistance programs

Mobility and Infrastructure

A complete community is a connected community with complete streets and high quality transit. The goals are:

- **Plan for the Future** by developing a transportation and mobility master plan and creating a pedestrian and bike plan advisory committee
- **Build a Complete and Accessible Sidewalk Network** by advocating for new sidewalks, sidewalk repairs, and accessibility improvements and ensuring safe crosswalks, lighting, and pedestrian signal timing
- **Improve Neighborhood Drainage** by prioritizing and implementing drainage improvements
- **Promote Safe Streets** by improving area streets, advocating for a road diet along Boone Road, and implementing traffic calming
- **Develop Quality Transit** by maintaining area bus stops, improving amenities, and expanding local bus service

Neighborhood Character

A complete community is a beautiful community that celebrates diversity and culture through art. The goals are:

- **Keep the Neighborhood Beautiful** by improving landscaping and planting trees, addressing blight and nuisance properties, minimizing illegal dumping, and advocating for long-term strategies to end homelessness
- **Create a Diverse, Vibrant, and Celebrated Community** by expanding public art and creating a “This is Alief” campaign to celebrate the people and places of the neighborhood

Parks and Community Amenities

A complete community is a green community with beautiful parks and community meeting places. The goals are:

- **Create Great Community Meeting Places** by establishing a senior center or expanding existing senior programs, developing small scale community gathering spaces, advocating for the development of an indoor community pool, and developing a public-private partnership to create a community center in Westwood
- **Develop New Parks** by working with partners to support the development of Club Creek Park, identifying vacant land for new parks, and advocating for a dog park adjacent to the Alief Community Garden
- **Ensure Beautiful Parks** by identifying and prioritizing improvements to existing parks, including Forum Park

Safety

A complete community is a safe community where people work together. The goals are:

- **Create a United and Safe Community** by advocating for community-based safety initiatives, increasing police presence and visibility, and building relationships between youth and law enforcement
- **Develop Targeted Crime Prevention** by developing strategies to prevent human trafficking, providing resources to victims, and reducing nuisances
- **Ensure Safe Places** by expanding crime surveillance and security patrols in areas with elevated crime rates, improving area street lighting, and addressing nuisances properties
- **Ensure Safe Streets** by advocating for additional resources and services to reduce stray animals in the community

Key to Abbreviated Organizations

Many City departments and organizations will assist in implementing the projects identified in this Action Plan, while other organizations have been identified as potential partners. Below is a key to the organizations that are abbreviated:

City, School, and Government Departments:

Administration and Regulatory Affairs, **ARA**
Alief Independent School District, **Alief ISD**
Bureau of Animal Regulation and Control, **BARC**
Community Development Block Grant, **CDBG**
Department of Neighborhoods, **DON**
Differential Response Team, **DRT**
Environmental Protection Agency, **EPA**
Harris County Clerk's Office, **HCCO**
Harris County District Attorney's Office, **HCDAO**
Harris County Flood Control District, **HCFCDD**
Harris County Parks Department, **HCPD**
Harris County Constable Precinct 3, **HCCP3**
Harris County Precinct 3, **HCP3**
Housing and Community Development Department, **HCDD**
Houston Community College, **HCC**
Houston-Galveston Area Council, **HGAC**
Houston Health Department, **HHD**
Houston Parks and Recreation Department, **HPARD**
Houston Police Department, **HPD**
Houston Public Library, **HPL**
Houston Public Works, **HPW**
Mayor's Office for Adult Literacy, **MOAL**
Mayor's Office of Human Trafficking and Domestic Violence, **MOHT**
Mayor's Office of Cultural Affairs, **MOCA**
Mayor's Office of Education, **MOE**
Mayor's Office of Economic Development, **MOED**
Mayor's Office for Homeless Initiatives, **MOHI**
Mayor's Office for People with Disabilities, **MOPD**
Office of Business Opportunity, **OBO**
Planning and Development Department, **PDD**
Solid Waste Department, **SWD**
Texas Commission on Environmental Quality, **TCEQ**
Texas Department of Transportation, **TxDOT**

Key to Priority Graphic

-  High Priority
-  Medium Priority
-  Low Priority

Role Definitions:

Outreach: Convey information to community members and encourage engagement

Organize: Gather people and organizations together to work on the project

Advocate: Publicly support the project

Assist: Bring information, technology, advice, connections, and other non-financial resources to the project

Implement: Complete the project

Partner Organizations and Other Abbreviations:

Alief Super Neighborhood Council, **Alief SNC**
Black Alliance for Just Immigration, **BAFJI**
Bicycle Advisory Committee, **BAC**
Financial Opportunity Center, **FOC**
Houston Arts Alliance, **HAA**
Houston Parks Board, **HPB**
International Economic Development Council, **IEDC**
League of Women Voters, **LWV**
Local Initiatives Support Corporation, **LISC**
Neighborhood Support Team, **NST**
Spice Lane Community Investment Group, **SLCIG**
Southwest Management District, **SMD**
Southwest Redevelopment Authority, **SRA**
Tax Increment Reinvestment Zone, **TIRZ**
United Against Human Trafficking, **UAHT**
United Way Community Building Grant, **UW CBG**

ALIEF-WESTWOOD ACTION PLAN

The Alief-Westwood Action Plan has 25 goals and 66 projects, organized into nine focus areas, and a special introductory section focused on COVID-19. The highest priority focus areas, as identified by community stakeholders, are economy and jobs, health, mobility and infrastructure, neighborhood character, and education. Additional focus areas include community leadership and advocacy, housing, parks and community amenities, and safety. The Action Plan that follows was developed over the course of a year through public meetings, online surveys, and Neighborhood Support Team input. The plan includes goals, projects, programs, policies,

priorities, time frames, partners, roles, and metrics to measure success over the next five years.

The projects and action steps identified in the Action Plan will be championed by the Neighborhood Support Team and a series of working groups in partnership with the Mayor's Office of Complete Communities, the Planning and Development Department, additional City departments and representatives, and other non-governmental partners. A list of partners and their roles is provided for each project in the Action Plan.



COVID-19

Introduction

In early March of 2020, COVID-19 began to impact residents in the City of Houston. The potential health risks created by the pandemic required the City to shift from in-person to online meetings, impacting the Complete Communities process. COVID-19 has also exacerbated health disparities and inequalities across the city and made day to day life more difficult for many community members. The Health Equity Response (HER) Task Force, established by Mayor Turner, partnered with Bloomberg Associates to conduct a citywide survey and host a Town Hall with stakeholders from each of the Complete Communities, including Alief-Westwood, to identify the challenges facing families because of COVID-19. Overall, 89 Alief-Westwood residents completed the online survey.

The survey revealed that 65% of Alief-Westwood respondent households had one or more adults who were essential workers, compared to 52% in Houston. In addition, fewer respondents in Alief-Westwood as compared to Houston, 53% to 59%, reported that they were satisfied with their ability to secure personal protective equipment such as masks. The percent of Alief-Westwood respondents who were satisfied with the number of COVID-19 testing sites in the community

was approximately 30%, nearly the same as in Houston overall.

In addition, Alief-Westwood stakeholders provided important feedback at the virtual Town Hall held on June 30, 2020. The specific challenges identified include lack of access to testing, food distributions, personal protective equipment, rental assistance and other housing resources, affordable wi-fi, and childcare for working parents. The priority projects which follow, were developed in collaboration with stakeholders to address the short-term challenges resulting from the pandemic.

Accessible Testing

Testing sites across Houston change weekly. In the second week of October 2020 there were five sites providing testing in Alief-Westwood, which included three CVS pharmacies, SpectraCell Laboratories, and Legacy Health Clinic Bissonnet. The closest Harris County Health Department testing site, which is free, was at Highway 6 and Westpark. Expanding COVID-19 testing sites within the Alief-Westwood neighborhood, including walk-up sites, and ensuring that information on their location, costs, and accessibility is readily available will ensure residents are connected to this vital resource.

65%

Of Alief-Westwood respondent households had at least one adult who is an essential worker

52%

Of Houston respondent households had at least one adult who is an essential worker

53%

Of Alief-Westwood respondents were satisfied with their ability to secure personal protective equipment

59%

Of Houston respondents were satisfied with their ability to secure personal protective equipment

Food Secure Community

One of every five Alief-Westwood survey respondents indicated that they were relying on public food assistance programs, such as SNAP, faith-based food distributions, or Houston Foodbank programs to feed their families during the pandemic, a rate twice as high as in Houston overall. Expanding food distribution sites in the neighborhood, including at area apartment complexes, and developing strategies to communicate where and how to get food assistance will work to address food insecurity and ensure everyone has enough to eat.

Mask UP Campaign

In April of 2020 Mayor Sylvester Turner announced the MASK UP! campaign, a public health initiative to encourage Houstonians to safeguard themselves from potential exposure to COVID-19. Increasing mask distributions in Alief-Westwood in partnership with local and citywide organizations will improve access to personal protective equipment for community members.

Housing Secure Community

In September of 2020 the federal government announced a moratorium on evictions to protect renters from losing their housing during the

pandemic. Yet, as the program has just started, its effectiveness at preventing eviction is unclear. In Alief-Westwood, developing a multi-lingual outreach campaign to connect residents to rental assistance, eviction protection, and other housing resources will ensure that households are informed of their rights and are able to access necessary resources.

Affordable or Free Wi-Fi

In 2018, nearly one-quarter of households in Alief-Westwood did not have Internet access and over 40% of area survey respondents reported that they could not easily afford their Internet service. As COVID-19 has forced the transition to online learning and working, Internet access has become increasingly critical. As a result, a priority project is to identify partners to provide affordable or free wi-fi to area households who are unable to pay market costs.

Childcare for Working Parents

Over half of Alief-Westwood survey respondents had at least one essential worker in their household. Access to high quality and affordable childcare is a priority for many working parents. Expanding access to this essential service will support the stability of parents and families.

29% Of Alief-Westwood respondents were satisfied with the number of COVID-19 testing sites in the community

31% Of Houston respondents were satisfied with the number of COVID-19 testing sites in the community



Higher Dimension Church Peace Center, Food Distribution

COMMUNITY LEADERSHIP AND ADVOCACY

Introduction

Community leadership and advocacy are at the core of a complete community. The Alief-Westwood community has a long history of strong leadership. This includes a tireless and successful campaign by the Alief Super Neighborhood Council for a new library and community center, which is currently under construction.

Civic organizations in the area include the active Alief Super Neighborhood Council and nearly a dozen civic and homeowners associations. The Westwood Super Neighborhood Council is currently inactive. Community, non-profit, educational, and faith-based organizations are also active in the community. Portions of the study area are within the boundaries of the International District and the Southwest Management District. Area organizations have been instrumental in supporting and addressing the needs of residents during the COVID-19 pandemic.

Building on existing infrastructure for civic engagement will empower residents and community leaders to continue to work together for positive change.

Community Leadership and Advocacy Goals

The two community leadership and advocacy goals for Alief-Westwood focus on nurturing a community of leaders and advocates and strengthening connections among residents and community organizations through widespread outreach and events. The goals are summarized here and provided in more detail on the following pages. The community leadership and advocacy goals are:

Community of Leaders and Advocates

Strengthening and expanding the capacity of leaders to bring people together across generations to work towards change is a critical component of a complete community. To accomplish this goal, partners will be identified to provide leadership training to all age groups. Developing and activating broad-based outreach strategies, such as block walking, social media posts, flyers, and multi-lingual materials will strengthen civic cohesion and ensure diverse cultural representation at neighborhood meetings and events. This includes removing any barriers to participation, such as transportation, childcare, or language.



41% Of Alief-Westwood registered voters cast a ballot in the 2016 election

61% Of Harris County registered voters cast a ballot in the 2016 election

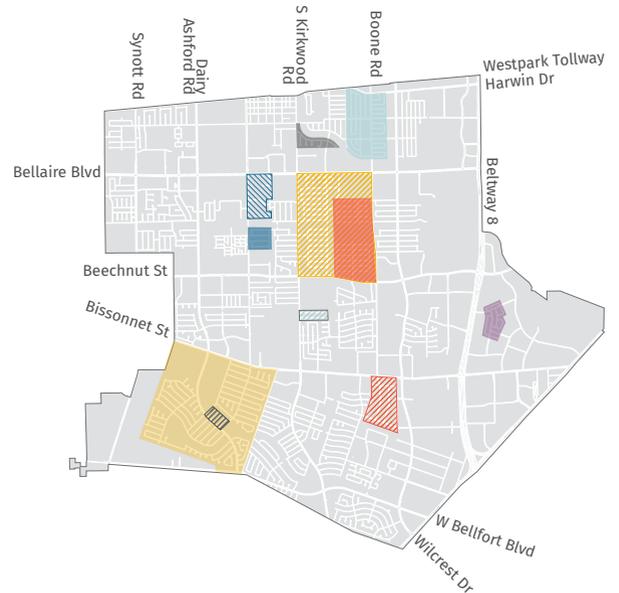
Data Source: Harris County District Clerk, 2016; City of Houston Planning and Development Department

A complete community is an engaged community
with strong leaders and connected community members

Encouraging people to exercise their right to vote is an important project to achieve this goal. In the 2016 election only 41% of registered voters in Alief-Westwood cast a ballot, compared to 61% in Harris County. Organizing community and civic groups to host voter registration drives will amplify the voice of community members in advocating for improvements. The objective is to improve voter turnout so that it is equal to or greater than that of Harris County overall.

Connected Community

A complete community is one with the capacity to keep everyone informed, foster partnerships that get things done, and strengthen social cohesion through activities and events that bring residents together. The projects identified to achieve this goal in the Alief-Westwood area include increasing the number of residents who are registered to receive the weekly Council District newsletter through increased outreach, and hosting community-wide events that promote the diverse cultural identity of the area. Civic engagement and social cohesion are strengthened when residents are connected to information about their community and cultural diversity is celebrated.



