

# KASHMERE GARDENS 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





Kashmere Gardens Stage Band

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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 . . .**

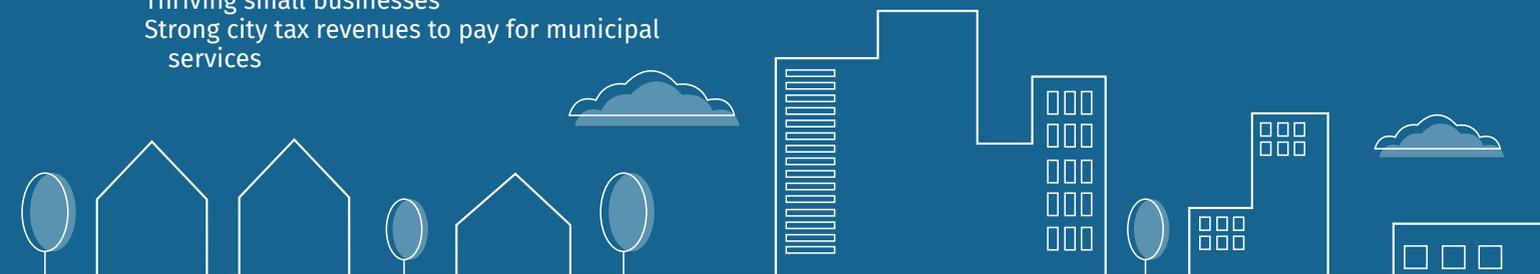
- Access to broadband internet connectivity
- Quality public transit or other affordable transportation options
- Good roads connecting to other major job centers and central business districts
- Strong community organizations that connect residents with each other and to others throughout the city

### **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 Kashmere Gardens Action Plan outlines the vision, policies, goals and projects to realize a healthier, more resilient, prosperous, equitable, and complete future. This is Kashmere Gardens' Plan.

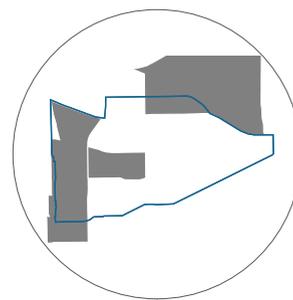


# EXECUTIVE SUMMARY

## Introduction

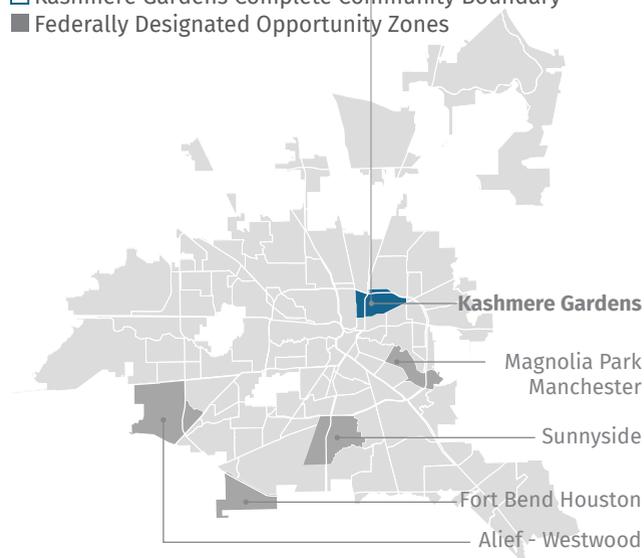
The Kashmere Gardens Complete Communities Action Plan outlines the vision, goals, projects, policies, and programs identified by stakeholders over the year-long planning process that included five public meetings, one of which was conducted virtually, a meeting with youth at Kashmere Gardens High School, and two online surveys. 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. In total, over 420 leaders, stakeholders, and partners provided valuable input throughout the planning process. The goals and projects detailed in this plan work towards achieving a more resilient, safe, prosperous, and healthy community.

The Kashmere Gardens Complete Communities Action Plan has also been informed by recent studies, such as the Kashmere Gardens Livable Centers Study and the Healthy Living Matters planning effort, one-on-one meetings with City department representatives, Council Members, and citywide planning efforts. The two most important citywide efforts are Plan Houston, the City's first general plan, and the Resilient Houston strategies. The Kashmere Gardens Action Plan supports and reinforces each of the 32 citywide goals identified in Plan Houston. The highest priorities goals that align with Plan Houston identified by Kashmere Gardens stakeholders include: safety and security, disaster preparedness and resiliency, vibrant neighborhoods, infrastructure, redevelopment planning, access to jobs, local business support services, entrepreneurship, economic development and revitalization. The alignment of goals and projects identified by Kashmere Gardens stakeholders with the Resilient Houston strategies are included in the Action Plan tables.



## Map of Opportunity Zones

□ Kashmere Gardens 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 Kashmere Gardens Complete Communities Action Plan.

Kashmere Gardens has three 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.

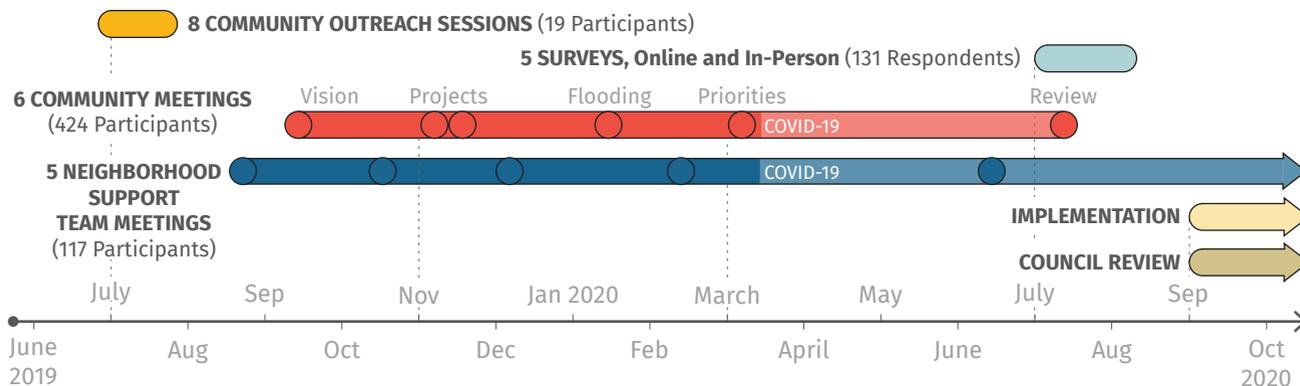
In Kashmere Gardens, the planning effort began by summarizing existing neighborhood and citywide plans and conducting outreach and small group meetings with key leaders and stakeholders. Meetings were held with faith leaders, non-profit organizations, community-based organizations, business owners, and other civic, educational, and institutional leaders. Overall, 19 people were engaged through this effort.

Following this research and outreach, an engagement plan was established for each Complete Community. In Kashmere Gardens, four 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. In addition, a meeting with youth at Kashmere High School and a special public meeting on flood resilience were held. Overall, 424 people attended the public meetings, providing valuable feedback.

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



### Complete Communities Timeline

### **Kashmere Gardens Community**

The Kashmere Gardens Complete Community is located northeast of downtown Houston. The boundaries of the study area are approximately Loop 610 and Kelley Street to the north, Liberty Road to the south, the Union Pacific rail corridor to the west, and Wayside Drive to the east. The study area includes all of the Kashmere Gardens Super Neighborhood and the northeast portion of the Fifth Ward Super Neighborhood. Currently, the largest challenges in the neighborhood are the ongoing risk of flooding and the need for resources to recover from past floods.

In 2018, Kashmere Gardens was home to 19,333 residents. Between 2000 and 2018, the population declined by 18%, or 4,000 people. As of 2018, the neighborhood had a population density of approximately 3,100 people per square mile, slightly lower than Houston overall. Kashmere Gardens is gradually becoming a more diverse community. The percentage of residents identifying as Black or African American has dropped from 68% in 2000 to 51% in 2018. Over the same period, the percentage of residents identifying as Hispanic or Latino has risen from 31% to 45%. In 2018, slightly less than one in every five Kashmere Gardens residents were born outside of the United States.



Kashmere Gardens has a rich and complex history. The neighborhood began developing in the 1930s, in an area that was then on the outskirts of Houston. Over the next three decades the demographics of the neighborhood changed substantially. Specifically, in 1950, 83% of the population was white. Just ten years later, in 1960, the neighborhood had a majority Black population, at 71%. This history propelled Kashmere Gardens residents to lead the Houston fight to integrate public schools during the civil rights era. In 1955 hundreds of Kashmere Gardens students boycotted classes to protest the ongoing segregation of schools and in 1960 the first Black student to attend an all-white school in Houston, Tyrone Day, was enrolled at Kashmere Elementary School.

The study area is also home to Frenchtown, a four-square block historic community located in the northern Fifth Ward. Frenchtown is bounded by Collingsworth Street on the north, Russell Street on the east, Liberty Road on the south, and Jensen Drive on the west. Established in 1922, Frenchtown was settled by Creoles of French, Spanish, and African descent from Louisiana. In the middle of the twentieth century U.S. Highway 59 cut through the center of the community, and Frenchtown merged into the greater Fifth Ward. Historical markers commemorate the neighborhood's contribution to the development of zydeco music.

The Kashmere Gardens 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 economic development, flood resilience, housing, mobility and infrastructure, neighborhood character, and safety. Additional focus areas include community leadership and advocacy, education, health, and parks and community amenities.

## Kashmere Gardens Action Plan Summary

*Underline Indicates High Priority Goal*

### Community Leadership and Advocacy

A complete community is an engaged community with strong leaders who work collaboratively. The goals are:

- **Ensure a Collaborative and Cohesive Community** by improving outreach, communication, and partnerships, organizing and hosting community events, and advocating for Kashmere Gardens to become a comprehensive LISC GO Neighborhood
- **Nurture a Community of Leaders and Advocates** by providing leadership training and mentoring to area civic leaders and youth
- enrichment, tutoring, and mentoring programs
- **Promote Lifelong Learning** by connecting residents to adult education programs
- **Span the Digital Divide** by increasing access to internet services
- **Create Safe, Inclusive, and Open Schools** by supporting the Kashmere Gardens Feeder Pattern Community Council, expanding parent leadership and engagement, and advocating for joint-use schools

### Economy and Jobs

A complete community is a thriving community with small business resources and locally available shopping, financial services, jobs and economic opportunities. The goals are:

- **Spark Vibrant Commercial Development** by expanding neighborhood retail, entertainment, and shopping destinations, including a high quality and affordable grocery store and financial services
- **Expand Employment Opportunities** by connecting youth to jobs, increasing workforce development programs, and advocating for local hiring and community benefit agreements
- **Create a Resilient Local Economy** by providing workshops to support area small businesses and entrepreneurs, developing a business incubator or co-op space, and creating a local business network
- **Support a Financially Confident Community** by providing financial literacy courses for youth, adults, and seniors

### Education

A complete community is a learning community with high quality schools, adult education, and engaged parents. The goals are:

- **Ensure Thriving Students** by expanding STEAM programs, magnet programs, scholarships, and wraparound services, providing computer labs at all area schools, and increasing out of school

### Flood Resilience

A complete community is a resilient community that works together to proactively develop plans to prepare for, react to, and recover from a disaster. The goals are:

- **Ensure a Prepared and Resilient Community** by proactively planning for disasters, developing an emergency preparation and evacuation plan, establishing a neighborhood resilience hub and safe parking sites, advocating for a mesh messaging network, and training Community Emergency Response Teams
- **Build Flood Resilience** by improving the storm drainage system, keeping bayous and ditches maintained and free of debris, and developing incentives for green stormwater infrastructure