Active Civic Clubs

- Westwood South Patio Homes
- Brays Village Patio Homes Maintenance Fund
- Brays Forest Improvement Corp
- ▨ Crown Colony Homeowners Association
- Catalina North Civic Club
- ▨ Bellaire West Community Improvement Association
- Imperial Point Community Improvement Association
- ▨ Kirkwood Village Homeowners Association
- Huntington Village Community Association
- ▨ Huntington Village Townhomes
- ▨ Richmond Road Estates Civic Club

47% Of Alief-Westwood residents were born outside the United States in 2018

29% Of Houston residents were born outside the United States in 2018

Data Source: 2018 ACS (5-yr)

1 COMMUNITY LEADERSHIP and ADVOCACY

GOAL **PROJECTS/PROGRAMS/POLICIES** **PRIORITY**

**1.1
Community of
Leaders and
Advocates**

1.1.1 Provide leadership training for all generations

ACTION STEPS: Provide leadership training and mentoring to area civic leaders and youth, including workshops on how to actively engage with elected officials and other agencies to forward the neighborhood’s goals and ensure proper representation. Utilize LISC’s “Train the Trainer” curriculum.



1.1.2 Foster diversity in civic leadership and engagement

ACTION STEPS: Develop outreach strategies, such as block walking, social media posts, media outlets, and multi-lingual materials, to strengthen civic cohesion and ensure diverse cultural representation at neighborhood meetings and events. Increase accessibility to community meetings by providing transportation options, proper timing, and online participation opportunities.



1.1.3 Organize and host voter registration drives

ACTION STEPS: Organize and host voter registration drives, including deputizing area leaders.



PLAN:



1.2.1 Promote and expand the reach of the weekly Council District newsletters

ACTION STEPS: Develop an outreach campaign to expand the number of residents receiving weekly Council District newsletters. Advocate for the distribution of these newsletters in the area’s five predominant languages.



**1.2
Connected
Community**

1.2.2 Organize and support community-wide events and networks

ACTION STEPS: Promote the diverse cultural identity of the area by organizing and implementing neighborhood-wide events, festivals, volunteer programs, and strengthening social networks.



PLAN:



PLAN Legend:

- Complete Communities
- CoH CIP 2019-2023

- Houston Bike Plan (2017)
- METRO Next

- HPARD Master Plan (2015)
- International District Plan

- AARP
- Southwest Mgmt District Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)		Community: Alief-Westwood NST City: DON Community Connectors: LISC, International District, Area Churches, Schools, and Civic Organizations	Organize, Implement Assist Organize, Assist, Implement	 Goal 1: Action 4  Goal 3: Action 11
Short (0 - 2 yrs)	60% Of registered voters will vote in the 2024 election (In 2016, 41% of registered voters cast a ballot)	Community: Alief-Westwood NST City: DON Community Connectors: International District, Area Schools and Civic Organizations	Outreach, Organize, Implement Assist Assist	 Goal 1: Action 4  Goal 12: Action 40
Short (0 - 2 yrs)		Community: Alief-Westwood NST City: DON Community Connectors: HCCO, Higher Dimension Church, LWV	Outreach, Organize, Implement Assist Assist	 Goal 1: Action 4  Goal 12: Action 40
Short (0 - 2 yrs)		Community: Alief-Westwood NST City: DON, District F, District J Community Connectors: International District, Area Faith-Based Organizations, Schools, and Civic Organizations	Outreach, Advocate Assist Outreach, Implement	 Goal 12: Action 40
Short (0 - 2 yrs)	1 Neighborhood event organized annually	Community: Alief-Westwood NST City: DON Community Connectors: United Way, International District, Alief Art House, Area Faith-Based and Community Organizations, LISC	Outreach, Organize, Implement Assist Assist	 Goal 1: Action 4

ECONOMY and JOBS

Introduction

The Alief-Westwood community has three major commercial corridors: Bellaire Boulevard, Beechnut Street, and Bissonnet Street. Bellaire Boulevard is lined with retail and shopping centers that are home to many Vietnamese and Chinese businesses, drawing visitors from across Houston. The diversity of the neighborhood is reflected in the distinct shopping areas that cater to different cultures and populations. Industrial land uses are concentrated near the intersection of I-69 and Beltway 8 in southeast corner of the study area.

Promoting higher density commercial development, expanding support for small local businesses, and promoting workforce development programs will increase opportunities for residents and families in Alief-Westwood.

Economy and Jobs Goals

The three economy and jobs goals focus on strengthening the local economy, promoting vibrant commercial development, and expanding workforce development opportunities. The goals are summarized here and provided in more detail on the following pages. The economy and jobs goals are:

Resilient Local Economy

In 2017, 16% of all jobs in Alief-Westwood were at businesses with fewer than 20 employees. In Houston overall, 12% of jobs were at small firms. Local businesses are important economic engines, providing opportunities for people to shop close to home and income for business owners and employees. Providing resources, support, and counseling to area small business owners and entrepreneurs will improve their opportunities for success and grow new businesses. Locally owned small businesses promote economic resilience and community development. In 2017, nearly \$56 million in small business loans were secured in the neighborhood, the objective is to ensure ongoing access to the funding and resources that support small businesses.

Vibrant Commercial Development

The Alief-Westwood community continues to experience strong population growth, adding more than 17,000 people between 2000 and 2018, a 15% increase. Area businesses have continued to grow alongside the population. In the second quarter of 2020 only 9% of business addresses in the area were vacant, compared to 11% in Houston. Further, three area census tracts are designated opportunity zones



Saigon Houston Plaza

16% Of Jobs in Alief-Westwood were at firms with fewer than 20 employees in 2017

12% Of Jobs in Houston were at firms with fewer than 20 employees in 2017

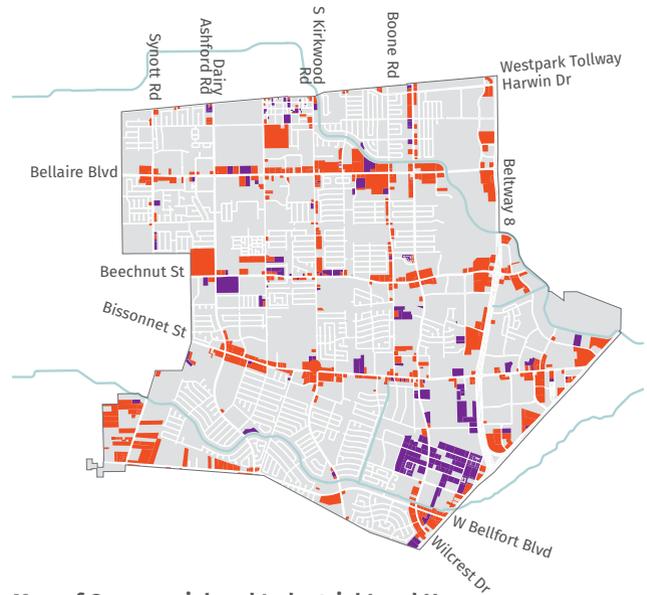
Data Source: 2017 LEHD

A complete community is a thriving community with strong local businesses and vibrant commercial districts

which could work to attract new investment. The projects identified by community members focus on attracting new development to the neighborhood, including a grocery store, mixed-use transit oriented development along major corridors, and new industrial firms. In addition, stakeholders identified the need to create development standards to guide future growth in the community.

Expanded Workforce Development Opportunities

The Alief-Westwood study area is diverse and young, with a median age of only 31 years. In 2018, 9% of workers held more than one job, higher than the 7% in Houston overall. Developing outreach materials to promote workforce and career development opportunities, such as those provided by Workforce Solutions, will help area workers secure well-paying jobs in growing sectors of the economy. In addition, hosting job fairs in the community will connect those seeking employment to opportunities. The objective is to organize and host a minimum of one annual job fair.



Map of Commercial and Industrial Land Uses

- Commercial
- Industrial



Map of Grocery Stores and Opportunity Zones

- Major Grocery Store
- Small Market
- Opportunity Zones

9% Of business addresses in Alief-Westwood were vacant in the second quarter of 2020

11% Of business addresses in Houston were vacant in the second quarter of 2020

Data Source: Valassis Lists, Accessed via PolicyMap, October 2020

2 ECONOMY and JOBS

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
2.1 Resilient Local Economy	<p>2.1.1 Provide resources and workshops for area small business owners <i>ACTION STEPS:</i> Develop multi-lingual outreach materials and host neighborhood-based workshops to promote the programs and services available through the Office of Business Opportunity Solutions Center, including business development resources, legal counseling, minority and women-owned business certification workshops, and information on Hire Houston First policies.</p>	
	<p>2.1.2 Create an inventory of retail and commercial spaces to support and attract locally owned small businesses <i>ACTION STEPS:</i> Create a baseline inventory of commercial properties, storefronts, and office tenants in the community and actively track occupancy, changes in ownership and market values. Create initiatives aimed at incentivizing and increasing occupancy of retail and commercial centers, including small business incubators or co-working spaces.</p>	
	<p>2.1.3 Support and grow entrepreneurship, including local food producers <i>ACTION STEPS:</i> Advocate for the development of a small business incubator, maker space, or co-working space to provide vocational training and support to entrepreneurs and workers. Explore the potential of supporting local food production and health through this project. Potential locations include the Halliburton site and Alief Community Garden.</p>	
	<p>2.1.4 Strengthen the networks between business organizations and the community <i>ACTION STEPS:</i> Work in partnership with business organizations, such as the Houston West Chamber of Commerce, to create stronger networks between businesses and civic organizations.</p>	
	<p>2.1.5 Activate area strip malls <i>ACTION STEPS:</i> Promote economic development, walkability, and civic connection by developing temporary public plazas in the parking areas of strip malls, including hosting “Pop-Up” events and markets that support local businesses.</p>	
<p>PLAN: </p>		
2.2 Vibrant Commercial Development	<p>2.2.1 Attract a new grocery store <i>ACTION STEPS:</i> Advocate for the development of a new grocery store with healthy food and affordable prices. Identify sites, incentives, and potential grocers.</p>	
	<p>2.2.2 Promote new commercial development along major corridors, including mixed-use transit-oriented development <i>ACTION STEPS:</i> Identify partners and incentives for mixed-use transit oriented development along major corridors such as Beechnut St, Bissonnet St, and Bellaire Blvd, including restaurants, entertainment, and retail that is easily accessible from well-developed residential areas and key community destinations.</p>	
<p>PLAN: </p>		
<p>PLAN Legend:</p> <ul style="list-style-type: none"> <li style="margin-right: 20px;"> Complete Communities <li style="margin-right: 20px;"> Houston Bike Plan (2017) <li style="margin-right: 20px;"> HPARD Master Plan (2015) <li style="margin-right: 20px;"> AARP <li style="margin-right: 20px;"> CoH CIP 2019-2023 <li style="margin-right: 20px;"> METRO Next <li style="margin-right: 20px;"> International District Plan <li style="margin-right: 20px;"> Southwest Mgmt District Plan 		



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	<p>10% Increase in small business loans by 2025 (In 2017, there were \$56 million in small business loans)</p>	<p>Community: Alief-Westwood NST City: OBO Community Connectors: International District, Area Small Businesses and Entrepreneurs</p>	<p>Outreach, Organize Outreach, Implement Assist</p>	 Goal 2: Action 6
Medium (3 - 5 yrs)		<p>Community: International District City: MOED, OBO Community Connectors: Area Chambers of Commerce, Alief-Westwood NST</p>	<p>Implement Assist Assist</p>	 Goal 2: Action 6
Long (5 + yrs)		<p>Community: Alief-Westwood NST City: MOED, OBO Community Connectors: International District, Area Chambers of Commerce</p>	<p>Advocate Assist Assist</p>	 Goal 6: Action 29  Goal 14: Action 46
Medium (3 - 5 yrs)	<p>\$10 Million in new economic development investment by 2025</p>	<p>Community: Alief-Westwood NST City: MOED, OBO Community Connectors: International District, Area Chambers of Commerce</p>	<p>Advocate Assist Outreach, Implement</p>	 Goal 1: Action 4
Short (0 - 2 yrs)		<p>Community: Alief-Westwood NST City: MOED Community Connectors: International District, Alief SNC</p>	<p>Advocate Assist Organize, Implement</p>	 Goal 2: Action 6
Long (5 + yrs)	<p>Community: Alief-Westwood NST City: MOED Community Connectors: International District, IEDC, Area Real Estate Developers</p>	<p>Organize, Advocate Assist Assist</p>	 Goal 6: Action 19	
Long (5 + yrs)	<p>Community: Alief-Westwood NST City: MOED, OBO, HCDD Community Connectors: METRO, International District, TIRZ #20, IEDC, Area Real Estate Developers</p>	<p>Advocate, Assist Assist Advocate, Assist</p>	 Goal 7: Action 23	

2 ECONOMY and JOBS

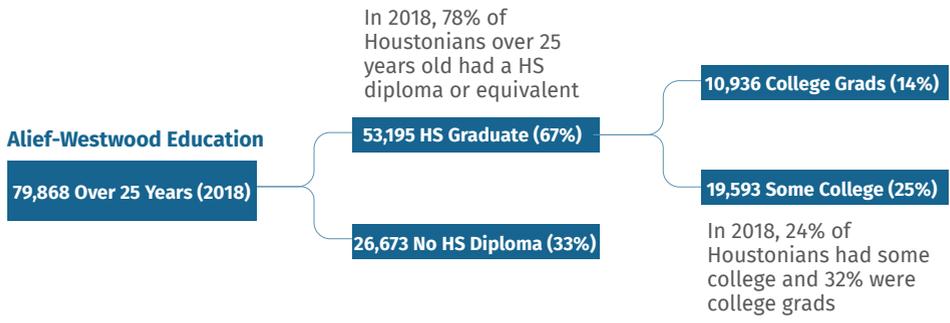
GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
2.2 Vibrant Commercial Development	2.2.3 Create Development Guidelines <i>ACTION STEPS:</i> Create development standards that incentivize and guide new growth throughout Alief and Westwood.	
	2.2.4 Attract new industrial development <i>ACTION STEPS:</i> Identify and promote appropriate and appealing industrial development within the neighborhood to create jobs and stimulate economic growth.	
2.3 Expanded Workforce Development Opportunities	PLAN: 	
	2.3.1 Promote workforce development opportunities and host job fairs <i>ACTION STEPS:</i> Connect residents to available job and skills training programs, including those provided by Workforce Solutions, focus on growing job sectors and host job fairs in the community.	
PLAN: 		

PLAN Legend:

-  Complete Communities
-  Houston Bike Plan (2017)
-  HPARD Master Plan (2015)
-  AARP
-  CoH CIP 2019-2023
-  METRO Next
-  International District Plan
-  Southwest Mgmt District Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Medium (3 - 5 yrs)		Community: Alief-Westwood NST City: MOED, District F, District J Community Connectors: International District, IEDC	Advocate Assist Assist, Implement	 Goal 2: Action 6, 6.2  Goal 7: Action 24
Long (5 + yrs)		Community: Alief-Westwood NST City: MOED Community Connectors: Area Industry, International District, IEDC	Advocate Advocate, Assist Assist, Implement	 Goal 2: Action 5
Short (0 - 2 yrs)	<div style="text-align: center;">  <p>1 Job Fair organized and hosted annually</p> </div>	Community: Alief-Westwood NST City: OBO, Turnaround Houston Community Connectors: International District, LISC FOC, HCC, Workforce Solutions	Organize, Outreach Outreach, Implement Outreach, Implement	 Goal 2: Action 6



EDUCATION

Introduction

The Alief-Westwood Complete Community is primarily within the Alief Independent School District boundaries. There are 27 public schools in the area, which includes 14 elementary schools, eight intermediate or middle schools, two ninth grade centers, and three high schools, one of which serves at-risk students. The Alief Learning Center is also located in the community. In addition, there are four charter schools in the neighborhood.