### Health

A complete community is a healthy community free of environmental hazards, with access to nutritious food and healthcare services. The goals are:

- **Expand Access to Healthy Food** by creating a food network, providing cooking and nutrition classes, and increasing enrollment in food assistance programs
- **Ensure a Healthy Environment** by advocating for action to mitigate environmental hazards
- **Promote Healthy Living** by improving access to healthcare services and hosting health fairs and wellness events

## Housing

A complete community is an affordable community with high quality housing that is safe, free from flood risks, well-maintained, and accessible to people with a diversity of needs and incomes. The goals are:

- **Provide Safe and High-Quality Affordable Housing** by planning for new housing development free from flood risks and advocating for the development of supportive and multi-family housing
- **Improve Hurricane Harvey Recovery** by increasing the speed, transparency, and information on disaster home repair programs and providing funding for home elevation
- **Expand Home Repair Programs** by increasing funding for existing city programs and developing new community-based programs
- **Promote Housing Security** by establishing a Homestead Preservation District, expanding rental assistance and housing support, providing workshops, and increasing local capacity to address housing needs

## Mobility and Infrastructure

A complete community is a connected community with great public transit, complete streets, sidewalks, and trails. The goals are:

- **Create a Mobile and Connected Community** by advocating for amenities along the Lockwood BOOST corridor and improving existing bus services and amenities
- **Ensure Great Streets** by repairing the existing streets and providing traffic calming in neighborhoods
- **Develop a Complete and Accessible Sidewalk Network** by expanding area sidewalks and crosswalks, and providing accessibility improvements
- **Improve Rail Safety** by increasing pedestrian safety measures at railroad crossings and advocating for quiet zones
- **Provide a Network of Hike and Bike Trails** by expanding existing trails along Hunting Bayou and developing new bike routes

## Neighborhood Character

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

- **Keep Kashmere Gardens Beautiful** by establishing a beautification campaign, organizing community clean ups, eliminating overgrown lots and dangerous buildings, and maintaining utility easements
- **Seed Arts in the Gardens** by expanding arts programming for people of all ages, creating an arts plan, and expanding cultural and arts spaces
- **Create Great Streets and Places** by enhancing streetscaping and developing neighborhood gateways

## Parks and Community Amenities

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

- **Build Great Community Meeting Places** by engaging residents in new programming for the library and multi-service center, expanding hours, programs, and activities at area parks, and developing an outdoor classroom or performance space
- **Create Beautiful Parks** by improving and maintaining existing parks and building new parks

## Safety

A complete community is a safe community with well-lit streets, healthy pets, and resources to reduce crime. The goals are:

- **Promote a United and Safe Community** by improving communication and relationships with law enforcement agencies, advocating for community-based policing, and establishing a youth safety coalition
- **Create Safe Places** by improving street lighting across the neighborhood, including at area bus stops, parks, and along trails and by increasing training to reduce crime
- **Ensure Healthy Pets and Safe Streets** by advocating for resources and services to expand animal welfare programs and reduce stray animals

## 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**  
Bureau of Animal Regulation and Control, **BARC**  
Controller's Office Bank On program, **COBP**  
Department of Neighborhoods, **DON**  
Department of Veterans Affairs, **DVA**  
Environmental Protection Agency, **EPA**  
Federal Emergency Management Agency, **FEMA**  
Fleming Middle School, **Fleming MS**  
General Services Division, **GSD**  
Harris County Annex, **HCA**  
Harris County Constable's Office, **HCCO**  
Harris County Cooperative for After School Enrichment, **HCCASE**  
Harris County District Attorney, **HCDA**  
Harris County Flood Control District, **HCFCDD**  
Harris County Housing and Community Development Department, **HCHCDD**  
Harris County Precinct 1, **HCP1**  
Housing and Community Development Department, **HCCDD**  
Houston Community College, **HCC**  
Houston Financial Empowerment Center, **HFEC**  
Houston Fire Department, **HFD**  
Houston Health Department, **HHDD**  
Houston Independent School District, **HISD**  
Houston Parks and Recreation Department, **HPARD**  
Houston Police Department, **HPD**  
Houston Public Library, **HPL**  
Houston Public Works, **HPW**  
Mayor's Assistance Office, **MAO**  
Mayor's Office for People with Disabilities, **MOPD**  
Mayor's Office of Complete Communities, **MOCC**  
Mayor's Office of Cultural Affairs, **MOCA**  
Mayor's Office of Economic Development, **MOED**  
Mayor's Office of Education, **MOE**  
Mayor's Office of Homeless Initiatives, **MOHI**  
Mayor's Office of Public Safety and Homeland Security, **MOPSHS**  
Mayor's Office of Resilience, **MOR**  
Office of Business Opportunity, **OBO**  
Office of Emergency Management, **OEM**  
Planning and Development Department, **PDD**  
Solid Waste Management Department, **SWD**  
State of Texas Emergency Assistance Registry, **STEAR**  
Texas Commission on Environmental Quality, **TCEQ**  
Texas Department of Transportation, **TxDOT**  
Texas Southern University, **TSU**  
University of Houston, **UH**  
Wheatley High School, **WHS**

### Partner Organizations and Other Abbreviations:

American Association of Retired Persons, **AARP**  
American Heart Association, **AHA**

## 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

Arts Connect Houston, **ACH**  
Baylor College of Medicine, **BCM**  
Bicycle Advisory Committee, **BAC**  
Black United Fund of Texas, **BUFT**  
Diabetes Awareness and Wellness Network, **DAWN**  
Fifth Ward Chamber of Commerce, **FW CC**  
Fifth Ward CRC, **FW CRC**  
Fifth Ward GO Neighborhood, **FW GO**  
Fifth Ward Super Neighborhood Council, **FW SNC**  
Greater Houston Mentoring Alliance, **GHMA**  
Greater Houston Police Athletic League, **GHPAL**  
Greater Northside Management District, **GNMD**  
Greater True Vine Church, **GTVC**  
Healthy Living Matters, **HLM**  
Houston Art Alliance, **HAA**  
Houston Coalition for Equitable Development without Displacement, **HCEDD**  
Houston Community Land Trust, **HCLT**  
Houston Food Bank, **HFB**  
Houston Food System Collaborative, **HFSC**  
Houston Land Bank, **HLB**  
Houston Parks Board, **HPB**  
Kashmere Feeder Pattern Community Council, **KFPCC**  
Kashmere Gardens Missionary Baptist Church, **KG MBC**  
Kashmere Multi-Service Center, **Kashmere MSC**  
Local Initiatives Support Corporation, **LISC**  
MD Anderson Cancer Center, **MDACC**  
My Brother's Keeper, **MBK**  
National Association for the Advancement of Colored People, **NAACP**  
National Black United Front, **NBUF**  
Neighborhood Support Team, **NST**  
Northeast Houston Redevelopment Council, **NEHRC**  
Phoenix Outreach Community Center, **POCC**  
Prairie View A&M, **PVAMU**  
Ready, Set, Bank Program, **RSBP**  
Texas Medical Center, **TMC**  
The Association for the People and the Community, **APC**  
The Food Trust, **TFT**  
Travis Manion Foundation, **TMF**  
Tuffly Community Center, **TCC**  
West Street Recovery, **WSR**

# KASHMERE GARDENS ACTION PLAN

The Kashmere Gardens Action Plan has 32 goals and 80 projects, organized into ten 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, flood resilience, and safety. Additional focus areas include community leadership and advocacy, education, health, housing, mobility and infrastructure, neighborhood character, and parks and community amenities. The Action Plan that follows was developed over the course of a year with input received at public meetings, neighborhood-wide surveys, and Neighborhood Support Team meetings. The plan

includes goals, projects, 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 Kashmere Gardens 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.



Kashmere High School

# COVID-19

## Introduction

In early March of 2020, COVID-19 began to impact residents in the City of Houston. The 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 Kashmere Gardens, to identify the challenges facing families because of COVID-19. Overall, 23 Kashmere Gardens residents completed the online survey.

Key findings from the Kashmere Gardens survey included dissatisfaction with the number of testing sites and the ability to secure personal protective equipment, such as masks. Specifically, only 39% of Kashmere Gardens respondents were satisfied with their ability to secure personal protective

equipment, while 59% of Houston respondents were satisfied. Further, only 22% of Kashmere Gardens respondents were satisfied with the number of testing sites available in the neighborhood, compared to 31% in Houston overall. Kashmere Gardens survey respondents also indicated a greater reliance on food distribution programs to feed their families. For example, 39% of Kashmere Gardens respondents were depending on school-based food distribution programs and 35% on faith-based food distribution programs. In Houston overall only 9% of respondents reported depending on school-based programs for food and 10% on faith-based programs.

In addition, Kashmere Gardens stakeholders provided important feedback at the HER Task Force virtual Town Hall held on June 30, 2020. The priorities identified included the need for better information on testing processes and costs, provision of additional testing sites and mask distributions, and ensuring families with children were connected to available services and programs. The projects which follow were developed in collaboration with stakeholders to address the challenges of COVID-19.

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**39%** Of Kashmere Gardens 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

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**22%** Of Kashmere Gardens 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

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### COVID-19 Media Campaign

Ensuring that people are accurately informed of health risks related to COVID-19 and ways to protect themselves is critical to slow the spread of the virus. To achieve this goal, a media campaign should be developed to help inform communities about the risks of COVID-19 and ways to protect themselves. The campaign should focus on local television, as this is the primary way people are getting information.

### Improved Testing Information and Sites

COVID-19 testing sites in Houston change weekly. In the first week of September 2020 there was not a testing site inside in the Kashmere Gardens Complete Community. The two closest testing sites were at Forest Brook Middle School to the north and Legacy Health Clinic on Lyons Avenue to the southwest. Improving outreach methods and communication on COVID-19 testing sites and processes to ensure that all residents have access to accurate and timely information is critical in controlling the spread of the virus. This includes expanding COVID-19 testing inside the Kashmere Gardens neighborhood, including walk-up sites. A series of potential testing sites were

identified by community members and include Kelley Courts, Finnigan Park, and the DeLuxe Theater.

### 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 Kashmere Gardens by working with local and citywide organizations will improve access to personal protective equipment for community members.

### Connected Families

One of the primary sources of support services for Kashmere Gardens families is the HISD Wraparound program. Area families can be better supported by creating an outreach campaign to ensure that parents are aware of the resources available to them and their children through this program.



39%

Of Kashmere Gardens respondents reported that school-based distribution of food was important to their family

9%

Of Houston respondents reported that school-based distribution of food was important to their family

Data Source: HER Task Force Town Hall Report, 2020

# COMMUNITY LEADERSHIP and ADVOCACY

## Introduction

Community leadership and advocacy are at the core of a complete community. The Kashmere Gardens community has a long history of strong leadership and advocacy, including fighting for school integration during the civil rights era, advocating for an equitable recovery following the devastation of Hurricane Harvey, and demanding the mitigation of area environmental hazards, particularly the cancer cluster identified near the Union Pacific rail yards. Community leaders in Kashmere Gardens also work tirelessly to advocate for equitable public investment, particularly in regard to infrastructure expenditures, community amenities, flood mitigation, food access, safety, education, the environment, economic development, and housing.

Currently, there are two active civic clubs in the Kashmere Gardens area, the Model Neighborhood Improvement Club and Northeast Concerned Citizens Civic League. In addition, both Fifth Ward and Kashmere Gardens have active Super Neighborhood Councils. Community, non-profit, educational, and faith-based organizations are also active in advocating for the community. These organizations include, but are not limited to, the Houston Northeast

Redevelopment Council, Fifth Ward CRC, West Street Recovery, Urban Harvest, Houston Area Urban League, the Black United Fund of Texas, NAACP, and the Kashmere Gardens Feeder Pattern Community Council. Strengthening and expanding this network of partners will support the development of a complete community.

## Community Leadership and Advocacy Goals

The two goals for community leadership and advocacy were compiled from a series of community meetings. The goals focus on increasing collaboration and communication both within the community and with external partners and agencies and nurturing a community of leaders and advocates. The goals are summarized here and provided in more detail on the following pages. The community leadership and advocacy goals are:

## Collaborative and Cohesive Community

Key strengths of community leaders are the capacity to keep everyone informed, the ability to form partnerships to get things done, and organize and host activities and events that bring people together to strengthen social cohesion. The projects identified to achieve the goal of a collaborative and



Complete Communities Meeting

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**48%** Of Kashmere Gardens registered voters cast a ballot in the 2016 election

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

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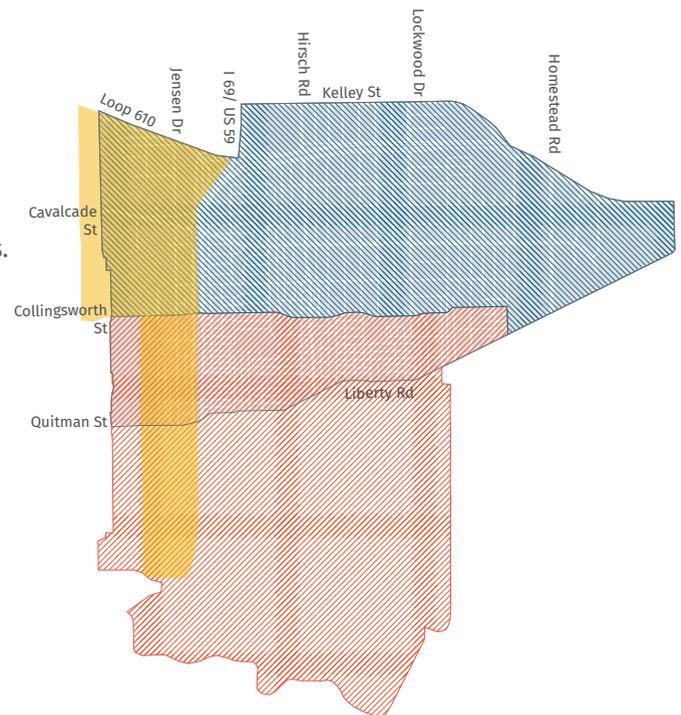
Data Sources: Harris County District Clerk, 2016

**A complete community is an engaged community**  
with strong leaders who work together

cohesive community include developing a multi-lingual outreach campaign, community directory, and calendar to ensure that all residents are aware of city services, events, and the resources and programs that are locally available. In addition, organizing and hosting community events and activities, including National Night Out, festivals, bike rides, and other events will strengthen relationships among neighbors. Combined the projects seek to expand outreach, access to information, partnerships, and social cohesion. The objective is for Kashmere Gardens to become a LISC Great Opportunity (GO) Neighborhood.

**Community of Leaders and Advocates**

Strengthening and expanding the capacity of leaders to bring people together across generations to work for change is a critical component of a complete community. To accomplish this goal a partner will be identified to provide leadership training for all age groups. The training will work toward the objectives of increasing voter participation, creating greater capacity at the local level to advocate for improvements, and strengthening social cohesion among neighbors and across generations.



**Active Civic Clubs and Super Neighborhood Councils**

- Model Neighborhood Improvement Club
- Kashmere Gardens Super Neighborhood Council
- Fifth Ward Super Neighborhood Council

**55%** Of Kashmere Gardens households had Internet service in 2018

**80%** Of Houston households had Internet service in 2018

Data Sources: ACS 2018; City of Houston Planning and Development Department



Complete Communities Meeting

# 1 COMMUNITY LEADERSHIP and ADVOCACY

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

**1.1.1 Improve public outreach strategies, communication within the community and with community partners, and create a community directory**

*ACTION STEPS:* Develop a bilingual outreach campaign, community directory, and calendar to ensure that all residents are aware of city services, schedules of events, and the resources and programs available in the community. Utilize a wide range of outreach methods including block walking, social media, text notifications, telephone calls, flyers at neighborhood gathering places, and mailers.



**1.1 Collaborative and Cohesive Community**

**1.1.2 Organize and host community events and activities**

*ACTION STEPS:* Create a broad coalition of civic leaders and organizations to plan and host events and activities such as National Night Out, bike rides, annual picnics, and holiday gatherings.



**1.1.3 Advocate for Kashmere Gardens to become a LISC comprehensive GO Neighborhood**

*ACTION STEPS:* Organize area leaders and expand civic participation and partnerships to meet the readiness and assessment goals required by LISC to become a comprehensive Great Opportunities (GO) Neighborhood.



**PLAN:**



**1.2 Community of Leaders and Advocates**

**1.2.1 Provide leadership training for all generations**

*ACTION STEPS:* Provide leadership training and mentorship to area civic leaders and youth through the Kashmere Gardens Super Neighborhood Council. Utilize LISC’s “Train the Trainer” curriculum.



**PLAN:**



**PLAN Legend:**

- Complete Communities
- Healthy Living Matters
- HCD Consolidated Plan
- HPARD Master Plan (2015)
- Vision Zero
- CoH CIP 2019-2023
- Houston Bike Plan (2017)
- Livable Centers Study
- Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
<p><b>Short</b> (0 - 2 yrs)</p>	<p><b>GO</b> Kashmere Gardens will become a LISC Comprehensive GO Neighborhood by 2025</p>	<p><b>Community:</b> NST <b>City:</b> DON <b>Community Connectors:</b> Area Churches, Schools, Civic Organizations, NEHRC</p>	<p>Organize, Outreach, Advocate Outreach, Assist Assist</p>	<p> <b>Goal 1:</b> Action 4 <b>Goal 12:</b> Action 40, 40.1, 40.2, 40.3</p>
<p><b>Short</b> (0 - 2 yrs)</p>	<p><b>GO</b> Kashmere Gardens will become a LISC Comprehensive GO Neighborhood by 2025</p>	<p><b>Community:</b> NST <b>City:</b> DON, MAO, HPD <b>Community Connectors:</b> National Night Out, Bike Houston, Kashmere MSC, Boys and Girls Club, NEHRC, Area Churches, FW SNC, FW GO</p>	<p>Organize, Implement Assist Organize, Assist, Implement</p>	<p> <b>Goal 1:</b> Action 4</p>
<p><b>Medium</b> (3 - 5 yrs)</p>	<p><b>GO</b> Kashmere Gardens will become a LISC Comprehensive GO Neighborhood by 2025</p>	<p><b>Community:</b> NST <b>City:</b> PDD <b>Community Connectors:</b> Area Churches, Schools, and Civic Organizations, LISC</p>	<p>Outreach, Organize, Advocate Assist Assist, Implement</p>	<p> <b>Goal 1:</b> Action 4 <b>Goal 4:</b> Action12</p>
<p><b>Short</b> (0 - 2 yrs)</p>	<p><b>20</b> Community members will enroll in leadership training by 2025</p>	<p><b>Community:</b> NST <b>City:</b> DON <b>Community Connectors:</b> LISC Houston, Boys and Girls Club, Hope House Houston, Big Brothers Big Sisters, MBK, NBUF, TMF, SHAPE Community Center, NEHRC, PVAMU 4-H &amp; Youth Development, BUFT, D.A.R.E. PLUS, BakerRipley, FW SNC, FW GO</p>	<p>Organize, Implement Assist Assist, Implement</p>	<p> <b>Goal 1:</b> Action 4, 4.2, 4.3</p>

# ECONOMY and JOBS

## Introduction

Growing local employment and job training, sparking new economic development, while also supporting and expanding local businesses and resources, will strengthen the local economy and increase opportunities for families.

In 2017, there were nearly 5,000 non-federal jobs in Kashmere Gardens and over 7,000 non-federal workers, or approximately seven jobs for every ten workers. The data indicates that many people travel outside of the neighborhood for work. Anchors such as Lyndon B. Johnson Hospital and large area industries could be catalysts for new job growth within the boundaries of the neighborhood.

Kashmere Gardens is underserved by retail establishments and other services and amenities, including grocery stores and financial institutions. Identifying strategies and incentives, such as those related to Opportunity Zones, to increase economic development that builds on community assets will lead to a more resilient local economy.

## Economy and Jobs Goals

The four goals for economy and jobs were developed from existing plans as well as a series of public meetings. The goals focus on expanding economic

development and commercial businesses in the community, increasing employment and workforce development opportunities, bolstering the local economy by supporting small businesses, and providing financial literacy programs. The goals are summarized here and provided in more detail on the following pages. The economy and jobs goals are:

## Vibrant Commercial Development

Between 2000 and 2018, the population of Kashmere Gardens declined by 18%, a drop from 23,695 to 19,333 people. Yet, even historically, the neighborhood has not been well-served by major retail and other amenities. The projects identified by community members include attracting a new affordable grocery store and bank or financial institution and advocating for new retail and commercial development. Success is dependent on the construction of new housing to counter population loss as well as investment in flood mitigation and other infrastructure to provide additional security for investments.

## Expanded Employment Opportunities

Beyond sparking new economic development, it is critical that community members, including youth, have the skills necessary to get work experience and secure well-paying jobs in growing sectors of the economy. This goal will be achieved by



Fiesta Mart on Lockwood Drive

- 
- 7** Non-federal jobs in Kashmere Gardens for every 10 non-federal workers in 2017
  - 18** Non-federal jobs in Houston for every 10 non-federal workers in 2017
- 

Data Source: 2017 LEHD

**A complete community is a thriving community** with small business resources, locally available shopping, financial services, and job opportunities

connecting youth and other job seekers to workforce development and internship programs across the city and also advocating for community benefit agreements for publicly supported projects in the neighborhood.

### Resilient Local Economy

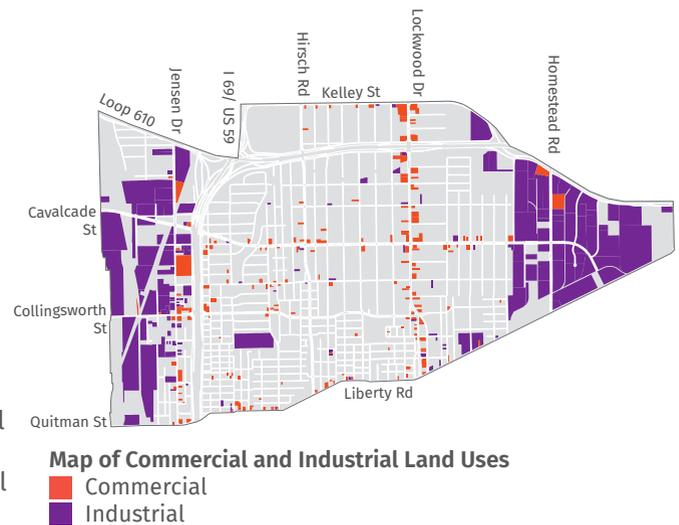
In 2017, 11% of all jobs in Kashmere Gardens were at businesses with fewer than 20 employees. In Houston overall, 12% of jobs were at small firms. Local businesses are important economic engines, providing opportunities for people to shop close to home and income for business owners and employees. Providing workshops and training to small business owners and entrepreneurs, establishing a business incubator or accelerator, and creating a local business network will increase job opportunities and help to build a more resilient local economy. Locally owned small businesses promote economic and community development and increase family income and wealth.