Educational attainment for area residents who are 25 years or older has declined over the years. In 2000, 70% of area residents had a high school diploma or equivalent, by 2018 this number had declined to 67%. Further, in 2000, 20% of area residents over 25 had a college degree. By 2018, the percent of residents with a college degree had declined to 14%.

In 2018-2019, Alief Independent School District (ISD) received the same accountability rating by the Texas Education Agency as Houston ISD, with both receiving a “B” grade. In the same academic year, Alief ISD had over 45,000 students of which 44% had limited English proficiency. Further, in 2018, nearly one-quarter of

households in Alief-Westwood did not have access to Internet, a resource that has become increasingly important with the forced transition to online learning as a result of COVID-19.

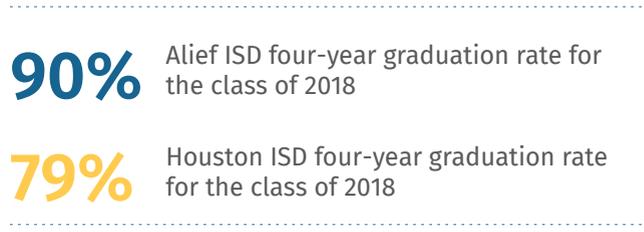
Education Goals

The goal for education focuses on ensuring that parents are connected to resources and that students are thriving. The goal is summarized here and provided in more detail on the following pages.

Connected Parents and Thriving Students

In a complete community, parents and students are connected to the resources they need and the academic success of students is supported. Priority projects identified by community members focus on expanding resources and services for both students and families.

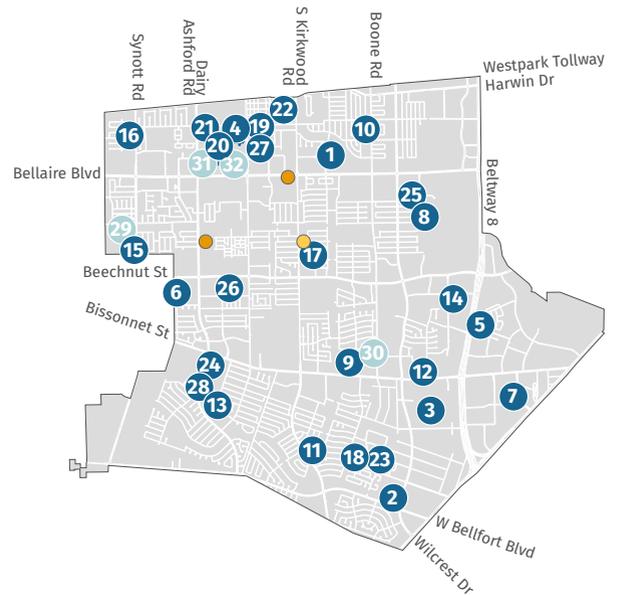
Specifically, the projects focus on strengthening the relationships between families and school teachers and administrators and providing programming and educational opportunities at area schools such as wraparound services to support families and at-risk students. In addition, developing a student and parent



Data Source: Texas Education Agency, Federal Report Card, 2018-2019

A complete community is a learning community with thriving students, engaged parents, and the resources and tools to support educational success

learning resource center and expanding access to computers, tablets, and broadband Internet will both support families with online learning and help engage parents in their children’s education over the long-term. Finally, expanding and promoting enrichment programming for children of all ages, such as summer programs and affordable childcare options, will support students outside of school hours.



Map of Area Schools

Public Schools

- 1 Alief Learning Center
- 2 Alexander ES
- 3 Best ES
- 4 Boone ES
- 5 Chambers ES
- 6 Chancellor ES
- 7 Cummings ES
- 8 Horn ES
- 9 Kennedy ES
- 10 Landis ES
- 11 Liestman ES
- 12 Mahanay ES
- 13 Martin ES
- 14 Smith ES
- 15 Youens ES
- 16 Klentzman IS
- 17 Mata IS
- 18 Owens IS
- 19 Youngblood IS
- 20 Alief MS
- 21 Holub MS
- 22 Killough MS
- 23 Olle MS
- 24 Elsie Ninth Grade Center
- 25 Hasting Ninth Grade Center
- 26 Crossroads HS
- 27 Elsie HS
- 28 Hasting HS

Charter Schools

- 29 Step Charter ES
- 30 KIPP Academy MS and HS
- 31 Alief Montessori
- 32 Harmony School of Exploration, Innovation, and Science

- Libraries
- Community Centers

76% Of Alief-Westwood residents had access to the Internet in 2018

80% Of Houston residents had access to the Internet in 2018

Data Source: 2018 ACS (5-yr)

3 EDUCATION

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
3.1 Connected Parents and Thriving Students	3.1.1 Promote engaged schools <i>ACTION STEPS:</i> Advocate for strategies that strengthen the relationship between families and Alief ISD, such as wraparound programming and educational opportunities that assist area families, particularly low-income households and at-risk students.	
	3.1.2 Create a student and parent learning resource center <i>ACTION STEPS:</i> Advocate for the development of a student and parent learning resource center to provide assistance with online learning, computer and wi-fi access, tutoring and mentoring support, and childcare for working parents.	
	3.1.3 Expand and promote enrichment programs for children of all ages <i>ACTION STEPS:</i> Expand available Head Start, after school and summer enrichment programs, and affordable childcare options for low-income and working families.	
	3.1.4 Expand access to computers, tablets, and broadband Internet <i>ACTION STEPS:</i> Expand access to computers, tablets, and broadband Internet for families with school aged children.	

PLAN:

PLAN Legend:

- Complete Communities
- Houston Bike Plan (2017)
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TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)		Community: Alief-Westwood NST City: MOE Community Connectors: Alief ISD, Area Student Organizations and Parents	Advocate Assist Assist, Implement	
Medium (3 - 5 yrs)		Community: Alief-Westwood NST City: HPL, MOE, HPARD Community Connectors: Alief ISD, Higher Dimension Church	Advocate Assist, Implement Advocate, Assist, Implement	 Goal 3: Action 11
Long (5 + yrs)	1 Learning Resource Center opened by 2025	Community: Alief-Westwood NST City: HPL, MOE, HPARD Community Connectors: Alief ISD, Higher Dimension Church, Heads Up Houston, Winning Generation, SLCIG, Texas Warpath, COMET Program, Good News Full Gospel Fellowship Church	Assist Assist, Implement Organize, Assist, Implement	 Goal 3: Action 11
Long (5 + yrs)		Community: Alief-Westwood NST City: MOE, HPL, MOAL, District F, District J Community Connectors: Alief ISD, International District, Comp-U-Dopt, Area Businesses	Advocate Assist, Implement Assist, Implement	 Goal 13: Action 43

HEALTH

Introduction

A complete community is a healthy community. In 2018, only 67% of Alief-Westwood residents had health insurance coverage, much lower than the 77% in Houston overall. The highest number of uninsured residents lived in the Westwood area of the complete community. Specifically, in 2018, only 53% of Westwood residents had health insurance. In contrast, 69% of residents in the Alief area of the complete community had health insurance. Without health insurance, residents are less likely to receive regular wellness checks and can experience exponential medical and financial impacts as the result of a health emergency.

According to the Robert Wood Johnson Foundation average life expectancy in Alief-Westwood is 78 years, just slightly lower than the average life expectancy in Harris County. Understanding the relationship between where people live and their health is increasingly critical.

Alief-Westwood community members share concerns in regards to the quality of the water and soil, particularly in relation to the closed Sugar Hill landfill site. A complete community is free from environmental hazards and injustices, with clean air and water.

Health Goals

The two goals developed for health focus on connecting residents to healthcare resources and wellness events and working towards a clean and healthy environment. The goals are summarized here and provided in more detail on the following pages. The health goals are:

Healthy and Supported Community

Access to affordable and high-quality healthcare is an important component of a complete community. Alief-Westwood is served by a number of health clinics, including Legacy Bissonnet, IORA Clinic, Bee Busy Wellness Center, UT Physicians, and Hope Health Clinic. There are four federally qualified health centers in the neighborhood, two operated by Legacy Community Health Services and two by Bee Busy Wellness Center. These clinics work with patients to deliver affordable care. Ensuring that residents are aware of the healthcare resources available in the neighborhood will lead to greater access to care and healthier people. In addition, developing a coalition to organize and host regular health fairs and wellness events will increase access to care. Mental healthcare is also a priority for community members. Expanding existing mental healthcare services, particularly those available at area schools and clinics, will ensure



67% Of Alief-Westwood residents had health insurance in 2018

77% Of Houston residents had health insurance in 2018

Data Source: 2018 ACS (5-yr)

A complete community is a healthy community that is free from environmental hazards and has high-quality and affordable healthcare

that all residents are able to access these resources, including youth and vulnerable populations.

Clean and Healthy Environment

Alief-Westwood community members are concerned about the health of their environment, including the quality of the public water supply and the risks associated with a former landfill site. A priority project for community members is to test and monitor the water quality and conduct a study of groundwater in areas where chronic health conditions, particularly cancer, are prevalent.

While today Alief-Westwood is densely developed and has very little vacant land, in the early twentieth century the area was rural. As a result there are four closed landfills within the Alief-Westwood boundary. The largest of the closed landfills is the former Sugar Hill site, located in the center of the study area. The former landfill has been capped but has not been fully remediated, and therefore is not safe for new construction or other uses. Establishing a diverse committee of community, city, county, and federal representatives to develop an actionable plan for the remediation and re-use of the Sugar Hill landfill site is a priority project for community members.



78 Life expectancy in years of Alief-Westwood residents

80 Life expectancy in years of Houston residents

Data Source: U.S. Small-Area Life Expectancy Estimates Project (USALEEP) 2018, Robert Wood Johnson Foundation and Association for Public Health Statistics and Information Systems

4 HEALTH

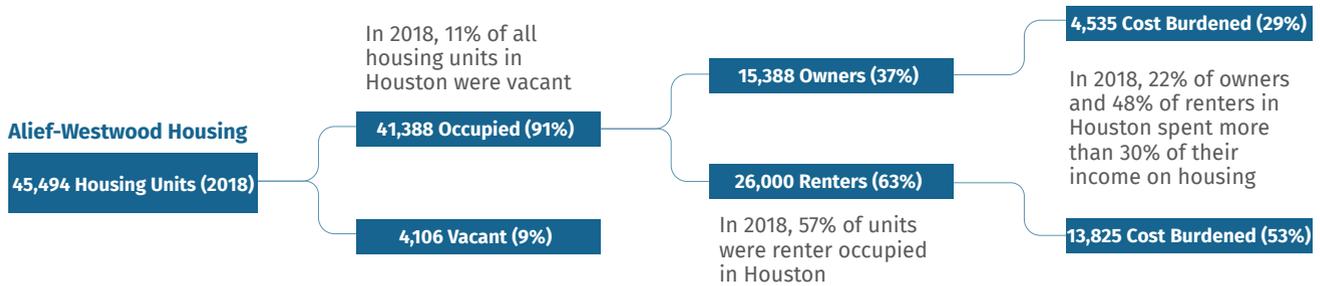
GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
4.1 Healthy and Supported Community	4.1.1 Connect residents to available health resources <i>ACTION STEPS:</i> Inventory the healthcare resources available in the neighborhood and ensure that all residents can access the resources they need. Work to make healthcare more accessible through diverse outreach strategies, including providing healthcare and family planning to sex workers.	
	4.1.2 Expand and connect residents to mental health care <i>ACTION STEPS:</i> Build on the programs available at area schools and clinics to ensure that all residents are able to access mental healthcare. Focus particularly on connecting vulnerable populations such as youth, unhoused residents, and sex workers to the services they need.	
	4.1.3 Host regular health fairs and wellness events <i>ACTION STEPS:</i> Address health disparities in the neighborhood, including health insurance enrollment, by advocating for regular health fairs and wellness events. Distribute information about events to the community across multiple platforms and languages.	
PLAN: 		
4.2 Clean and Healthy Environment	4.2.1 Ensure safe drinking water <i>ACTION STEPS:</i> Develop awareness of water quality challenges in the neighborhood and monitor water quality to guarantee safe drinking water for all residents. Conduct studies on groundwater quality and the potential cancer cluster in ZIP Code 77099.	
	4.2.2 Remediate the Sugar Hill landfill site <i>ACTION STEPS:</i> Establish a committee that includes representatives from the community, city, county, and federal agencies to develop an actionable plan for the remediation of the Sugar Hill landfill site, including identifying new uses for the site.	
PLAN: 		

PLAN Legend:

-  Complete Communities
-  CoH CIP 2019-2023
-  Houston Bike Plan (2017)
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TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	<p style="text-align: center;">1</p> <p>Annual health and wellness fair</p>	<p>Community: Alief-Westwood NST City: HHD Community Connectors: The Landing, IORA Clinic, Texas Children’s Hospital, Hope Health Clinic</p>	<p>Advocate Assist Outreach, Assist</p>	 Goal 4: Action 12
Short (0 - 2 yrs)		<p>Community: Alief-Westwood NST City: HHD Community Connectors: Higher Dimension Church, The Landing, IORA Clinic, Texas Children’s Hospital, Hope Health Clinic, Alief ISD</p>	<p>Advocate Assist Advocate, Assist, Implement</p>	 Goal 3: Action 10  Goal 4: Action 12
Short (0 - 2 yrs)		<p>Community: Alief-Westwood NST City: HHD Community Connectors: Higher Dimension Church, The Landing, IORA Clinic, Texas Children’s Hospital, Hope Health Clinic</p>	<p>Outreach, Advocate Outreach, Implement Outreach, Implement</p>	
Short (0 - 2 yrs)	<p style="text-align: center;">1</p> <p>Comprehensive water quality testing is complete by 2025</p>	<p>Community: Alief-Westwood NST City: HHD Community Connectors: TCEQ, EPA</p>	<p>Advocate Assist, Implement Assist</p>	 Goal 6: Action 20
Long (5 + yrs)		<p>Community: Alief-Westwood NST City: HHD, HCDD Community Connectors: International District, TCEQ, Area Developers</p>	<p>Advocate Advocate, Assist Advocate, Assist</p>	 Goal 6: Action 20



HOUSING

Introduction

Safe, affordable, and high-quality housing that meets the needs of people with a diversity of incomes and housing-related services that support residents are core components of a complete community.

The Alief-Westwood study area is characterized by a diversity of housing types. Subdivisions of single-family homes are concentrated in the Alief neighborhood, while large multi-family developments are the predominant housing type in Westwood. In 2018, Alief-Westwood had over 45,000 housing units, 46% of which were single-family homes and 47% multi-family units in buildings with five or more units. Since 2010, there has been little change in the number of housing units, with a net gain of just over 70 units. In contrast, between 2000 and 2010 nearly 5,000 new housing units were added.

In 2018, 37% of Alief-Westwood households were homeowners and 63% renters. Homeownership rates vary greatly by census tract, from a high of 64% to a low of 6%. High housing costs are a challenge for families across Houston. The percent of renters and owners who were housing cost burdened, spending more than 30% of their income on housing, was higher

in Alief-Westwood than in Houston overall in 2018. In that year, 53% of area renters and 29% of owners were burdened by housing costs, compared to 48% of renters and 22% of owners in Houston.

Housing Goals

The two housing goals focus on developing new housing, advocating for renter’s rights, and improving existing multi-family and single-family housing. The goals are summarized here and provided in more detail on the following pages. The housing goals are:

Quality Housing Development

The Alief-Westwood community has experienced very little new housing development since 2010 even while the population has increased. Further, in October of 2020 there were only eight active construction permits in the study area, six of which were for single-family homes and two for multi-family developments.

Developing new single-family and multi-family housing is vital to sustaining the continued growth of the community by attracting new residents while also retaining existing residents. As a result, advocating for the development of high quality housing, including new single-family units, higher-density units for young

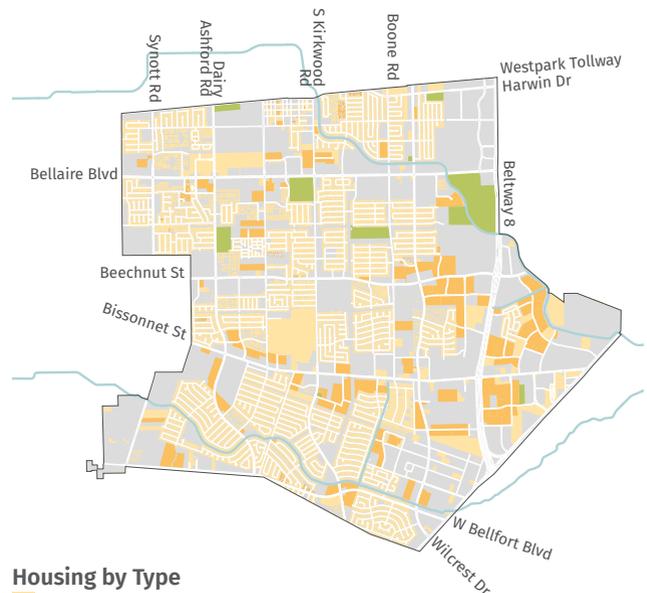


A **complete community** is an **affordable community** with high quality housing that is safe and accessible to people with a diversity of needs and incomes

professionals, and supportive housing for vulnerable residents and families will ensure that access to safe and affordable housing is expanded across the neighborhood.

Safe Housing

Much of the housing in Alief-Westwood is more than 40 years old, and is increasingly in need of repair and maintenance. This includes both single-family homes and multi-family apartments. The goal of safe housing will be achieved by working in partnership with rental property owners to secure the resources and funding necessary to repair and rehabilitate area apartments, as well as connecting homeowners to assistance through city-sponsored and non-profit led home repair programs. In addition, developing a tenant rights program will ensure area apartments are safe and well-maintained.



Housing by Type

- Single Family
- Multi-Family



Map of Construction and Demolition Permits

- Single Family Building Permit
- Multi-Family Building Permit
- Demolition Permit

53% Of renters in Alief-Westwood paid more than 30% of their income on housing in 2018

48% Of renters in Houston paid more than 30% of their income on housing in 2018

Data Sources: ACS 2018 (5-yr); City of Houston GIS; ILMS Data

5 HOUSING

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
5.1 Quality Housing Development	5.1.1 Develop new single-family housing <i>ACTION STEPS:</i> Advocate for the development of single-family homes at a variety of price points, focus on areas near schools, shopping, transit, and other community amenities.	
	5.1.2 Support the development of higher density housing for young professionals <i>ACTION STEPS:</i> Identify partners, sites, and strategies to build new townhouses or condominium projects outside of flood risk areas and near job centers, schools, and public transit, focus areas include along Beechnut St, Bissonnet St, and Wilcrest Dr.	
	5.1.3 Develop supportive housing <i>ACTION STEPS:</i> Advocate for safe and high-quality supportive housing developments to serve vulnerable populations including low-income seniors, people with disabilities, and people experiencing homelessness. Provide support services in coordination with new affordable housing projects.	
PLAN: 		
5.2 Safe Housing	5.2.1 Develop strategies to protect and improve multi-family rental housing <i>ACTION STEPS:</i> Work with owners of residential rental property to ensure proper support for tenants including maintaining affordability, accessibility, property maintenance, healthy homes, and energy efficiency. Provide information on the annual multi-family construction and rehabilitation funding provided through the Housing and Community Development Department.	
	5.2.2 Advocate and organize for renters' rights <i>ACTION STEPS:</i> Develop a tenant rights program to advocate for and hold landlords accountable for maintaining safe multi-family complexes.	
	5.2.3 Connect vulnerable households to home repair assistance <i>ACTION STEPS:</i> Advocate for the development of a local home repair program or expand the capacity and funding of existing citywide programs to assist vulnerable populations such as seniors, people with disabilities, and low-income families in maintaining and/or making accessibility improvements to their homes, including repairs of roofs, windows, siding and foundations and weatherization improvements. Develop an outreach campaign to connect homeowners to resources. Ensure timely assistance for those receiving assistance.	
PLAN: 		

PLAN Legend:

-  Complete Communities
-  Houston Bike Plan (2017)
-  HPARD Master Plan (2015)
-  AARP
-  CoH CIP 2019-2023
-  METRO Next
-  International District Plan
-  Southwest Mgmt District Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Long (5 + yrs)	50 New housing units constructed by 2025	Community: Alief-Westwood NST City: HCDD Community Connectors: Area Developers	Organize, Advocate Assist, Implement Implement	 Goal 4: Action 13  Goal 7: Action 22
Long (5 + yrs)		Community: Alief-Westwood NST City: HCDD Community Connectors: Area Developers, TIRZ #20, International District	Organize, Advocate Assist, Implement Assist, Implement	 Goal 7: Action 22
Long (5 + yrs)	50 New housing units constructed by 2025	Community: Alief-Westwood NST City: HCDD, MOHI Community Connectors: New Hope Housing, Community Housing Development Organizations, International District, TIRZ #20	Advocate Assist, Implement Assist, Implement	 Goal 3: Action 9
Short (0 - 2 yrs)		Community: Alief-Westwood NST City: PDD, HCDD Community Connectors: Area Rental Property Owners	Advocate Assist, Implement Implement	 Goal 3: Action 9
Short (0 - 2 yrs)	50 Multi-family units or single family homes repaired by 2025	Community: Alief-Westwood NST City: HCDD, ARA Community Connectors: Area Tenants	Advocate Assist Assist, Implement	 Goal 3: Action 9
Short (0 - 2 yrs)	50 Multi-family units or single family homes repaired by 2025	Community: Alief-Westwood NST City: HCDD Community Connectors: Area Churches, Area Civic Organizations	Advocate, Outreach Advocate, Implement Advocate, Assist	 Goal 1: Action 2

MOBILITY and INFRASTRUCTURE

Introduction

A complete community is connected to opportunities through public transit, walkable streets, and quality infrastructure. High quality streets and sidewalks increase connectivity and spark new development.

The Alief-Westwood study area is well-served by public transit. There are seven METRO bus routes that serve the neighborhood: the 02 Bellaire, 04 Beechnut, and 65 Bissonnet routes are high frequency and run every 15 minutes, the 68 Braeswood, 152 Westwood Park and Ride, and 161 Wilcrest Express are mid-frequency routes running every 30 minutes, and the 67 Dairy Ashford is a low frequency route running every hour. Between 2000 and 2018, the percentage of workers over the age of 16 commuting on public transit declined from 6% to 4%. Over the same time period, the percentage of households without a vehicle declined from 10% to 8%.

Mobility and Infrastructure Goals

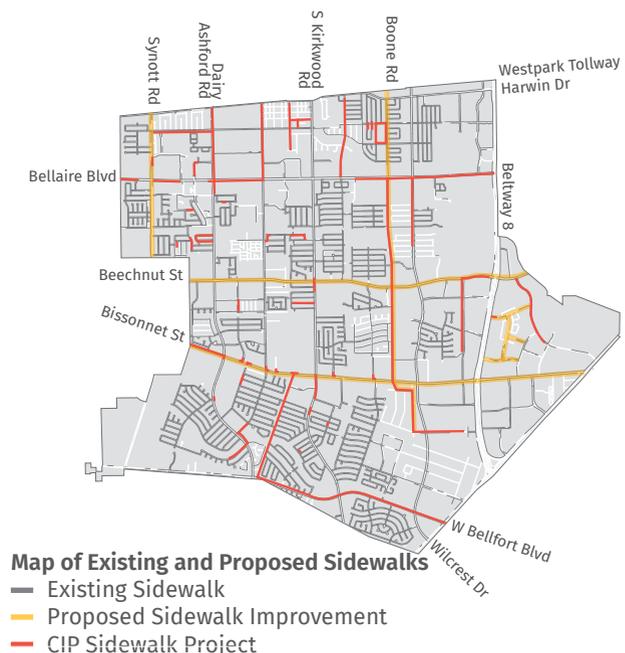
The six mobility and infrastructure goals focus on planning for future mobility, developing a complete and accessible sidewalk network, improving drainage, ensuring safe streets, guaranteeing quality transit, and creating a comprehensive off-street hike and bike network. The goals are summarized here and provided in more detail on the following pages. The mobility and infrastructure goals are:

Plan for the Future

Alief-Westwood is a busy, congested, and dense community. Working in partnership with the International District to develop a transportation and mobility master plan focused on reducing congestion and increasing safety will improve mobility in the community. The plan should also be completed in collaboration with existing federal, state, regional, county, and city transportation planning efforts. In



Bellaire Boulevard



A complete community is a connected community with complete streets and high quality transit

In addition, establishing a pedestrian and bike plan advisory committee to identify community priorities will shape future infrastructure investment.