### Financially Confident Community

Financial literacy is the ability to effectively use various financial skills, including managing personal finances and budgeting. These skills are particularly important for those with fewer economic resources. Bringing financial literacy programs to the Kashmere Gardens Multi-Service Center and area schools will ensure that residents of all ages have access to these important tools. Workshops and classes should include credit counseling, loan information, financial success counseling, and other services.

### Early Successes

The City of Houston's Office of Business Opportunity is developing a satellite program to offer the services of the Solutions Center in each Complete Community. Programs include business development resources, legal counseling, minority and women-owned business certification workshops, and information on Hire Houston First policies.



# 2 ECONOMY and JOBS

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
2.1 Vibrant Commercial Development	<p><b>2.1.1 Advocate for a new grocery store</b>  <i>ACTION STEPS:</i> Advocate for the development of either a co-operative grocery store owned by the community or a new location of a major grocery store chain offering healthy food at affordable prices. Identify sites outside of flood risk areas, financial incentives, and potential developers.</p>	
	<p><b>2.1.2 Expand neighborhood retail, restaurant, entertainment, and shopping destinations</b>  <i>ACTION STEPS:</i> Identify financial tools and incentives, including those related to opportunity zones, to attract new businesses including retail spaces, a pharmacy, restaurants, entertainment, and a coffee shop or internet café. Prioritize and promote pedestrian-friendly commercial development along major corridors, such as Lockwood Dr and Liberty Rd.</p>	
	<p><b>2.1.3 Advocate for the development of a bank or credit union in the neighborhood</b>  <i>ACTION STEPS:</i> Identify strategies and incentives to attract a full-service bank or credit union to the neighborhood that provides affordable financial services and support for area residents and businesses.</p>	
<p><b>PLAN:</b>  </p>		
2.2 Expanded Employment Opportunities	<p><b>2.2.1 Connect youth to jobs</b>  <i>ACTION STEPS:</i> Create an outreach campaign to connect students and youth to internships and employment opportunities, both locally and city-wide. Expand earn and learn programs throughout the neighborhood, target programs to teen parents.</p>	
	<p><b>2.2.2 Connect residents to workforce development programs</b>  <i>ACTION STEPS:</i> Connect residents to job and skills training programs, including vocational and career development (i.e. welding, pipe fitting, construction, nursing, HVAC, auto mechanics, beauty/barber, etc.). Provide childcare for participants.</p>	
	<p><b>2.2.3 Advocate for community benefits agreements and local hiring</b>  <i>ACTION STEPS:</i> Advocate for community benefits agreements that include local hiring requirements for all new developments receiving public support. Encourage existing businesses to hire local, pay a living wage, and be active partners in community change.</p>	
<p><b>PLAN:</b>  </p>		

**PLAN Legend:**

-  Complete Communities
-  Healthy Living Matters
-  HCD Consolidated Plan
-  HPARD Master Plan (2015)
-  Vision Zero
-  CoH CIP 2019-2023
-  Houston Bike Plan (2017)
-  Livable Centers Study
-  Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Medium (3 - 5 yrs)	<p><b>2</b> New commercial businesses will open by 2025</p>	<p><b>Community:</b> NST  <b>City:</b> MOED  <b>Community Connectors:</b> HCP1, Harris County Healthy Food Financing Initiative, TFT, Area Real Estate Developers, NHRC, FWSNC</p>	<p>Advocate  Advocate, Assist  Advocate, Assist</p>	 <b>Goal 6:</b> Action 19
Medium (3 - 5 yrs)		<p><b>Community:</b> NST  <b>City:</b> MOED, OBO  <b>Community Connectors:</b> IEDC, NHRC, FWSNC</p>	<p>Organize, Advocate  Assist, Implement  Advocate, Assist</p>	 <b>Goal 4:</b> Action 13, 13.2 13.4
Medium (3 - 5 yrs)	<p><b>25</b> Community members are connected to workforce development programs by 2025</p>	<p><b>Community:</b> NST  <b>City:</b> MOED  <b>Community Connector:</b> NHRC</p>	<p>Advocate  Assist, Advocate  Assist</p>	 <b>Goal 2:</b> Action 5, 5.1, 5.2, 5.3
Short (0 - 2 yrs)		<p><b>Community:</b> NST  <b>City:</b> MOE Hire Houston Youth Program  <b>Community Connectors:</b> SER Jobs, YBP, Barbara Jordan Career Center, BUFT, HCC Northline, Kashmere HS, WHS, OAFNP</p>	<p>Organize, Outreach  Organize, Outreach,  Assist, Implement  Assist, Implement</p>	 <b>Goal 2:</b> Action 7, 7.1, 7.4
Short (0 - 2 yrs)	<p><b>Community:</b> NST  <b>City:</b> OBO  <b>Community Connectors:</b> Workforce Solutions, SJ, LISC Financial Opportunity Center, HCC, NHRC, AARP, BUFT, FW CRC, Capital Idea</p>	<p>Organize, Outreach  Organize, Outreach,  Assist, Implement  Outreach, Assist,  Implement</p>	 <b>Goal 2:</b> Action 7, 7.3, 7.4  <b>Goal 14:</b> Action 46, 46.1, 46.2	
Short (0 - 2 yrs)	<p><b>Community:</b> NST  <b>City:</b> MOED, OBO  <b>Community Connectors:</b> NHRC, FWSNC, FWCC, HCEDD</p>	<p>Organize, Advocate  Assist  Advocate, Assist</p>	 <b>Goal 2:</b> Action 5, 5.4	

# 2 ECONOMY and JOBS

## GOAL

## PROJECTS/PROGRAMS/POLICIES

## PRIORITY

### 2.3 Resilient Local Economy

#### 2.3.1 Provide workshops to support area small businesses and entrepreneurs

*ACTION STEPS:* Develop bilingual outreach materials and provide regular satellite workshops at the Kashmere Gardens Multi-Service Center focused on connecting entrepreneurs and small business owners to resources, including technical assistance, legal counseling, minority and women-owned business certification processes, and Hire Houston First policies.



#### 2.3.2 Establish a business incubator, accelerator, or co-op space

*ACTION STEPS:* Advocate for the development of a business incubator to support area businesses, encourage the development of local co-operatives, particularly those focused on farming and food, and expand entrepreneurship and job opportunities. Identify potential funding sources, resources, incentives, sites or vacant commercial spaces, and partners.



#### 2.3.3 Create a local business network

*ACTION STEPS:* Outreach and engage local businesses and entrepreneurs in the development of a local business network with a marketing and communications strategy.



#### PLAN:



### 2.4 Financially Confident Community

#### 2.4.1 Provide financial literacy courses for youth, adults, and seniors

*ACTION STEPS:* Bring financial literacy programs to the Kashmere Multi-Service Center and area schools to provide credit counseling, loan information, financial success counseling, and other services to residents of all ages.



#### PLAN:



#### PLAN Legend:

● Complete Communities  
● CoH CIP 2019-2023

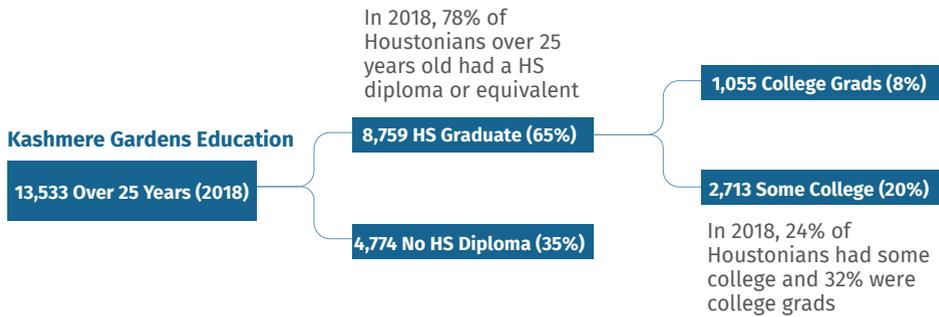
● Healthy Living Matters  
● Houston Bike Plan (2017)

● HCD Consolidated Plan  
● Livable Centers Study

● HPARD Master Plan (2015)  
● Climate Action Plan  
● Vision Zero



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
<b>Short</b> (0 - 2 yrs)	<b>10%</b> Increase in small business loans by 2025 (In 2017, there were \$11.2 million in small business loans)	<b>Community:</b> NST <b>City:</b> MOED, OBO <b>Community Connectors:</b> Area Businesses and Entrepreneurs, FWCC	Outreach, Advocate Outreach, Implement Outreach, Assist	 <b>Goal 1:</b> Action 3 <b>Goal 2:</b> Action 6, 6.1 <b>Goal 12:</b> Action 40
<b>Medium</b> (3 - 5 yrs)	<b>10%</b> Increase in small business loans by 2025 (In 2017, there were \$11.2 million in small business loans)	<b>Community:</b> NST <b>City:</b> MOED <b>Community Connectors:</b> Area Businesses and Entrepreneurs, NHRC, BUFT, LBJF, Area Schools	Organize, Advocate Assist Assist, Advocate, Implement	 <b>Goal 2:</b> Action 6, 6.2, 6.3, 6.4 <b>Goal 14:</b> Action 46, 46.1, 46.2
<b>Short</b> (0 - 2 yrs)	<b>10%</b> Increase in small business loans by 2025 (In 2017, there were \$11.2 million in small business loans)	<b>Community:</b> NST <b>City:</b> MOED <b>Community Connectors:</b> HCP1, Harris County Healthy Food Financing Initiative, TFT, Area Real Estate Developers, NHRC, FWSNC	Organize, Assist Assist Assist, Implement	 <b>Goal 2:</b> Action 6.1, 6.2, 6.3 <b>Goal 5:</b> Action 14.2
<b>Short</b> (0 - 2 yrs)	<b>1</b> Financial Literacy program will be available by 2025	<b>Community:</b> NST <b>City:</b> HHD, HPL, HFEC <b>Community Connectors:</b> COBP, Gen Z Financial Fitness, BUFT, HCC, Kashmere High School, FWCC	Outreach, Advocate Outreach, Organize, Assist, Implement Outreach, Assist, Implement	 <b>Goal 2:</b> Action 5, 5.3



# EDUCATION

## Introduction

High quality educational opportunities that are available to people of all ages are a core component of a complete community.

Kashmere Gardens is within the Houston Independent School District (HISD). The neighborhood is home to six public schools: Isaacs Elementary School, Ross Elementary School, Kashmere Gardens Elementary School, Fleming Middle School, Francis Scott Key Middle School, and Kashmere Gardens High School. The Barbara Jordan Career Center is also located in the community. In addition, there is one parochial school, St Francis of Assisi, and two charter schools, YES Prep Northside and Victory Preparatory Academy in the neighborhood.

In 2018, 65% of Kashmere Gardens residents over the age of 25 years had a high school diploma or equivalent, lower than the 78% in Houston overall. In the same year, only 8% of Kashmere Gardens residents had completed college, compared to 32% in Houston.

## Education Goals

The four education goals focus on ensuring students have the resources to thrive, encouraging lifelong learning, spanning the digital divide, and creating safe, inclusive, and open schools. The goals are summarized here and provided in more detail on the following pages. The education goals are:

## Thriving Students

Ensuring that students have access to the programming, resources, and support necessary to succeed is a key component of a complete community. In 2018-2019, the Texas Education Agency identified that 75% of Kashmere High School students were at-risk of dropping out of school. In the same academic year, 65% of all high school students in HISD were identified as at-risk of dropping out. At Kashmere High School 73% of students are enrolled in career or technical programs, much higher than the 21% in HISD.