Complete and Accessible Sidewalk Network

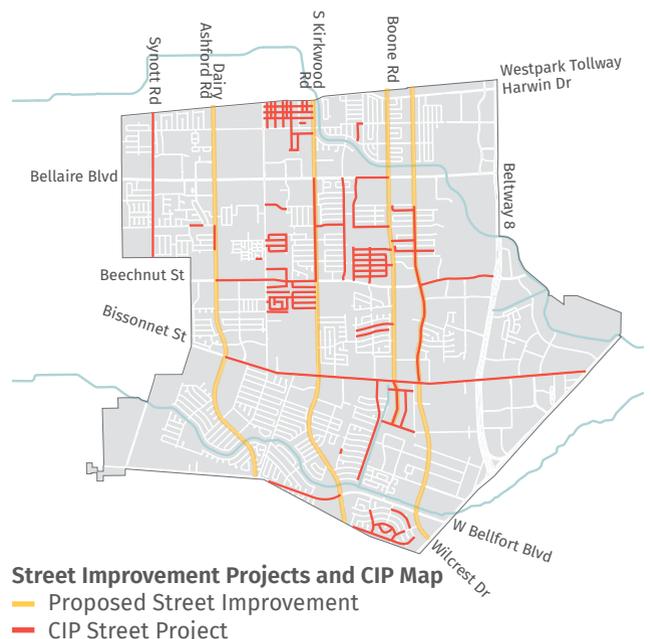
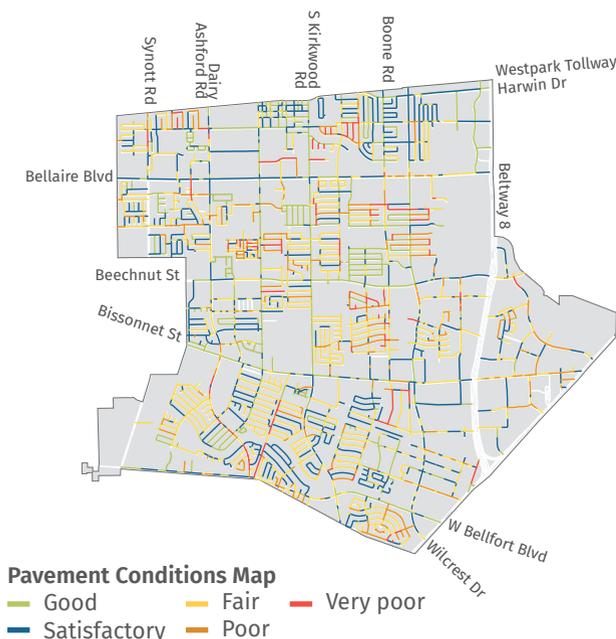
Alief-Westwood, has a well-developed sidewalk network. Currently, over 70% of area streets have sidewalks. Constructing new sidewalks, repairing existing sidewalks, and completing accessibility improvements for people with disabilities, particularly in areas adjacent to schools, parks, shopping areas, and transit corridors will improve safety, mobility, and connectivity. In addition, identifying dangerous crosswalks and intersections, such as those at Wilcrest and Bissonnet, and developing design interventions to improve safety including through high-visibility crosswalks, enhanced pedestrian signal timing, and lighting is a priority.

Improve Drainage

Approximately 40% of the land area in Alief-Westwood is within the 100-year floodplain. Yet, many residents report that they have not experienced flooding. Evaluating existing drainage infrastructure and analyzing 311 calls to identify areas with localized flooding can assist in prioritizing and developing plans for drainage improvements.

Safe Streets

Alief-Westwood has over 200 miles of streets. According to the Houston Public Works pavement conditions map 15% of area streets, or 30 miles, are in poor or very poor condition. Currently, there are 16 miles of street improvements outlined in the Capital Improvement Plan. Advocating for the completion of these projects, as well as the identification of additional street repair needs is a key priority for



stakeholders. Improving streets can encourage economic development, increase property values, and provide for greater mobility.

Alief-Westwood is home to bustling commercial corridors that attract thousands of visitors, making traffic and congestion consistent challenges for area residents. Working in close partnership with Houston Public Works and the Planning and Development Department, community leaders will pursue traffic engineering strategies, including a pilot road diet program on Boone Road and the implementation of traffic calming measures on local streets, to try to address this challenge.

Quality Transit

Alief-Westwood is served by seven METRO bus routes. Three of these bus routes, the 02 Bellaire, 04 Beechnut, and 65 Bissonnet, have been identified in the METRO Next Plan to become BOOST corridors. Improvements to BOOST corridors could include bus stop relocation, new shelters and accessibility upgrades, transit signal priority, and real-time passenger information. In addition to the METRO Next Plan, a number of transit improvement projects were

identified to enhance the transit experience in the neighborhood.

The first project focuses on improving amenities at area bus stops, including providing shelters, benches, and lighting. Currently, there are 222 bus stops in the neighborhood, but only 68, or 31% have shelters. The second project is for community leaders to advocate for improved service and reliability along existing routes, including the Bellaire route, and for an on-demand Community Connector that serves the library, parks, schools, community centers, and other important destinations. Targeted improvements to area bus stops and service will make public transportation more efficient and appealing for area residents.

Connected Community

Safe and accessible pedestrian and bicycle networks, such as hike and bike trails, provide mobility options to residents without access to a vehicle and protect those who already rely on walking or biking to safely reach the resources they need. Currently, Alief-Westwood has just under two miles of off-street hike and bike trails, which includes the completed portion



Arthur Storey Park

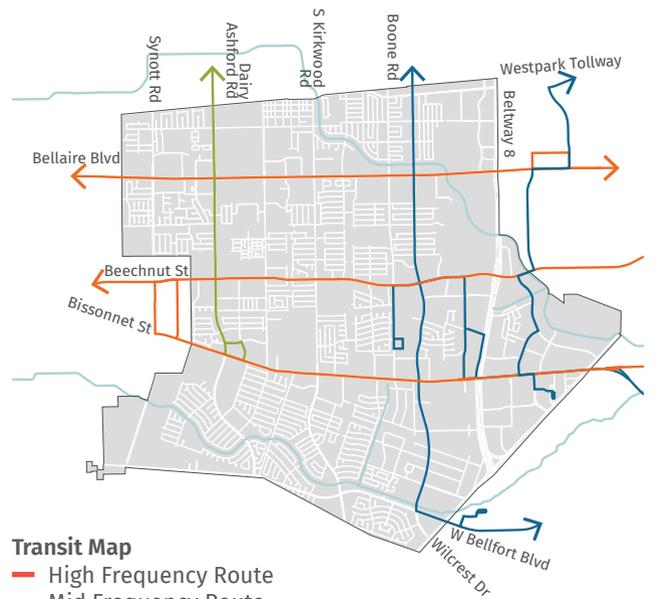
of the Brays Bayou Greenway. An additional six miles of trails, which includes the International District Trail and remaining Brays Bayou Greenways, are planned or under construction. The International District Trail will connect Arthur Storey, Boone Road, and Hackberry Parks.

Through the “Beyond the Bayous” study, the Houston Parks Board has identified future hike and bike trail routes that utilize area utility and drainage easements. In total, there are more than 20 miles of utility and drainage easements in the Alief-Westwood community.

The development of a comprehensive off-street hike and bike network to connect residents to jobs, transit, schools, parks, and other important destinations will build on the Brays Bayou Greenways and the International District Trail. The objective is to construct at least five additional miles of hike and bike trails over the next five years.



Alief SPARK Park and Nature Center



Transit Map
 — High Frequency Route
 — Mid Frequency Route
 — Low Frequency Route



Bike Lanes and Trails Map
 — Existing Trail
 - - Proposed Trail
 - - Potential Short-Term Project
 - - Potential Long-Term Project
 — Low-Comfort Bike Lane
 ++ Railroad

6 MOBILITY and INFRASTRUCTURE

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
6.1 Plan for the Future	6.1.1 Develop a Transportation and Mobility Master Plan <i>ACTION STEPS:</i> Develop and implement a transportation and mobility master plan integrated with existing federal, state, regional, county, and city transportation planning efforts and focused on reducing congestion and increasing safety.	
	6.1.2 Create a pedestrian and bike plan advisory committee <i>ACTION STEPS:</i> Develop a pedestrian and bike plan advisory committee to identify and prioritize pedestrian and bicycle improvements and amenities.	
6.2 Complete and Accessible Sidewalk Network	6.2.1 Accessible sidewalk network <i>ACTION STEPS:</i> Inventory, prioritize, and advocate for new and repaired sidewalks. Partner with the Mayor’s Office for People with Disabilities to advocate for ramps and other accessibility improvements. Focus sidewalk improvements in areas adjacent to schools, parks, bus stops, and underpasses. Priority streets for inventory include Synott Rd, Boone Rd, Beechnut St, Bissonnet St, and the subdivision east of the Harmony Public Schools Central Office.	
	6.2.2 Identify and address intersections that are unsafe for pedestrians and cyclists <i>ACTION STEPS:</i> Identify dangerous crosswalks and intersections, such as Wilcrest Dr and Bissonnet St, and develop design interventions to improve safety such as high-visibility crosswalks, enhanced pedestrian signal timing, and lighting.	
6.3 Improve Drainage	6.3.1 Prioritize and implement drainage improvements <i>ACTION STEPS:</i> Evaluate existing drainage infrastructure and 311 calls for localized flooding to prioritize and develop a plan for necessary improvements.	
6.4 Safe Streets	6.4.1 Improve Area Streets <i>ACTION STEPS:</i> Advocate for the completion of currently programmed street improvement projects including Kirkwood Rd, Dairy Ashford Rd, Alief Clodine Rd, and Wilcrest Dr paving and drainage. Develop a campaign to encourage residents to report potholes to 311.	
	6.4.2 Pilot a road diet on Boone Road <i>ACTION STEPS:</i> Evaluate the potential of a temporary or pilot road diet for Boone Rd north of Bellaire Blvd to create a safe, multi-modal corridor that accommodates pedestrians, cyclists, transit, and automobiles. Work with adjacent residents and business owners to develop plans for the resultant unused street space, for example as a protected bike lane or on-street parallel parking.	
	6.4.3 Calm traffic on local streets <i>ACTION STEPS:</i> Identify and prioritize local streets where traffic calming is needed to reduce speeds and ensure pedestrian safety. Advocate for the provision of traffic calming at these locations.	

PLAN:



PLAN:



PLAN:



PLAN:



PLAN Legend:

- Complete Communities
- CoH CIP 2019-2023

- Houston Bike Plan (2017)
- METRO Next

- HPARD Master Plan (2015)
- International District Plan

- AARP
- Southwest Mgmt District Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	1 Transportation and Mobility Master Plan completed by 2025	Community: Alief-Westwood NST, International District City: HPW Community Connectors: TXDOT, HGAC	Advocate, Implement Assist Assist	 Goal 15: Action 48, 49
Short (0 - 2 yrs)		Community: Alief-Westwood NST, International District City: PDD, MOPD Community Connectors: Bike Houston, BAC, Area Churches, Schools, and Civic Organizations	Outreach, Organize, Implement Assist Assist	 Goal 1: Action 4  Goal 15: Action 48, 49
Medium (3 - 5 yrs)	10 Miles of sidewalks improved or constructed by 2025	Community: Alief-Westwood NST City: HPW, MOPD Community Connectors: International District, Area Civic Clubs	Outreach, Organize, Advocate Assist, Implement Advocate, Assist	 Goal 3: Action 11  Goal 15: Action 48, 49
Medium (3 - 5 yrs)		Community: Alief-Westwood NST, International District City: HPW, Vision Zero Community Connectors: LINK Houston	Advocate, Assist Assist, Implement Advocate, Assist	 Goal 3: Action 8
Long (5 + yrs)		Community: Alief-Westwood NST City: HPW Community Connectors: International District	Advocate Assist, Implement Advocate	 Goal 8: Action 25, 27  Goal 11: Action 34
Long (5 + yrs)		Community: Alief-Westwood NST City: HPW, ARA Community Connectors: International District	Advocate Assist, Implement Advocate	 Goal 11: Action 35, 35.1
Medium (3 - 5 yrs)	1 Road diet piloted in the area by 2025	Community: Alief-Westwood NST City: PDD, HPW Community Connectors: International District, Area Businesses and Residents	Outreach, Advocate Assist, Implement Advocate, Assist	 Goal 11: Action 35, 35.1
Long (5 + yrs)		Community: Alief-Westwood NST City: HPW, District F, District J Community Connectors: International District, Area Civic Clubs	Organize, Advocate Assist Assist, Implement	 Goal 3: Action 8

6 MOBILITY and INFRASTRUCTURE

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
6.5 Quality Transit	6.5.1 Maintain and improve amenities at area bus stops <i>ACTION STEPS:</i> Advocate for the proper maintenance of area bus stops and for the installation of shelters, benches, and other amenities along routes. Focus on north to south routes, such as the 161 Wilcrest.	
PLAN:	6.5.2 Improve local bus service <i>ACTION STEPS:</i> Advocate for improved local bus service, including along Bellaire Blvd, and for new bus routes that better serve the local community such as an on-demand community connector to provide service to the library, WIC office, parks, and community centers.	
6.6 Connected Community	6.6.1 Develop a comprehensive off-street hike and bike network <i>ACTION STEPS:</i> Advocate for the development of a comprehensive off-street hike and bike network that connects residents to jobs, transit, and other important destinations and builds on the Brays Bayou Greenways and the International District Trail connecting Arthur Storey, Boone Road, and Hackberry Parks.	
PLAN:		

PLAN Legend:

- Complete Communities
- Houston Bike Plan (2017)
- HPARD Master Plan (2015)
- AARP
- CoH CIP 2019-2023
- METRO Next
- International District Plan
- Southwest Mgmt District Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Medium (3 - 5 yrs)	10 New bus shelters installed by 2025 (Currently there are 222 bus stops, of which 68 have shelters)	Community: Alief-Westwood NST City: HPW Community Connectors: METRO, International District	Advocate Implement Advocate, Assist	 Goal 11: Action 35
Long (5 + yrs)	10 New bus shelters installed by 2025 (Currently there are 222 bus stops, of which 68 have shelters)	Community: Alief-Westwood NST City: PDD Community Connectors: METRO, International District, LINK Houston	Advocate Implement Assist	 Goal 15: Action 48, 49
Long (5 + yrs)	5 Miles of new hike and bike trails by 2025 (4 miles of trails are planned or completed)	Community: Alief-Westwood NST City: PDD Community Connectors: BAC, International District, Bike Houston, HPB, HCFCD, Texas Parks and Wildlife Department	Advocate Assist Assist, Implement	 Goal 3: Action 8, 11  Goal 15: Action 48, 49

NEIGHBORHOOD CHARACTER

Introduction

A complete community is a beautiful community with a strong sense of identity and culture: a place where diversity and strengths are celebrated. Alief-Westwood is home to the Alief Art House located at the Alief SPARK Park and Nature Center, 19 mini-murals, 22 newly painted International District globes that celebrate the cultural diversity of the neighborhood, and a number of other public art projects.

Alief-Westwood is one of the most diverse communities in Houston. It is home to people from around the world with nearly half of all residents born outside of the United States. Working to ensure the neighborhood is beautiful and that the cultures of the community are celebrated through public art will strengthen the character of the neighborhood and enhance the quality of place.