To support students, area schools should increase vocational and STEAM curriculum, strengthen and expand existing magnet programs, promote wraparound services, and improve and increase school-based computer labs. In addition, expanding out of school enrichment programs, connecting students to tutors and mentors, and raising funds to support scholarships for area students are important projects to ensure students have the tools to succeed. When students are provided with the programming, resources, and community support that they need, the community as a whole will benefit. The objective is to increase the four-year graduation rate at Kashmere High School from 67% in 2018-2019 to 75% by 2025.

## Lifelong Learning

Access to educational programs and learning tools for people of all ages is critical for a complete community. Connecting residents to existing adult education

**67%** Four-year graduation rate at Kashmere High School in 2018-2019

**17%** Of the 2018 Kashmere High School graduates were college ready

**81%** Four-year graduation rate in the Houston Independent School District in 2018-2019

**39%** Of the 2018 HISD high school graduates were college ready

Data Source: Texas Education Agency, 2018-2019 Data

Data Source: Texas Education Agency, 2018-2019 Data

**A complete community is a learning community** with high quality schools, adult education, and engaged parents

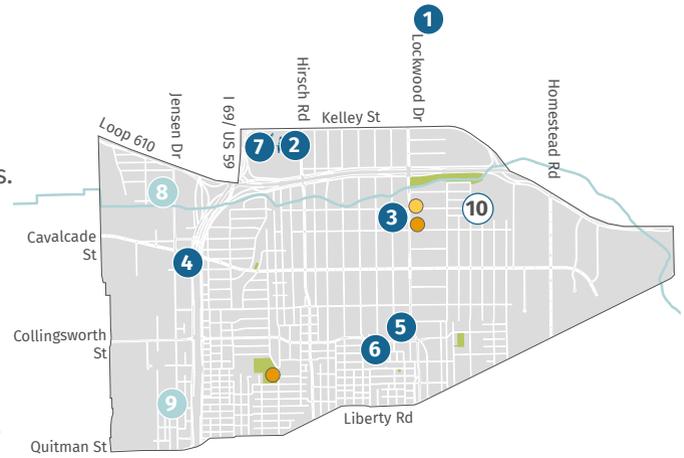
classes such as high school equivalency programs, language classes, and other academic and trade-based education opportunities, while also expanding programs available in the community will ensure everyone has access to lifelong learning opportunities. A key component to the success of these projects is providing childcare for parents enrolled in courses. The objective is to increase the percent of residents over the age of 25 who have a high school diploma or equivalent to 70% by 2025.

### Span the Digital Divide

In 2018, only 55% of households in Kashmere Gardens had an Internet connection, compared to 80% in Houston overall. The COVID-19 pandemic has made access to the Internet and technology more important than ever, particularly for students engaged in online learning. As a result, the projects are to expand public wi-fi, including providing better access at area schools, community centers, parks, and libraries, and increasing access to high-quality and affordable Internet services. The objective is to increase the percent of households who have Internet access from 55% in 2018 to 70% by 2025.

### Safe, Inclusive, and Open Schools

Schools are at the center of many communities and are well-positioned to provide important resources for parents and students. Building strong partnerships between schools and communities is one key to student success. In Kashmere Gardens, this includes expanding participation in and support of the Kashmere Feeder Pattern Community Council, increasing parent involvement and engagement at area schools, and advocating for joint-use schools. Joint-use schools could also increase access to educational services and enrichment programs, including providing classes in languages, trades, crafts, and arts. The objective is to have active parent-teacher organizations at all area schools by 2025.



### Map of Area Schools

#### Public Schools

- 1 Kashmere High School
- 2 Key Middle School
- 3 Kashmere Gardens Elementary School
- 4 Ross Elementary School
- 5 Isaacs Elementary School
- 6 Fleming Middle School
- 7 Barbara Jordan Career Center

#### Charter Schools

- 8 YES Prep Northside
- 9 Victory Preparatory K-8 Academy

#### Parochial Schools

- 10 Saint Francis of Assisi
- McCrane-Kashmere Gardens Library (closed)
- Community Centers



# 3 EDUCATION

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
3.1 Thriving Students	<b>3.1.1 Expand and promote vocational and STEAM (science, technology, arts, and math) curriculum at area schools</b> <i>ACTION STEPS:</i> Provide vocational training and STEAM (science, technology, arts, and math) programs in area schools.	
	<b>3.1.2 Expand after school and summer enrichment programs</b> <i>ACTION STEPS:</i> Expand after school and summer enrichment programs at existing facilities. Provide courses in the arts, technology, music, business, cooking, tutoring, college prep, financial literacy, and other life skills.	
	<b>3.1.3 Establish computer labs in all community schools</b> <i>ACTION STEPS:</i> Establish adequately equipped computer labs in all area schools to connect every student to necessary technological tools.	
	<b>3.1.4 Fund and promote student scholarships</b> <i>ACTION STEPS:</i> Raise funds to provide school support and college scholarships for area students through community partnerships. Promote available scholarship opportunities.	
	<b>3.1.5 Strengthen and expand magnet programs in Kashmere Gardens</b> <i>ACTION STEPS:</i> Expand magnet programs at area schools, including strengthening the existing programs at Kashmere and Ross Elementary Schools, Key and Fleming Middle Schools, and Kashmere High School.	
	<b>3.1.6 Expand and promote wraparound services available at Kashmere Gardens schools</b> <i>ACTION STEPS:</i> Expand and promote HISD’s “Every Community Every School” wraparound services at all area schools (Kashmere HS currently has wraparound services) to ensure parents and students are connected to important resources and services.	
	<b>3.1.7 Connect students to tutors and mentors</b> <i>ACTION STEPS:</i> Expand access to, and knowledge of, mentorship and tutoring programs available to area students. Develop partnerships between schools and alumni, parents, local businesses, churches, and other community organizations to identify potential tutors and mentors.	

**PLAN:**



- PLAN Legend:**
-  Complete Communities
  -  Healthy Living Matters
  -  HCD Consolidated Plan
  -  HPARD Master Plan (2015)
  -  Vision Zero
  -  CoH CIP 2019-2023
  -  Houston Bike Plan (2017)
  -  Livable Centers Study
  -  Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	<p><b>75%</b> Four-year graduation rate by 2025 (In 2018-2019 the four-year graduation rate at Kashmere High School was 67%, compared to 81% in HISD overall)</p>	<b>Community:</b> KFPCC, WHS Alumni <b>City:</b> MOE, HPL <b>Community Connectors:</b> HISD, HCC	Organize, Advocate Assist Assist, Implement	<b>Goal 2:</b> Action 7, 7.2 <b>Goal 5:</b> Action 14, 15
Short (0 - 2 yrs)		<b>Community:</b> NST <b>City:</b> MOE, HPL <b>Community Connectors:</b> HCCASE, ACH, NEO, Boys and Girls Club, Hope House Houston, TMF, APC, BUFT, KEW Learning Academy, UBI	Organize, Advocate Assist, Implement Assist, Implement	<b>Goal 2:</b> Action 7, 7.1, 7.2, 7.3, 7.4 <b>Goal 5:</b> Action 14, 15 <b>Goal 6:</b> Action 19
Short (0 - 2 yrs)		<b>Community:</b> KFPCC <b>City:</b> MOE <b>Community Connectors:</b> HISD, Comp-U-Dopt, Area Businesses	Advocate Assist Implement	<b>Goal 2:</b> Action 7, 7.1, 7.2, 7.3, 7.4
Short (0 - 2 yrs)		<b>Community:</b> KFPCC <b>City:</b> MOE <b>Community Connectors:</b> Union Pacific, Area Businesses, Project GRAD, Workforce Solutions	Outreach, Advocate Assist Assist, Implement	<b>Goal 2:</b> Action 7, 7.1, 7.3, 7.4
Medium (3 - 5 yrs)		<b>Community:</b> KFPCC <b>City:</b> MOE <b>Community Connector:</b> HISD	Advocate Advocate, Assist Assist, Implement	<b>Goal 2:</b> Action 7, 7.1, 7.2, 7.3, 7.4 <b>Goal 5:</b> Action 14, 15
Short (0 - 2 yrs)		<b>Community:</b> KFPCC <b>City:</b> MOE, HHD <b>Community Connectors:</b> HISD	Outreach, Advocate Assist Assist, Implement	<b>Goal 2:</b> Action 7, 7.1, 7.3, 7.4 <b>Goal 3:</b> Action 10, 10.2, 10.3, 11, 11.2 <b>Goal 5:</b> Action 14 <b>Goal 6:</b> Action 19
Short (0 - 2 yrs)		<b>Community:</b> KFPCC, WHS Alumni <b>City:</b> MOE, HPL <b>Community Connectors:</b> Greater Houston Mentoring Alliance, Area Businesses, Churches, Civic Organizations, and Non-Profit Organizations	Outreach, Advocate Advocate, Assist, Implement Assist, Implement	<b>Goal 2:</b> Action 7, 7.1, 7.3, 7.4

# 3 EDUCATION

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
3.2 Lifelong Learning	<b>3.2.1 Connect residents to adult education opportunities</b> <i>ACTION STEPS:</i> Connect residents to existing high school equivalency programs, language classes, and other academic and trade-based education opportunities. Expand the adult education programs available locally. Provide childcare for parents seeking to take advantage of these opportunities.	
	<b>PLAN:</b> 	
3.3 Span the Digital Divide	<b>3.3.1 Improve the quality of Internet services and providers</b> <i>ACTION STEPS:</i> Expand public wi-fi, including better access at area schools, community centers, additional towers, and high-speed fiberoptic cable. Improve access to high-quality and affordable internet.	
	<b>PLAN:</b> 	
3.4 Safe, Inclusive, and Open Schools	<b>3.4.1 Expand and support the Kashmere Feeder Pattern Community Council</b> <i>ACTION STEPS:</i> Strengthen partnerships between parents, teachers, administrators, alumni, area businesses, and community leaders by supporting and expanding participation in the Kashmere Feeder Pattern Community Council.	
	<b>3.4.2 Expand parent engagement, leadership, and advocacy</b> <i>ACTION STEPS:</i> Develop an outreach campaign to expand parent engagement at area schools, including increasing participation in PTA/PTOs, and to improve parent’s capacity to be their child’s education advocate; Provide support for existing PTO groups in area schools.	
	<b>3.4.3 Advocate for joint-use schools</b> <i>ACTION STEPS:</i> Open area schools for community uses during out of school hours, using facilities to provide educational services and enrichment programs such as classes in language, trades, crafts and arts, exercise and dance.	
	<b>PLAN:</b> 	

**PLAN Legend:**

- Complete Communities
- Healthy Living Matters
- HCD Consolidated Plan
- HPARD Master Plan (2015)
- Vision Zero
- CoH CIP 2019-2023
- Houston Bike Plan (2017)
- Livable Centers Study
- Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	<p><b>70%</b></p> <p>Of residents over the age of 25 will have a HS Diploma or equivalent by 2025</p>	<p><b>Community:</b> NST  <b>City:</b> HPL, MOE  <b>Community Connectors:</b> Kashmere MSC, SER Jobs, HFEC, HCC, Capital IDEA</p>	<p>Outreach, Advocate            Assist, Implement            Assist, Implement</p>	<p> <b>Goal 2:</b> Action 5, 5.1, 5.2, 5.3, 6, 6.1, 7, 7.1, 7.3, 7.4   <b>Goal 3:</b> Action 10, 10.2   <b>Goal 6:</b> Action 19</p>
Short (0 - 2 yrs)	<p><b>70%</b></p> <p>Of households will have Internet access by 2025</p>	<p><b>Community:</b> NST  <b>City:</b> MOE  <b>Community Connectors:</b> Internet Providers, HISD</p>	<p>Advocate            Advocate            Assist, Implement</p>	<p> <b>Goal 2:</b> Action 7, 7.1, 7.2, 7.3, 7.4   <b>Goal 12:</b> Action 40.1, 40.3</p>
Short (0 - 2 yrs)	<p><b>6</b></p> <p>Area schools will have active PTA/PTOs by 2025</p>	<p><b>Community:</b> KFPC  <b>City:</b> MOE  <b>Community Connectors:</b> Area Schools, Businesses, and Civic Organizations</p>	<p>Outreach, Advocate            Assist            Assist</p>	<p> <b>Goal 1:</b> Action 4, 4.3   <b>Goal 12:</b> Action 40, 40.1, 40.2, 40.3</p>
Short (0 - 2 yrs)	<p><b>6</b></p> <p>Area schools will have active PTA/PTOs by 2025</p>	<p><b>Community:</b> KFPC  <b>City:</b> MOE  <b>Community Connector:</b> HISD</p>	<p>Outreach, Organize            Assist            Assist</p>	<p> <b>Goal 1:</b> Action 4, 4.3   <b>Goal 12:</b> Action 40, 40.1, 40.2, 40.3</p>
Medium (3 - 5 yrs)	<p><b>6</b></p> <p>Area schools will have active PTA/PTOs by 2025</p>	<p><b>Community:</b> NST, KFPC  <b>City:</b> MOE  <b>Community Connector:</b> HISD</p>	<p>Advocate            Assist            Assist, Implement</p>	<p> <b>Goal 2:</b> Action 7, 7.1, 7.3, 7.4</p>

# FLOOD RESILIENCE

## Introduction

Hurricane Harvey unleashed a rainfall and flooding event that at the time of this writing is unparalleled in the continental U.S. As the rain fell, creeks and bayous across the City of Houston reached capacity, overflowing the banks, flooding more than 150,000 homes. In Kashmere Gardens, Hunting Bayou topped its bank in the early morning hours of Sunday August 27, 2017, and remained over the top of its bank for the next two days. Thousands of homes in the neighborhood flooded as a result of the storm.

Flood risks in Kashmere Gardens are significant, nearly all properties are within a mapped floodplain. One of the largest challenges is the rail yards, which act as levees blocking flood waters from flowing south and east out of the neighborhood. The obstruction created by the rail yards is clearly visible in the sharp boundary of the floodplain between the west and east and north and south. Project Hunting, a \$165 million flood damage reduction project currently in progress, is expected to significantly reduce the depth of flooding and remove 5,000 structures from the 100-year floodplain.

Harvey was not the first rainfall event to flood the neighborhood and the severity of storms is expected to increase in the future. As a result, strengthening

the resilience of families, housing, and communities is increasingly critical.

## Flood Resilience Goals

The two flood resilience goals were primarily developed at a special public meeting on this topic. The goals focus on ensuring that the community is prepared in the case of an emergency or disaster and improving infrastructure to minimize future flooding. The goals are summarized here and provided in more detail on the following pages. The flood resilience goals are:

## Prepared and Resilient Community

Kashmere Gardens is home to many vulnerable residents. In 2018, 14% of the population was over 65 years, as compared to 10% in Houston. In addition, 56% of these seniors reported a disability. Further, 29% of area families had incomes below the federal poverty level and 16% of households did not have a car. Developing strategies to ensure that community members are prepared for a disaster and have the resources to recover are key to a complete community.

Proactively planning for disasters, developing an emergency preparation and evacuation plan, establishing a neighborhood resilience hub and safe parking sites, advocating for a mesh messaging



Homestead Road Flooding, Photo by Keith Downey

**A complete community is a resilient community** that works together to proactively prepare for, react to, and recover from a disaster

network, and training Community Emergency Response Teams (CERT) are community-identified projects that will lead to greater resilience.

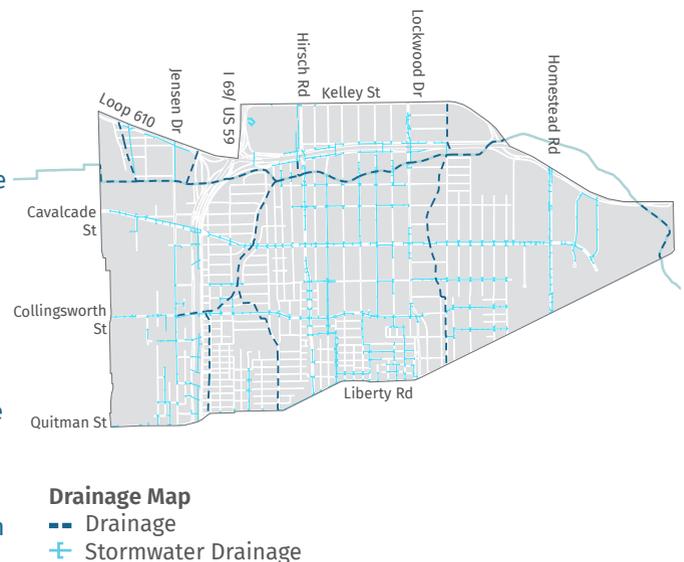
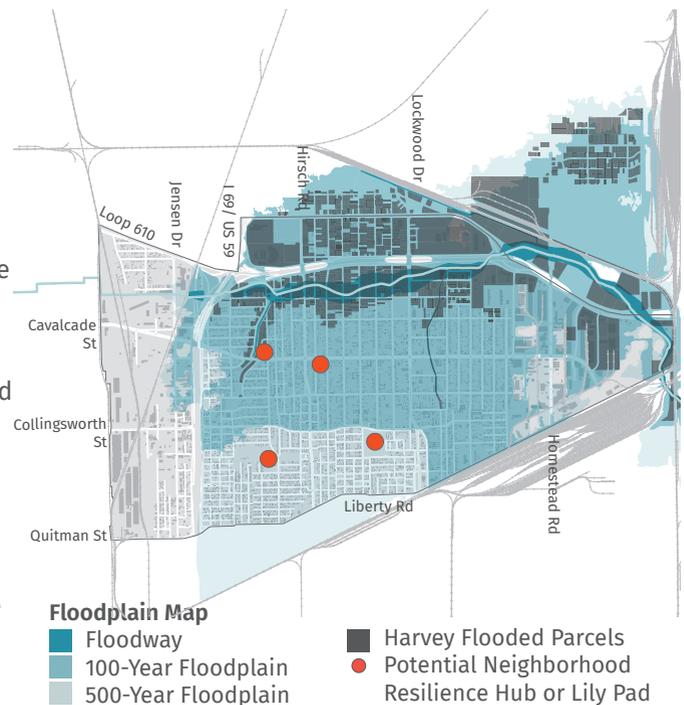
### Build Flood Resilience

Kashmere Gardens households are extremely vulnerable to flooding. Nearly 3,700 homes are estimated to have flooded during Hurricane Harvey in 2017, 44% of all area homes. Improving flood resilience in the community is a high priority for Kashmere Gardens stakeholders. To achieve this goal, projects focus on ensuring high quality drainage systems, including additional storm drains and well-maintained ditches and tributaries, and advocating for policies that promote green stormwater infrastructure. In addition, the development of a community coalition and outreach campaign to encourage residents to keep ditches clean and participate in the Adopt-A-Ditch program is critical to minimizing flooding and improving resilience. Success will be measured by the development of an outreach campaign to encourage community members and organizations to “Adopt-a-Ditch.”

### Early Successes

Harris County Flood Control District is currently completing Project Hunting, a \$165 million flood damage reduction project, that is expected to significantly reduce the depth of flooding along Hunting Bayou and remove 5,000 structures from the 100-year floodplain.

Houston Public Works is conducting drainage studies throughout the City, including in Kashmere Gardens. The studies focus on areas where flooding threatens homes, storm sewers need improvement, and channels, bayous, and land create unique challenges for local flooding. The studies will both assess existing conditions and develop alternatives for improvements. The City is requesting funding through the Texas General Land Office’s Community Development Block Grant Mitigation program for the proposed projects.



# 4 FLOOD RESILIENCE

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
4.1 Prepared and Resilient Community	<p><b>4.1.1 Proactively prepare for disasters</b>  <i>ACTION STEPS:</i> Identify area organizations prior to a disaster or event to provide emergency services, shelter, resources, support, and recovery following a disaster, including non-profit partners and home repair organizations.</p>	●
	<p><b>4.1.2 Create an Emergency Preparation and Evacuation Plan</b>  <i>ACTION STEPS:</i> Develop a local evacuation plan and storm preparation program that addresses the needs of all age groups, languages, and abilities, particularly the most vulnerable residents. Develop an outreach campaign to encourage residents to sign up for available emergency flood warning alert systems, the State of Texas Emergency Assistance Registry (STEAR) for evacuation assistance, and other emergency preparedness systems.</p>	●
	<p><b>4.1.3 Establish a Neighborhood Resilience Hub</b>  <i>ACTION STEPS:</i> Designate a Neighborhood Resilience Hub or Lily Pad site to provide shelter and services in the case of an emergency. Potential sites include Harris County Annex (3815 Cavalcade St), Tuffly Community Center, Fleming Middle School, Kashmere Gardens Missionary Baptist Church.</p>	◐
	<p><b>4.1.4 Create local CERT Teams (Community Emergency Response Teams)</b>  <i>ACTION STEPS:</i> Provide Community Emergency Response Team (CERT) training to area civic leaders and others. Designate a local Community Emergency Coordinator as a central point of contact before, during, and after a disaster.</p>	◐
	<p><b>4.1.5 Identify high and dry parking locations</b>  <i>ACTION STEPS:</i> Designate locations for vehicle parking in advance of flood events.</p>	◐
	<p><b>4.1.6 Establish a local emergency messaging mesh network</b>  <i>ACTION STEPS:</i> Create a digital support network, for example the Go Tenna mesh network, that can be activated during an emergency to provide continuous messaging and communication within the community.</p>	○