Neighborhood Character Goals

The two goals established to strengthen the character of the neighborhood focus on beautification and celebrating the community's cultural diversity through public art initiatives. The goals were developed

through a series of public meetings and existing community plans. The goals are summarized here and provided in more detail on the following pages. The neighborhood character goals are:

Keep the Neighborhood Beautiful

Alief-Westwood residents, leaders, organizations, and partners will work together to ensure the neighborhood is clean and beautiful. Projects include beautifying neighborhood streets through landscaping and tree planting in partnership with Trees for Houston, working to minimize illegal dumping, and addressing blight and other nuisances. Specifically, an outreach campaign will be developed to encourage residents to use 311 to report illegal dumping and other nuisances, as well as advocating for longer term solutions to the problems. Further, identifying and advocating for increased funding for homeless initiatives and housing programs, including the “Meaningful Change Campaign” will address unsafe and unsanitary conditions at freeway underpasses and other locations. The objective is to bring all stakeholders and partners together to keep Alief-Westwood clean and beautiful.



Alief YMCA Public Art

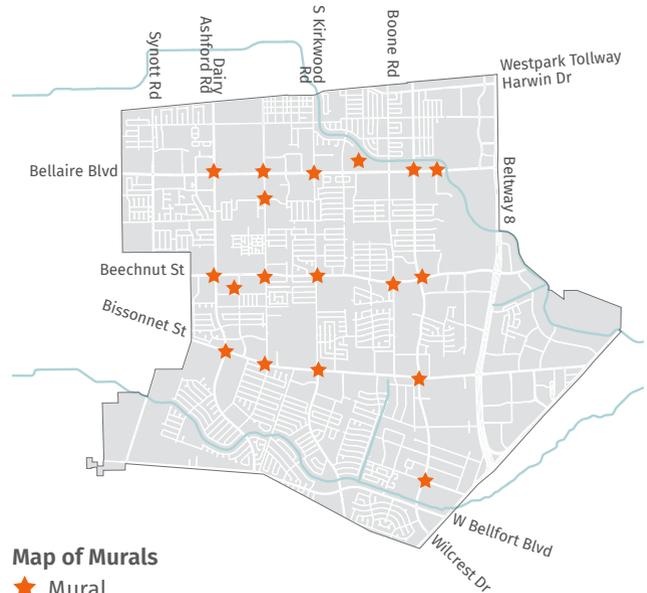


Alief Mini-Mural

A complete community is a beautiful community that celebrates diversity and culture through art

Diverse, Vibrant, and Celebrated Community

The International District has been an active partner in expanding public art in the Alief-Westwood complete community for decades and much of the existing public art promotes the diversity and cultures of the community. Continuing to advocate for funding and resources to expand public art projects and installations, including murals, sculptures, gateways, and creative crosswalks and intersections, will enhance the sense of place and identity of the neighborhood. In addition, creating a “This is Alief” campaign to promote and celebrate the cultural diversity, stories, people, places, and activities that make Alief-Westwood unique will further strengthen the character of the neighborhood. Over the long-term, working with the Texas Commission on the Arts to designate an Alief Cultural District will ensure the continued use of art to enrich the community and provide the necessary funding to support this goal.

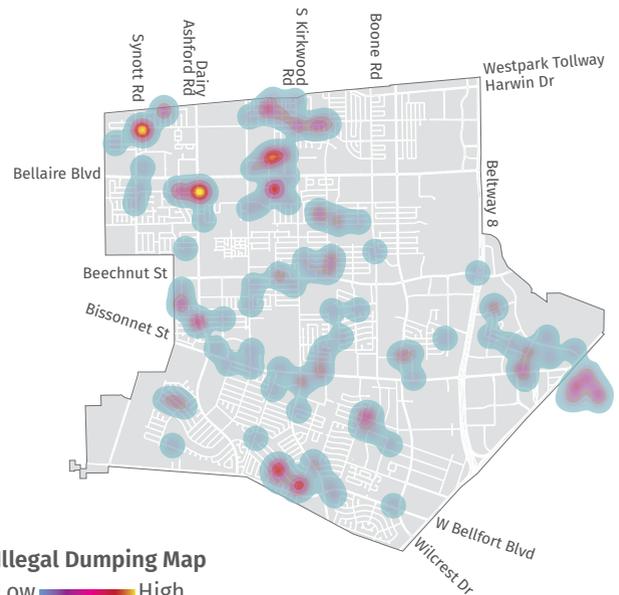


Map of Murals
★ Mural

Early Successes

The Alief YMCA is home to a new mural by prominent artist and Alief native Lee Washington. The project was completed in partnership with UP Art Studios, and served to promote participation in the 2020 Census. Washington has created many iconic murals in the Houston area, including a number of “mini murals,” a project that is also a partnership with UP Art Studios.

The International District recently provided funding to artist Armando Castelan to paint murals on each of the 22 District signs along Bellaire Boulevard, Beechnut Street, and Bissonnet Street. Castelan’s murals celebrate the cultural diversity of the neighborhood by representing the home countries of residents.



Illegal Dumping Map
Low High

7 NEIGHBORHOOD CHARACTER

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
7.1 Keep the Neighborhood Beautiful	7.1.1 Green Alief and Westwood <i>ACTION STEPS:</i> Improve landscaping and expand tree coverage in public right-of-ways. Identify and plant tree species that minimize future maintenance.	
	7.1.2 Address blight and nuisance properties <i>ACTION STEPS:</i> Inventory abandoned, vacant, and dangerous buildings and visual blight. Develop a plan to address blight and ensure the proper maintenance of properties.	
	7.1.3 Minimize illegal dumping <i>ACTION STEPS:</i> Develop an outreach campaign to encourage residents to report illegal dumping to 311, share information through multiple outreach platforms such as water bills, social media, CitizensNet, and other media. Advocate for the development of long-term solutions to illegal dumping, including the installation of cameras at dumping hotspots.	
	7.1.4 Advocate for long-term strategies to end homelessness <i>ACTION STEPS:</i> Advocate for increased funding for homeless initiatives and housing programs, including promoting Mayor Turner’s “Meaningful Change Campaign.”	
PLAN: 		
7.2 Diverse, Vibrant, and Celebrated Community	7.2.1 Expand public art across the community <i>ACTION STEPS:</i> Advocate for the expansion of public art that celebrates cultural diversity including murals, sculptures, gateways, and creative crosswalks and intersections. Identify priority locations such as area parks and public spaces, along major corridors, and adjacent to area retail centers. Engage local artists and residents, particularly children and youth, in the creation of public art.	
	7.2.2 Establish a “This is Alief” campaign <i>ACTION STEPS:</i> Create a marketing and promotional campaign that celebrates the cultural diversity, stories, people, places, and activities in the area and advocate for the establishment of an Alief Cultural District.	
PLAN: 		

PLAN Legend:

-  Complete Communities
-  CoH CIP 2019-2023

-  Houston Bike Plan (2017)
-  METRO Next

-  HPARD Master Plan (2015)
-  International District Plan

-  AARP
-  Southwest Mgmt District Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	<p>100 Trees planted by 2025</p>	<p>Community: Alief-Westwood NST City: PDD Community Connectors: Trees for Houston, International District, Area Civic Clubs</p>	<p>Organize Assist Assist, Implement</p>	 Goal 11: Action 37
Short (0 - 2 yrs)		<p>Community: Alief-Westwood NST City: HPD DRT, HHD, DON Community Connectors: International District, Area Civic Clubs</p>	<p>Advocate, Assist Assist, Implement Assist</p>	 Goal 7: Action 24
Short (0 - 2 yrs)		<p>Community: Alief-Westwood NST City: DON, SWD, City of Houston Illegal Dumping Task Force (FY 2020), HPD, District F, District J Community Connectors: Crime Stoppers, International District</p>	<p>Outreach, Advocate Outreach, Assist, Implement Assist, Implement</p>	 Goal 11: Action 37
Long (5 + yrs)	<p>5 New public art projects completed by 2025</p>	<p>Community: Alief-Westwood NST City: MOHI, District F, District J Community Connectors: International District, TxDOT</p>	<p>Advocate Advocate, Assist Advocate, Assist</p>	 Goal 3: Action 9  Goal 4: Action 12
Long (5 + yrs)		<p>Community: Alief-Westwood NST City: MOCA, District F, District J Community Connectors: International District, Alief Art House, HAA, Alief ISD, AfriPAC, BAFJI, Higher Dimension Church Peace Center</p>	<p>Advocate Assist Assist, Implement</p>	 Goal 5: Action 14
Long (5 + yrs)		<p>Community: Alief-Westwood NST City: MOCA Community Connectors: International District, Area Civic Organizations, Alief ISD</p>	<p>Advocate Assist Advocate, Assist</p>	 Goal 1: Action 4  Goal 5: Action 14

PARKS and COMMUNITY AMENITIES

Introduction

Proximity and access to open spaces and parks improves property values and encourages healthy and active lifestyles. The Alief-Westwood community is home to eight public parks and green spaces: Alief Amity, Hackberry, Boone Road, Alief Community, Harwin, Arthur Storey, Kirkwood Greenspace, and Forum Parks. Together, these parks provide residents with over 200 acres of public green space. Area parks are concentrated in the northern portion of the neighborhood.

The 2015 City of Houston Parks and Recreation Master Plan recommends 2.5 acres of neighborhood, community, and pocket parks for every 1,000 residents. By this standard, the Alief-Westwood community has a 112-acre park deficit. In addition, the Parks Master Plan identifies the Westwood neighborhood as having the highest park needs and Forum Park as the park with the greatest need for redevelopment.

Alief-Westwood is also home to Hackberry Community Center, Henington-Alief Regional Library, eight elementary school SPARK Parks, and the Alief SPARK Park and Nature Center which is home to the

Alief community garden. The Alief Neighborhood Community Center, which will combine the functions of a health center, library, and community center, is scheduled for completion by the end of 2021.

Parks and Community Amenities Goals

The three goals to enhance parks and community amenities focus on creating great community meeting places, developing new parks, and improving and maintaining existing parks. The goals are summarized here and provided in more detail on the following pages. The parks and community amenities goals are:

Great Community Meeting Places

Community centers and meeting places bring people together and strengthen social cohesion. Alief-Westwood is home to a number of community facilities, as well as the future Alief Neighborhood Community Center. Yet, additional community gathering places are needed. Priority projects include the development of a senior center, or expansion of senior programming at existing facilities, and an indoor community pool. Additional projects are to create small-scale community gathering spaces such as book share programs or community gardens on vacant lots and in underutilized parking areas or commercial spaces. Finally, community leaders and area organizations will be exploring a public-private partnership model to create a new community center that serves the children and families of Westwood.

New Parks

Alief-Westwood is a densely populated neighborhood that is home to over 130,000 people, with nearly 40,000 residents under the age of 18 years. Addressing the 112-acre park space deficit and improving access to open spaces, particularly in Westwood and the southern section of Alief, will require creative thinking and partnerships. Identifying and developing properties for new parks will ensure that all residents



Forum Park in Westwood

A complete community is a green community with beautiful parks and community meeting places

have access to public green spaces. Projects include advocating for the development of the proposed Club Creek Park in Westwood, a new dog park at the Alief Community Garden site, and exploring the development of additional public parks, particularly adjacent to multi-family housing, community centers, and schools.

Beautiful Parks

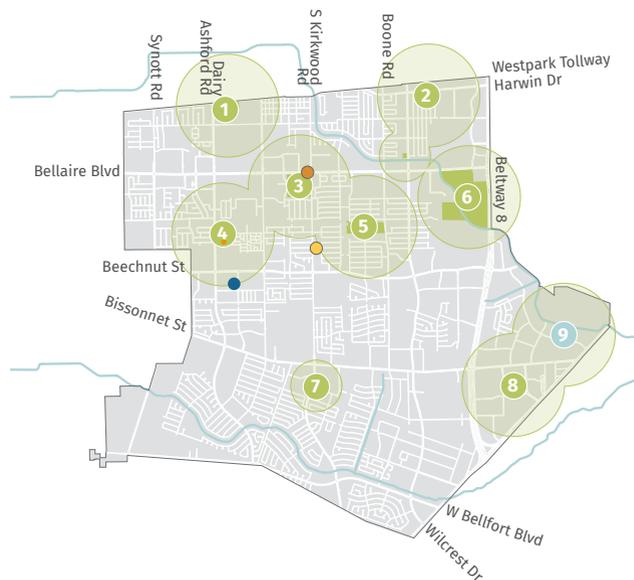
To ensure that all Alief-Westwood residents have access to public green spaces that adequately serve their needs, improvements to existing parks are also necessary. Forum Park, which serves the Westwood community, is part of the Mayor’s 50/50 Parks Partners program. Creating a coalition to work in partnership with the City to identify improvements and enhanced amenities at Forum Park will ensure the park meets the needs of surrounding families. In addition, community members will advocate for improvements at Hackberry, Boone Road, Harwin, and Arthur Storey Parks, including updated sports courts, playground equipment, and new landscaping.

Early Successes

Mayor Sylvester Turner recently announced a new city initiative, 50/50 Park Partners, which challenges 50 companies to join a citywide coalition driving improvements to neighborhood parks. Forum Park and Harwin Park have been selected for the program.

The Houston Parks Board is working in partnership with the Harris County Flood Control District and the City of Houston’s Parks and Recreation Department to design and develop the proposed Club Creek Park, located along Brays Bayou in Westwood.

Mahany and Horn Elementary Schools have new SPARK Parks as a result of Phase I of the SPARK Parks “Park Desert Initiative.” Phase II of the program will develop a new SPARK Park at Landis Elementary School.