**PLAN:**  
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**PLAN Legend:**  
 ● Complete Communities    ● CoH CIP 2019-2023    ● Healthy Living Matters    ● HCD Consolidated Plan    ● HPARD Master Plan (2015)    ● Vision Zero  
 ● Houston Bike Plan (2017)    ● Livable Centers Study    ● Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)		<b>Community:</b> NST <b>City:</b> OEM <b>Community Connectors:</b> HNRC, WSR, Texas A&M AES, NAACP, BUFT, FW SNC	Organize, Advocate Assist, Implement Advocate, Assist, Implement	 <b>Goal 1:</b> Action 1, 1.1, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 4, 4.3  <b>Goal 18:</b> Action 58, 58.5, 58.6, 58.7
Short (0 - 2 yrs)		<b>Community:</b> NST <b>City:</b> MOPSHS, DON, MOR, OEM <b>Community Connectors:</b> HCFC, STEAR	Outreach, Organize, Advocate Assist, Implement Assist	 <b>Goal 1:</b> Action 1, 1.1, 1.3, 1.4, 4, 4.3  <b>Goal 12:</b> Action 40, 40.2, 40.3  <b>Goal 18:</b> Action 58, 58.5, 58.6, 58.7
Short (0 - 2 yrs)	<b>1</b> Neighborhood Resilience Hub established by 2025	<b>Community:</b> NST <b>City:</b> MOR, OEM, HPARD <b>Community Connectors:</b> HCP1, HISD, Kashmere Gardens Missionary Baptist Church, Greater True Vine Church, Phoenix Outreach Community Center	Advocate Organize, Implement Assist	 <b>Goal 6:</b> Action 17
Short (0 - 2 yrs)		<b>Community:</b> NST <b>City:</b> MOPSHS <b>Community Connectors:</b> Area Churches and Civic Organizations	Outreach, Organize Implement Assist	 <b>Goal 1:</b> Action 1, 1.2
Short (0 - 2 yrs)		<b>Community:</b> NST <b>City:</b> OEM, MOR <b>Community Connectors:</b> Area Churches and Civic Organizations	Organize, Advocate Implement Assist	 <b>Goal 6:</b> Action 17
Long (5 + yrs)		<b>Community:</b> NST <b>City:</b> MOR, HPD, HFD <b>Community Connectors:</b> LBJ Hospital, Area Churches and Civic Organizations, FW CRC	Advocate Organize, Advocate Assist	

# 4 FLOOD RESILIENCE

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
	<p><b>4.2.1 Improve city storm drain systems</b>  <i>ACTION STEPS:</i> Evaluate, prioritize, and improve city storm drainage systems across the neighborhood. Focus on Cavalcade St, Collingsworth St, Crane St, Dabney St, George St, Hirsch Rd, Homestead Rd, Legion St, Linn St, Lockwood Dr, Lufkin St, Minden St, Pardee St, Pickfair St, Rand St, Reid St, and Ryan St.</p>	●
	<p><b>4.2.2 Keep ditches and bayous free of debris</b>  <i>ACTION STEPS:</i> Create a community coalition and outreach campaign to encourage residents to keep ditches clean, participate in the Adopt-A-Ditch program, and report illegal dumping to 311.</p>	●
	<p><b>4.2.3 Community-wide ditch repair and maintenance program</b>  <i>ACTION STEPS:</i> Advocate for a community-wide ditch maintenance, regrading, and repair program.</p>	◐
<p><b>4.2 Build Flood Resilience</b></p>	<p><b>4.2.4 Develop incentives and policies to promote green stormwater infrastructure</b>  <i>ACTION STEPS:</i> Advocate for the implementation of green stormwater infrastructure policies, practices, and incentives developed in the 2019 Houston Incentives for Green Development Report for both private and public properties, including permeable pavement, native grasses, and small detention and retention areas.</p>	○

**PLAN:**  
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**PLAN Legend:**  
 ● Complete Communities    ● Healthy Living Matters    ● HCD Consolidated Plan    ● HPARD Master Plan (2015)    ● Vision Zero  
 ● CoH CIP 2019-2023    ● Houston Bike Plan (2017)    ● Livable Centers Study    ● Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	1 “Adopt-a-Ditch” outreach campaign developed by 2025	<b>Community:</b> NST <b>City:</b> MOR, HPW <b>Community Connector:</b> HCFCD	Organize, Advocate Assist, Implement Assist	 <b>Goal 8:</b> Action 25, 25.2, 25.3, 25.5, 25.7, 27, 27.1 to 27.3 <b>Goal 9:</b> Action 28, 28.1, 28.2, 29, 29.3 <b>Goal 10:</b> Action 33, 33.1, 33.2, 33.4 <b>Goal 11:</b> Action 38, 38.1 to 38.3
Short (0 - 2 yrs)		<b>Community:</b> NST <b>City:</b> SWD, HPW <b>Community Connectors:</b> HCFCD, BUFT, FW SNC	Organize, Implement Assist Assist	 <b>Goal 1:</b> Action 2, 2.4 <b>Goal 8:</b> Action 26, 26.1 to 26.3 <b>Goal 11:</b> Action 38, 38.3
Medium (3 - 5 yrs)		<b>Community:</b> NST <b>City:</b> HPW, District B	Advocate Advocate, Assist, Implement Assist	 <b>Goal 8:</b> Action 27, 27.1, 27.3 <b>Goal 11:</b> Action 38, 38.1 to 38.3
Long (5 + yrs)		<b>Community:</b> NST <b>City:</b> MOR, HPW <b>Community Connector:</b> HCFCD	Advocate Advocate Assist	 <b>Goal 1:</b> Action 2, 2.3, 2.5 <b>Goal 2:</b> Action 7, 7.3 <b>Goal 5:</b> Action 15 <b>Goal 8:</b> Action 25, 25.2, 25.3, 25.7, 26, 26.3, 27, 27.2 <b>Goal 9:</b> Action 28, 28.1, 28.2, 29, 29.2, 29.3 <b>Goal 10:</b> Action 32, 33, 33.1, 33.2, 33.3, 33.4 <b>Goal 11:</b> Action 34, 34.1, 34.2, 34.3, 35, 35.1, 36.1, 36.2, 36.3, 36.5, 36.7 <b>Goal 16:</b> Action 51, 51.1, 51.2, 51.3 <b>Goal 18:</b> Action 58, 58.1, 58.2, 58.3, 59, 59.3, 60

# HEALTH

## Introduction

A complete community is a healthy community. Kashmere Gardens has three health clinics and is home to Lyndon B. Johnson Hospital, operated by Harris Health. In 2018, only 69% of Kashmere Gardens residents had health insurance, much lower than the 77% in Houston overall. According to the Robert Wood Johnson Foundation the average life expectancy in the Kashmere Gardens Complete Community is 71 years, a full nine years shorter than in Harris County overall, where life expectancy is 80 years. Understanding the relationship between where people live and their health is increasingly necessary.

Recently, a cancer cluster was identified that impacts the Kashmere Gardens and Fifth Ward neighborhoods. The cancer cluster is suspected to be caused by the release of creosote adjacent to area rail lines which has over time seeped into the soil and spread throughout the communities.

## Health Goals

The three health goals focus on increasing access to healthy food and good nutrition, ensuring a clean and healthy environment for residents and their families, and improving access to affordable healthcare. The

goals are summarized here and provided in more detail on the following pages. The health goals are:

## Healthy Food

Ensuring that the “healthy choice is the easy choice” is the foundation of projects to expand access to healthy food in Kashmere Gardens. The projects include developing a healthy food network that strengthens partnerships between organizations growing and distributing fresh food and community members, providing cooking and nutrition classes, and increasing enrollment in food assistance programs.

## Healthy Environment

Industry and railroad infrastructure developed alongside housing and schools in Kashmere Gardens, and continues to be an integral part of the environment. The community is bound on the west and south by two sprawling railroad yards—the Settegast Yards and Englewood Yards. Recently, the environmental and health impact of living in close proximity to industry and rail yards has come more clearly into focus, with a toxic underground plume of creosote identified as the cause for a cancer cluster in the southern section of the neighborhood. As a result, a key project is to advocate for the comprehensive



71

Life expectancy in years of Kashmere Gardens residents in 2018

80

Life expectancy in years of Harris County residents in 2018

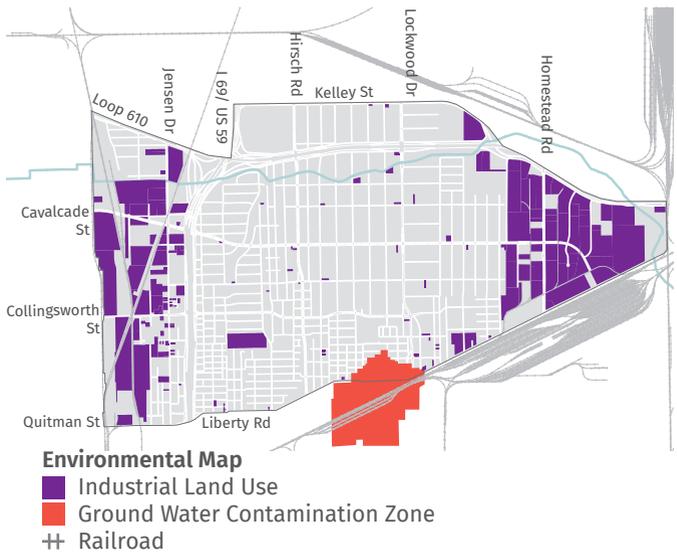
Data Source: U.S. Small-Area Life Expectancy Estimates Project (USALEEP) 2018, Robert Wood Johnson Foundation and Association for Public Health Statistics and Information Systems

**A complete community is a healthy community** free of environmental hazards, with access to fresh food and healthcare services

mitigation of the site to address soil contamination in the community and to implement longer term air, soil, and water quality monitoring.

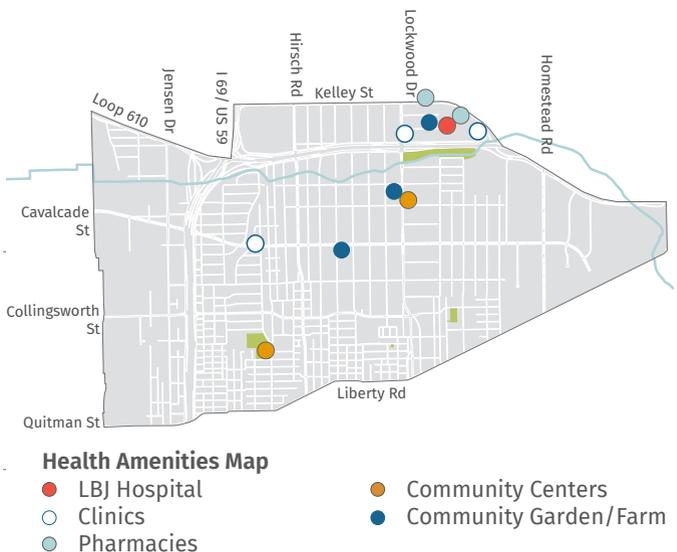
**Healthy Living**

Access to affordable and high quality healthcare is one key to a complete community. To achieve this goal a “Wellness District” should be explored adjacent to LBJ Hospital to provide urgent care facilities, clinics, doctors, optometrists, dentists, pharmacists, reproductive health, and mental health resources. In addition, developing and hosting community wellness events and health fairs will promote healthy and active living.



**Early Successes**

The Northeast Community Farmers Market recently celebrated its first anniversary. The market is a partnership between Urban Harvest and the Northeast Houston Redevelopment Council.