Parks

- 1 Alief Amity Park
- 2 Harwin Park
- 3 Alief Community Park
- 4 Hackberry Park
- 5 Boone Road Park
- 6 Arthur Storey Park
- 7 Kirkwood Greenspace
- 8 Forum Park
- 9 Club Creek Park (Future)

Amenities

- Library
- Community Center
- Alief SPARK Park and Nature Center

211 Acres

Existing Alief-Westwood park acres

333 Acres

Recommended park area based on 2015 Parks Master Plan standards

112 Acres

Total Alief-Westwood park deficit

8 PARKS and COMMUNITY AMENITIES

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
8.1 Great Community Meeting Places	8.1.1 Establish a senior center or support the expansion of programs for seniors at existing community centers <i>ACTION STEPS:</i> Identify potential sites and funding mechanisms to develop a senior center. Partner with the Houston Health Department to expand senior programs and services at existing community centers and other sites.	
	8.1.2 Identify and establish small-scale community gathering spaces <i>ACTION STEPS:</i> Identify sites throughout the neighborhood such as vacant lots and storefronts, underutilized parking lots, parks, or school lobbies to establish small-scale community centers, plazas, book share programs, and community gardens.	
	8.1.3 Advocate for the development of an indoor community pool <i>ACTION STEPS:</i> Create a coalition to fundraise and advocate for the development of an indoor pool at the Alief Community Center.	
	8.1.4 Develop a public-private partnership to create a community center in Westwood <i>ACTION STEPS:</i> Identify potential sites and funding mechanisms to support a community center in Westwood that includes youth and family programs, sports fields and other recreational amenities. Explore partnerships with area non-profit organizations.	
PLAN: 		
8.2 New Parks	8.2.1 Develop the proposed Club Creek Park <i>ACTION STEPS:</i> Advocate for the development of the proposed Club Creek Park, sited in Westwood on Club Creek Dr near Brays Bayou, including safety amenities, trails, and a skate park.	
	8.2.2 Advocate for new parks <i>ACTION STEPS:</i> Advocate for the development of additional public parks near multi-family housing, community centers, and schools, ensuring that sites are easily accessible by foot and transit.	
	8.2.3 Develop a dog park adjacent to the Alief Community Garden <i>ACTION STEPS:</i> Advocate for the development of a dog park on the Alief Community Garden site. Provide free and low-cost pet services on site.	
PLAN: 		
8.3 Beautiful Parks	8.3.1 Improve Forum Park <i>ACTION STEPS:</i> Bring together Westwood community members to identify and prioritize improvements to Forum Park, which is part of the Mayor's 50/50 Park Partners program to improve neighborhood parks.	
	8.3.2 Identify and prioritize improvements at existing parks <i>ACTION STEPS:</i> Identify and prioritize improvements at existing parks, including Hackberry, Boone Road, Harwin, and Arthur Storey Parks, such as sports courts, updated playground equipment, and landscaping. Ensure that all area parks are accessible and meet ADA requirements. Priority projects are to plant trees at Hackberry Park to shade the trail and identify improvements at Boone Road Park.	
PLAN: 		

PLAN Legend:

- Complete Communities
- Houston Bike Plan (2017)
- HPARD Master Plan (2015)
- AARP
- CoH CIP 2019-2023
- METRO Next
- International District Plan
- Southwest Mgmt District Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Long (5 + yrs)	1 New community amenity is completed by 2025	Community: Alief-Westwood NST City: HPARD Community Connectors: International District, HCP3	Advocate, Implement Assist Assist, Implement	 Goal 4: Action 13
Medium (3 - 5 yrs)		Community: Alief-Westwood NST City: HPL Community Connectors: International District, Urban Harvest, Alief SNC, Area Schools, Businesses, and Community Organizations	Organize, Implement Assist Assist, Implement	 Goal 3: Action 11
Long (5 + yrs)		Community: Alief-Westwood NST City: HPARD Community Connectors: International District, HPC3, Alief SNC	Advocate Assist Assist, Implement	 Goal 3: Action 11
Medium (3 - 5 yrs)	1 New park is developed by 2025	Community: Alief-Westwood NST City: HPARD Community Connectors: International District, HCP3, Higher Dimension Church	Advocate Assist Assist, Implement	 Goal 1: Action 4
Medium (3 - 5 yrs)		Community: Alief-Westwood NST City: HPARD, District J Community Connectors: HPB, SRA, TIRZ #20, SMD, Higher Dimension Church	Advocate Assist Advocate, Assist, Implement	 Goal 6: Action 18
Long (5 + yrs)		Community: Alief-Westwood NST City: HPARD Community Connectors: HPB, HCPD, International District	Advocate Assist, Implement Assist, Implement	 Goal 6: Action 18
Medium (3 - 5 yrs)		Community: Alief-Westwood NST City: HPARD Community Connectors: HPB, International District, Emancipet	Advocate Assist Assist, Implement	 Goal 6: Action 18
Medium (3 - 5 yrs)		Community: Alief-Westwood NST City: HPARD Community Connectors: HPB, SMD	Outreach, Advocate Outreach, Implement Assist	 Goal 6: Action 18
Medium (3 - 5 yrs)	1 Existing park is improved by 2025	Community: Alief-Westwood NST City: HPARD, District F, District J Community Connectors: HPB, International District, HCP3, Trees for Houston	Advocate Assist, Implement Assist, Implement	 Goal 6: Action 18

SAFETY

Introduction

Safety is an important component of a healthy and thriving community. The Alief-Westwood study area, which includes all of the Alief Super Neighborhood and portions of Westwood, is served by the Houston Police Department's (HPD) Westside Division and includes five police beats: 19G10, 19G20, 19G30, 19G40, 19G50. In 2019, the property crime rate was lower in Alief-Westwood than in Houston overall, while the violent crime rate was slightly higher. Crime is concentrated along major streets, such as Bellaire Boulevard, Beechnut Street, and Bissonnet Street. Prostitution and other criminal sex offenses are concentrated in the Westwood community.

Safety Goals

The four goals to enhance safety in Alief-Westwood focus on working with law enforcement to create a more united and safe community, creating safe places, developing targeted crime prevention strategies, and reducing the number of stray animals. The goals are summarized here and provided in more detail on the following pages. The safety goals are:

United and Safe Community

In a complete community, every resident feels safe

and secure. Strengthening relationships between law enforcement, community leaders, and residents is one way to improve resident's sense of safety. Projects to address crime and increase this sense of safety include advocating for additional funding and new strategies to increase police presence and patrolling in the neighborhood, developing a multi-lingual outreach campaign to further educate residents on relevant safety issues, providing information and education on when to call 911 and when to call a non-emergency number, and encouraging resident participation in the Houston Police Department's Positive Interaction Program.

In addition, creating a coalition of residents and leaders to organize and host community safety events such as National Night Out and Safe Walk Home will connect residents to each other around safety. Lastly, expanding participation in the Houston Police Department's youth programs, such as the Teen and Police Services (TAPS) and the Positive Patrol Program, will improve the relationship between youth and law enforcement.

Targeted Crime Prevention

Alief-Westwood stakeholders have identified specific

5,415 Property Crime Rate per 100,000 in Alief-Westwood, 2019

6,348 Property Crime Rate per 100,000 in Houston, 2019

2,586 Violent Crime Rate per 100,000 in Alief-Westwood, 2019

2,573 Violent Crime Rate per 100,000 in Houston, 2019

Data Sources: Beat 19G10, 19G20, 19G30, 19G40, 19G50, Crime Statistics 2019, HPD; NBIRS Statistics for Houston, 2019

Data Sources: Beat 19G10, 19G20, 19G30, 19G40, 19G50, Crime Statistics 2019, HPD; NBIRS Statistics for Houston, 2019

A complete community is a safe community
where people work together

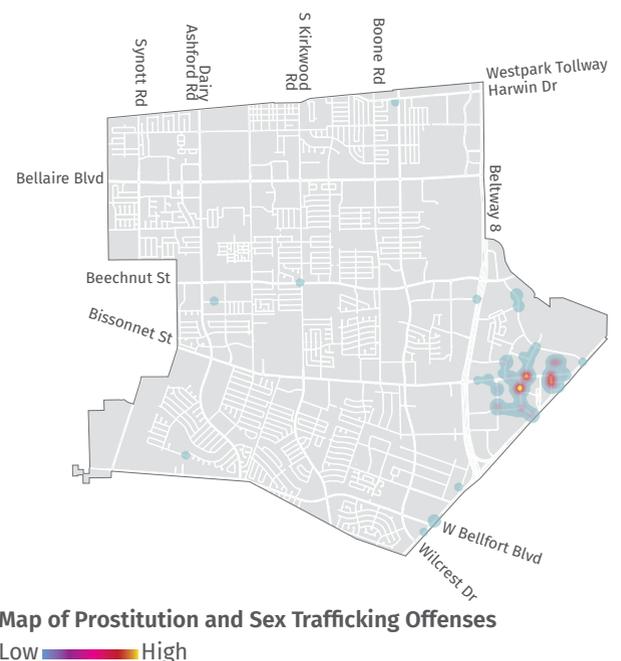
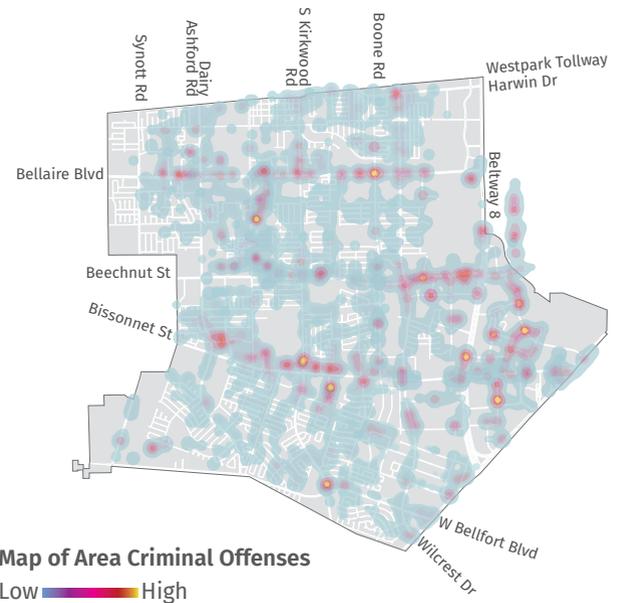
crimes such as sex and human trafficking and graffiti as contributing to a negative image of the community. Developing strategies to improve outreach, information, and service delivery for the victims of human and sex trafficking in partnership with the Houston Police Department's Vice Unit, United Against Human Trafficking, and other agencies will increase support and aid to victims and work to address this pressing issue. In addition, an outreach campaign is proposed to encourage residents to report graffiti and work in partnership with the International District and the City of Houston for graffiti abatement.

Safe Places

A safe and connected neighborhood is dependent on the shared commitment of civic organizations, community members, and law enforcement agencies to address safety challenges. To achieve the goal of safe places, leaders will advocate for increased police patrols in areas with high crime rates, develop a campaign to encourage the reporting of street light outages to CenterPoint, work in partnership with the International District to provide training on how to address local safety concerns, and partner with law enforcement to address nuisance properties in the neighborhood.

Safe Streets

Stray animals impact residents' sense of safety, especially when walking or riding a bike. Advocating for the expansion of low or no cost spay and neuter programs and distributing multi-lingual information on how to better care for pets will work to lower the number of stray animals in the neighborhood. Partnering with local animal welfare organizations to address stray animals will further support this goal. The objective is to reduce the number of stray animals in Alief-Westwood and support animal welfare in the community.



9 SAFETY

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
9.1 United and Safe Community	9.1.1 Advocate for community-based policing and safety initiatives <i>ACTION STEPS:</i> Develop community-based crime prevention strategies, including improving communication and relationships between residents and law enforcement, developing and targeting programs to address higher crime areas, and identifying challenges that are better addressed by social service professionals, such as substance abuse or sex trafficking. Create a coalition to identify, organize and implement community safety initiatives such as National Night Out events, Safe Walk Home programs for school children, and community meet and greets.	
	9.1.2 Increase police presence and visibility <i>ACTION STEPS:</i> Advocate for funding and strategies to increase the presence and visibility of police, including more frequent foot and bike patrols.	
	9.1.3 Build relationships between youth and law enforcement <i>ACTION STEPS:</i> Expand participation in Houston Police Department youth programs, such as Teen and Police Services (TAPS), Greater Houston Police Athletic League (GHPAL), Explorer Program, and Positive Patrol Program.	
PLAN: 		
9.2 Targeted Crime Prevention	9.2.1 Expand actions to prevent human trafficking and provide resources to victims <i>ACTION STEPS:</i> Advocate for the Houston Police Department's Vice Unit and United Against Human Trafficking to address the challenges of human trafficking, focus efforts along Bissonnet St. Develop strategies across agencies, particularly local clinics, to improve outreach, information, and service delivery for the victims of human trafficking.	
	9.2.2 Reduce graffiti <i>ACTION STEPS:</i> Develop outreach materials to encourage the reporting of graffiti and to share the resources available to communities and civic organizations for graffiti abatement, including the International District and Department of Neighborhoods graffiti abatement programs.	
	9.3.1 Expand crime surveillance and security patrols <i>ACTION STEPS:</i> Advocate for the ongoing use of high-tech mobile surveillance cameras, private security, and off-duty police patrols to deter, prevent, and solve crimes in areas identified as having elevated crime rates, including drug related exchanges.	
PLAN: 		
9.3 Safe Places	9.3.2 Improve street lighting <i>ACTION STEPS:</i> Develop an outreach campaign for social media, area message boards, and community meetings, to encourage area residents to report streetlight outages to the International District and CenterPoint. Apply for new street lighting to be installed along Synott Rd, Cook Rd, and in the subdivision east of the Harmony Public Schools Central Office.	
	PLAN: 	

PLAN Legend:

- Complete Communities
- CoH CIP 2019-2023

- Houston Bike Plan (2017)
- METRO Next

- HPARD Master Plan (2015)
- International District Plan

- AARP
- Southwest Mgmt District Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	<p>10%</p> <p>Reduction in the crime rate by 2025 (In 2019, the rate of property crime was 5,415 per 100,000; and the violent crime rate 2,586 per 100,000)</p>	<p>Community: Alief-Westwood NST, International District City: HPD Community Connectors: HCCP3, Higher Dimension Church Peace Center, Area Apartment Managers, Alief SNC, Area Civic Clubs</p>	<p>Advocate, Implement Assist, Implement Organize, Outreach, Implement</p>	 Goal 1: Action 4
Medium (3 - 5 yrs)		<p>Community: Alief-Westwood NST City: HPD Community Connectors: International District</p>	<p>Advocate Assist Assist</p>	
Short (0 - 2 yrs)		<p>Community: International District City: HPD Community Connectors: Boy Scouts of America, Area Schools</p>	<p>Outreach, Assist Outreach, Implement Outreach</p>	 Goal 1: Action 4
Short (0 - 2 yrs)	<p>25%</p> <p>Reduction in arrests for prostitution and sex trafficking by 2025</p>	<p>Community: Alief-Westwood NST City: MOHTDV, HHD Mobile Unit, HPD, District F, District J Community Connectors: The Landing, UAHT, Harris Health, YMCA, Ben Taub Hospital</p>	<p>Advocate, Assist Outreach, Organize, Assist Outreach, Assist</p>	 Goal 1: Action 4
Short (0 - 2 yrs)		<p>Community: International District, Alief-Westwood NST City: DON, HPD Community Connectors: Alief SNC</p>	<p>Assist, Implement Assist, Implement Support</p>	 Goal 1: Action 4
Short (0 - 2 yrs)	<p>10</p> <p>Street light outages reported and repaired annually</p>	<p>Community: International District City: HPD Crime Suppression Unit Community Connectors: Alief-Westwood NST, Area Property Owners</p>	<p>Implement Assist Advocate, Assist, Implement</p>	 Goal 11: Action 35, 35.1
Medium (3 - 5 yrs)		<p>Community: Alief-Westwood NST City: HPW Community Connectors: International District, CenterPoint</p>	<p>Outreach, Advocate Assist Assist, Implement</p>	

9 SAFETY

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
9.3 Safe Places	9.3.3 Address nuisance properties to improve safety <i>ACTION STEPS:</i> Address nuisance properties as identified through Chapter 125 of the Civil Practices and Remedies Code: “A person who maintains a place to which persons habitually go for the following purposes (criminal and nuisance behavior) and who knowingly tolerates the activity and furthermore fails to make reasonable attempts to abate the activity maintains a common nuisance.” PLAN: 	
9.4 Safe Streets	9.4.1 Reduce stray animals and keep pets and people safe <i>ACTION STEPS:</i> Advocate for additional resources and services, including those provided by non-profit animal welfare organizations, to reduce stray dogs and cats. Expand outreach efforts to educate and inform residents of spay and neuter resources available. Develop multi-lingual outreach materials, potentially distributed in water bills, to inform residents of their responsibility to properly care for their pets, including leash laws. PLAN: 	

PLAN Legend:

-  Complete Communities
-  Houston Bike Plan (2017)
-  HPARD Master Plan (2015)
-  AARP
-  CoH CIP 2019-2023
-  METRO Next
-  International District Plan
-  Southwest Mgmt District Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Medium (3 - 5 yrs)	<div style="text-align: center; font-size: 2em; font-weight: bold;">1</div> Pet laws, regulations, and services outreach campaign completed by 2025	Community: International District, Alief-Westwood NST City: HPD DRT, DON Community Connectors: Area Businesses and Property Owners, HCDAO	Assist, Implement Assist, Implement Assist, Implement	 Goal 7: Action 24
Medium (3 - 5 yrs)	<div style="text-align: center; font-size: 2em; font-weight: bold;">1</div> Pet laws, regulations, and services outreach campaign completed by 2025	Community: Alief-Westwood NST City: BARC Community Connectors: Barrio Dogs, Emancipet, Houston Humane Society	Outreach, Advocate Advocate, Assist Advocate, Assist	 Goal 12: Action 40

OUR THANKS

Complete Communities

The Complete Communities initiative would not have been possible without the commitment and dedication of the Alief-Westwood Neighborhood Support Team (NST). The Alief-Westwood NST provided guidance, conducted outreach, and shaped the planning process. Moving forward, working groups will be established to oversee implementation for each of the nine focus areas. We thank everyone for their time and commitment to the Complete Communities initiative, both over the last year and in the coming years.

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This list was compiled from sign-in sheets at community meetings. We apologize for any misspellings or omissions.

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The Complete Communities initiative is supported by over 160 representatives of 33 City Departments and Offices and partner organizations. We thank you.

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Special Thanks to

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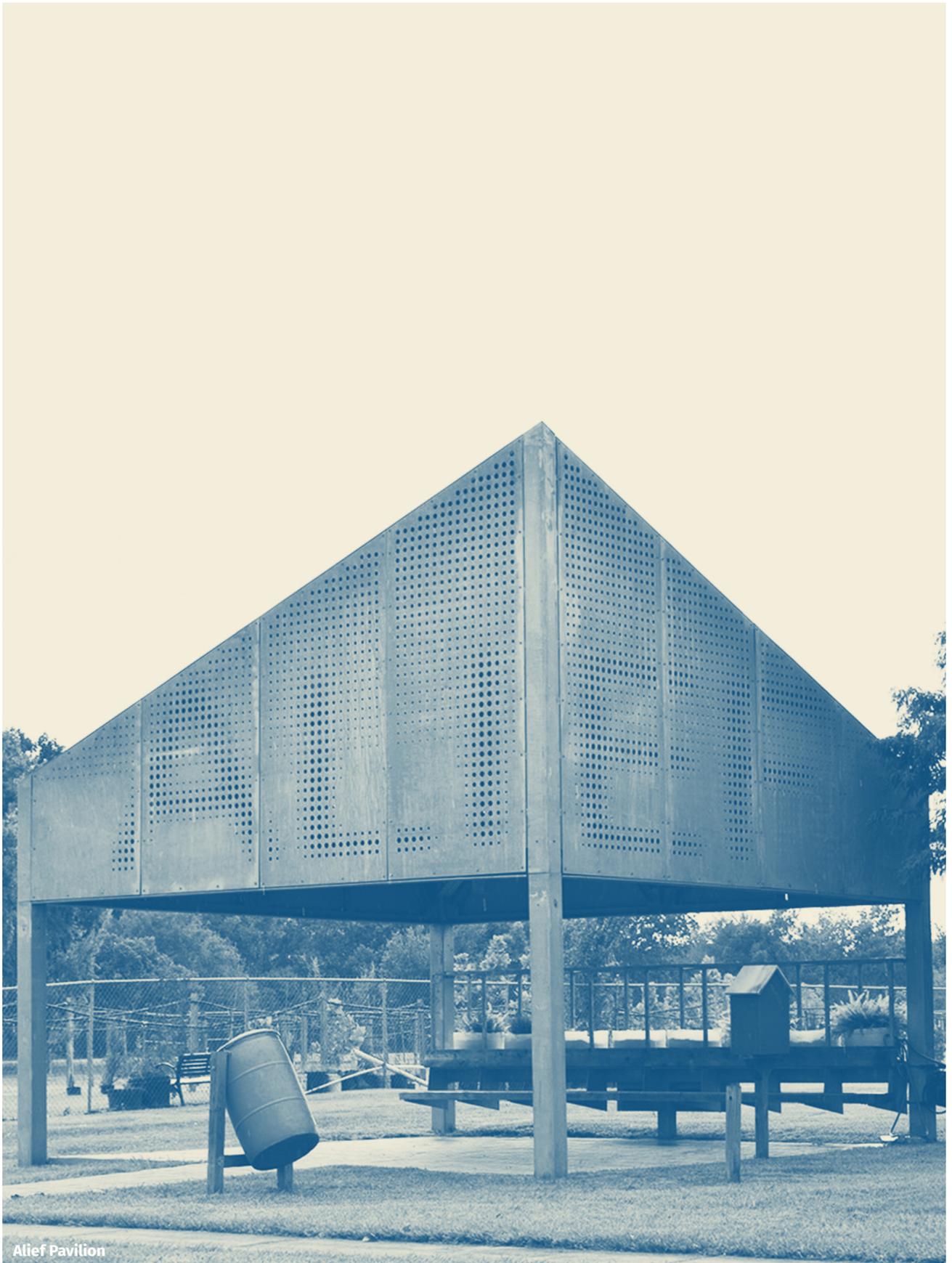
For More Information

City of Houston
Planning and Development Department
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Appendix: Resilient Houston Plan Matrix

GOAL	DESCRIPTION
	<p><i>GOAL 1: We will support Houstonians to be prepared for an uncertain future</i></p> <hr/> <ol style="list-style-type: none"> 1. Ensure Houstonians have the information, skills, and capacity to prepare for any emergency 2. Mobilize Houstonians to adapt in the face of climate change 3. Support small businesses to better withstand any disruption 4. Encourage community leadership, stewardship, and participation
	<p><i>GOAL 2: We will expand access to wealth-building and employment opportunities</i></p> <hr/> <ol style="list-style-type: none"> 5. Maximize access to economic opportunity and prosperity for all Houstonians 6. Provide opportunities for more Houstonians to start, maintain, and grow small businesses 7. Prepare Houston's workforce and all young Houstonians for the jobs of the future
	<p><i>GOAL 3: We will improve safety and well-being for all Houstonians</i></p> <hr/> <ol style="list-style-type: none"> 8. Make our streets 100% safe for all Houstonians 9. Shelter and house any Houstonian in need 10. Proactively care for Houstonians' mental health 11. Create a city where Houstonians of different ages and accessibility needs can thrive
	<p><i>GOAL 4: We will ensure that all neighborhoods have equitably resourced plans</i></p> <hr/> <ol style="list-style-type: none"> 12. Support equitable neighborhoods through community planning and programs 13. Accelerate investments in inclusive housing and neighborhood development
	<p><i>GOAL 5: We will invest in arts and culture to strengthen community resilience</i></p> <hr/> <ol style="list-style-type: none"> 14. Invest in local arts and culture to build community cohesion and to celebrate neighborhood identity 15. Leverage arts and culture to creatively engage Houstonians in risk awareness
	<p><i>GOAL 6: We will ensure all neighborhoods are healthy, safe, and climate ready</i></p> <hr/> <ol style="list-style-type: none"> 16. Make Houston neighborhoods greener and cooler to combat extreme heat 17. Develop "Lily Pads" to serve as Neighborhood Resilience Hubs 18. Ensure all neighborhoods have access to quality parks and nature 19. Grow equitable access to quality food to nourish Houston's status as a culinary capital 20. Prevent, mitigate, and recover from the effects of environmental injustice in our communities
	<p><i>GOAL 7: We will build up, not out, to support smart growth as Houston's population increases</i></p> <hr/> <ol style="list-style-type: none"> 21. Create a citywide comprehensive housing study with neighborhood-specific recommendations 22. Promote the need for safe, secure, and affordable homes and transportation access for all Houstonians 23. Invest in transit-oriented and trail-oriented development 24. Protect and strengthen neighborhoods through appropriate infill development
	<p><i>GOAL 8: We will live safely with water</i></p> <hr/> <ol style="list-style-type: none"> 25. Make room for water 26. Clean Houston's bayous and waterways 27. Advance research and technology to improve water management
	<p><i>GOAL 9: We will embrace the role of our bayous as Houston's front yard</i></p> <hr/> <ol style="list-style-type: none"> 28. Respect bayous and natural floodplains as an integral part of Houston's urban nature 29. Increase access to our bayous for recreational, health, and other community benefits 30. Encourage inclusive growth and economic development along bayou corridors

GOAL	DESCRIPTION
	<p><i>GOAL 10: We will demonstrate leadership on climate change through action</i></p> <hr/> <p>31. Adopt and implement the Climate Action Plan goals and actions 32. Conduct a climate impact assessment to inform City policies and programs 33. Holistically manage our water resources to be climate ready</p>
	<p><i>GOAL 11: We will modernize Houston's infrastructure to address the challenges of the future</i></p> <hr/> <p>34. Integrate green stormwater infrastructure into Houston's built environment 35. Equitably advance complete streets implementation to build resilient roads 36. Advance and modernize building codes and standards 37. Advance and modernize Houston's integrated resource recovery management 38. Develop and improve partnerships that create and incentivize infrastructure maintenance</p>
	<p><i>Goal 12: We will advance equity and inclusion for all</i></p> <hr/> <p>39. Promote equity through citywide policies and programs 40. Reach all Houstonians through equitable community engagement</p>
	<p><i>GOAL 13: We will transform city government to operationalize resilience and build trust</i></p> <hr/> <p>41. Make resilience a permanent part of Houston's systems and services 42. Prioritize resilience in city budgeting, procurement, and capital improvements 43. Leverage smart cities investments to address our most critical resilience challenges 44. Advance open data policies</p>
	<p><i>GOAL 14: We will continue to invest in the region's diverse economy</i></p> <hr/> <p>45. Leverage Houston's energy capital role to lead innovation in the global energy transition 46. Incubate, connect, and support established and emerging industries 47. Partner with anchor institutions to further resilience innovation that strengthens and protects the region</p>
	<p><i>GOAL 15: We will increase regional transportation choice</i></p> <hr/> <p>48. Work with regional partners to invest in an integrated mobility network 49. Improve first- and last-mile connections 50. Enable Houstonians to make mobility choices that improve well-being and reduce the cost of living</p>
	<p><i>GOAL 16: We will manage our land and water resources from the prairie to the bay</i></p> <hr/> <p>51. Conserve regional undeveloped land for flood mitigation, environmental health, and recreation 52. Develop long-term strategies with County partners to build the resilience of areas within Houston's extraterritorial jurisdiction</p>
	<p><i>GOAL 17: We will enhance regional emergency preparedness and response</i></p> <hr/> <p>53. Enhance regional preparedness 54. Increase protection of critical digital assets from cyber attacks 55. Improve emergency response and post-disaster recovery coordination 56. Develop a regional critical infrastructure catalogue 57. Fortify greater Houston's lifelines and supply chains</p>
	<p><i>GOAL 18: We will leverage existing and new investments and partnerships</i></p> <hr/> <p>58. Leverage disaster recovery efforts to accelerate the implementation of resilience measures 59. Leverage planned and proposed transformative regional projects to maximize resilience benefits 60. Address legal and legislative barriers to resilience building with local, state, and federal partners 61. Update Plan Houston to integrate resilience goals 62. Lead and partner nationally and globally to build resilience</p>



Alief Pavilion