**69%** Of Kashmere Gardens residents had health insurance in 2018

**77%** Of Houston residents had health insurance in 2018

Data Source: 2018 ACS (5-yr)

# 5 HEALTH

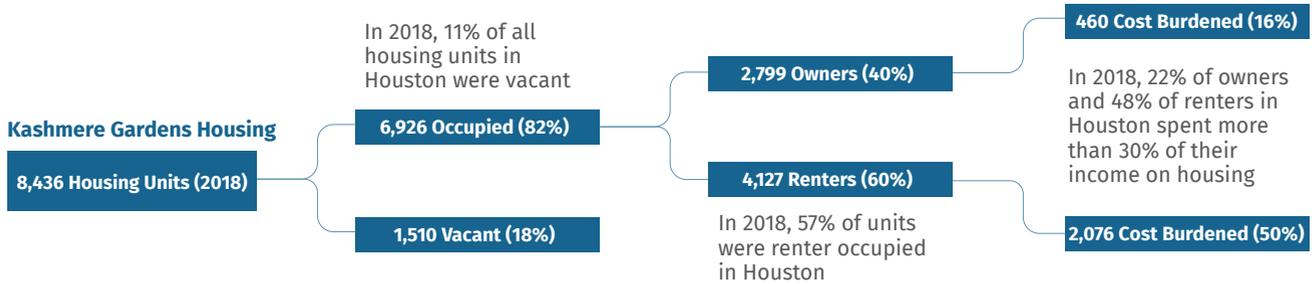
GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
	<p><b>5.1.1 Strengthen the healthy food network</b>  <i>ACTION STEPS:</i> Expand access to fresh, healthy foods by supporting the capacity, outreach, coordination, communication, and partnerships among the organizations growing and distributing fresh food, including schools and churches, farms, community gardens, and farmers markets. Join the Houston Food System Collaborative sponsored by the Houston Food Bank.</p>	
5.1 Healthy Food	<p><b>5.1.2 Provide cooking, nutrition, and healthy eating classes and programs</b>  <i>ACTION STEPS:</i> Create partnerships with area schools, farms, and other agencies to provide cooking, nutrition, and healthy eating classes at established community facilities; Advocate for the development of a community kitchen at the LBJ Farm.</p>	
	<p><b>5.1.3 Increase enrollment in food programs</b>  <i>ACTION STEPS:</i> Host open enrollment days for food stamps at established community facilities.</p>	
<p><b>PLAN:</b>  </p>		
5.2 Healthy Environment	<p><b>5.2.1 Ensure a clean and healthy environment</b>  <i>ACTION STEPS:</i> Advocate for action to address the cancer cluster and soil contamination in the community, including near Liberty Rd. Advocate for the monitoring of air, soil, and water quality adjacent to area industries, such as concrete batch plants and rail yards.</p>	
	<p><b>5.3.1 Improve access to health services</b>  <i>ACTION STEPS:</i> Advocate for and identify incentives and resources for the development of a “Wellness District” in the area surrounding LBJ Hospital, providing access to 24-hour urgent care facilities, as well as clinics, doctors, optometrists, dentists, pharmacists, reproductive health, and mental health resources.</p>	
<p><b>PLAN:</b>  </p>		
5.3 Healthy Living	<p><b>5.3.2 Host regular health fairs and wellness events</b>  <i>ACTION STEPS:</i> Address health disparities in the neighborhood, including health insurance enrollment, by advocating for regular health fairs and wellness events at the Kashmere Multi-Service Center. Distribute information about events to the community across multiple platforms.</p>	
	<p><b>PLAN:</b>  </p>	

**PLAN Legend:**

-  Complete Communities
-  Healthy Living Matters
-  HCD Consolidated Plan
-  HPARD Master Plan (2015)
-  Vision Zero
-  CoH CIP 2019-2023
-  Houston Bike Plan (2017)
-  Livable Centers Study
-  Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	<p><b>25%</b></p> <p>Growth in the number of people attending the weekly farmers market by 2025</p>	<p><b>Community:</b> NST  <b>City:</b> HDD  <b>Community Connectors:</b> Urban Harvest, Target Hunger, HFB, Kashmere MSC, LBJ Hospital, HFSC, HLM, HCP1, NHRC, Seeds of the Soil, So Fresh, So Green, BUFT Farm Stand program, AHA</p>	<p>Outreach, Organize            Assist            Assist, Implement</p>	 <b>Goal 6:</b> Action 19
Short (0 - 2 yrs)		<p><b>Community:</b> NST  <b>City:</b> HDD  <b>Community Connectors:</b> Area Schools, Urban Harvest, LBJ Farm, HLM, HCP1, BUFT, PVAMU Cooperative Extension Program, FW GO, AHA</p>	<p>Outreach, Organize, Advocate            Assist            Advocate, Assist, Implement</p>	 <b>Goal 6:</b> Action 19
Medium (3 - 5 yrs)	<p><b>1</b></p> <p>Comprehensive study will be completed for the cancer cluster site by 2025</p>	<p><b>Community:</b> NST  <b>City:</b> HDD  <b>Community Connectors:</b> Area Schools, Area Churches, Kashmere MSC, Urban Harvest, HFB</p>	<p>Outreach, Advocate            Assist, Implement            Organize, Implement</p>	 <b>Goal 6:</b> Action 19
Medium (3 - 5 yrs)		<p><b>Community:</b> NST  <b>City:</b> HDD  <b>Community Connectors:</b> Impact Fifth Ward, TCEQ, Air Alliance, Harris Health, MDA, Union Pacific, EPA/City of Houston Brownfield Program, BUFT, FW SNC</p>	<p>Advocate            Assist, Implement            Assist, Implement</p>	 <b>Goal 6:</b> Action 20, 20.1, 20.2, 20.3, 20.4, 20.5
Long (5 + yrs)	<p><b>75%</b></p> <p>Of residents will have health insurance coverage by 2025 (In 2018, 69% of residents had health insurance)</p>	<p><b>Community:</b> NST  <b>City:</b> MOED, HDD  <b>Community Connectors:</b> Harris Health, TMC, Legacy Clinic, Avenue 360, MDA, BCM, BakerRipley</p>	<p>Advocate            Advocate, Assist            Advocate, Assist, Implement</p>	 <b>Goal 3:</b> Action 10
Short (0 - 2 yrs)		<p><b>Community:</b> NST  <b>City:</b> HDD  <b>Community Connectors:</b> Legacy Clinic, Avenue 360, MDA, BCM, DAWN, HLM, TMC, Harris Health, LBJ Hospital</p>	<p>Outreach, Advocate            Assist, Implement            Assist, Implement</p>	 <b>Goal 3:</b> Action 10, 10.3



# HOUSING

## Introduction

High quality housing that meets the needs of people with a diversity of incomes and housing-related services that support residents are steps towards a complete community.

Kashmere Gardens households are facing a number of challenges related to housing. First, much of the existing housing stock is aging and in need of repair. Second, the rate of homeownership in the neighborhood is declining. Specifically, between 1980 and 2018, the percent of homeowners in the neighborhood dropped from 59% to 40%. Over this same time period there has also been an increase in the number of families renting a single family home and the number of households that are burdened with high housing costs.

## Housing Goals

The four housing goals focus on developing safe and affordable housing, repairing homes damaged by Hurricane Harvey, and ensuring long-term housing security for existing residents. The goals are summarized here and provided in more detail on the following pages. The housing goals are:



Kashmere Gardens Home

## Safe and High-Quality Affordable Housing

In 2018, 16% of homeowners and 50% of renters in Kashmere Gardens spent more than 30% of their income on housing. In addition, 72% of homeowners and 96% of renters who earned less than \$20,000 a year were burdened by high housing costs. Ensuring that there is adequate affordable housing for low- and middle-income residents in Kashmere Gardens is critical. The goal of safe and high-quality affordable housing will be achieved by planning for the future development of new housing in coordination with the City, County, and the Houston Land Bank and developing new single-family, multi-family, and supportive housing to meet the diverse needs of community households. This includes prioritizing the development of multi-family housing adjacent to transit, services, and community amenities as well as supportive housing for seniors and those struggling with homelessness, mental illness, or physical disabilities.

## Hurricane Harvey Housing Recovery

Families and residents of Kashmere Gardens are struggling to recover from the impacts of repeated flooding. During Hurricane Harvey, the neighborhood was one of the first to flood, and recovery has been a slow and halting process. As such, repairing Harvey-damaged homes remains a high priority nearly three years after the storm. Projects include advocating for increased funding, speed, and transparency in state and federal assistance programs serving Kashmere Gardens and expanding programs to provide funding for home elevation and foundation repair.

## Expanded Home Repair Programs

Beyond the damage done by Hurricane Harvey, much of the housing in Kashmere Gardens is aging and in need of repair. In 2018, there were over 850 senior headed households in Kashmere Gardens. Maintenance and repairs can become a burden for

**A complete community is an affordable community** with high quality housing that is safe, free from flood risks, well-maintained, and accessible to people with a diversity of needs and incomes

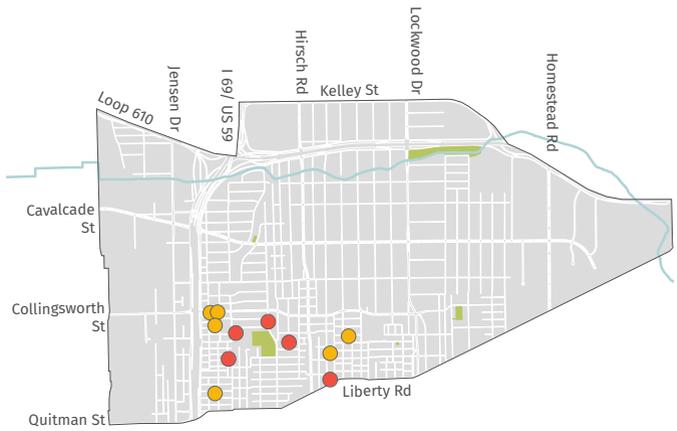
seniors who are often constrained by fixed incomes. Expanding the funding and capacity of the City of Houston’s home repair program as well as other non-profit home repair programs will ensure that additional households can be served, particularly seniors and other vulnerable families.

**Housing Security**

Homeownership is one of the most important factors in building generational wealth. In Kashmere Gardens, homeownership is declining and housing cost burdens are rising. Developing workshops to provide current homeowners with information on tax exemptions, wills, and mortgages and also offering homebuyer education classes will help to increase housing security and expand homeownership. In addition, connecting renters to resources and support, including rent and utility assistance, will improve housing stability. Finally, establishing a Kashmere Gardens Homestead Preservation District could preserve existing affordable housing and encourage public investment in the community. Success will be measured by stabilizing the rate of homeownership in Kashmere Gardens over the next five years.

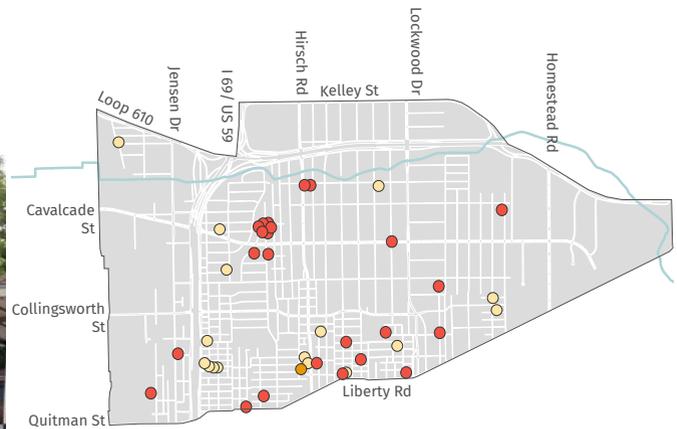


Kashmere Gardens Housing



**Houston Land Bank Map**

- Properties in Development
- Current Inventory (2020)



**Permits and Demolition Map**

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

# 6 HOUSING

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
6.1 Safe and High-Quality Affordable Housing	<b>6.1.1 Plan for new housing</b> <i>ACTION STEPS:</i> Coordinate housing strategies and priorities in Kashmere Gardens with the City of Houston’s and Harris County’s Housing Studies. Improve housing affordability and access, focused on those earning 80% of median income or less. Partner with local housing organizations and designers to develop resilient and innovative housing models, particularly within the 100-year floodplain.	
	<b>6.1.2 Develop supportive housing</b> <i>ACTION STEPS:</i> Develop safe and affordable housing within the neighborhood, particularly for seniors, the homeless, and those struggling with mental illnesses or physical disabilities.	
	<b>6.1.3 Advocate for and develop new multi-family housing</b> <i>ACTION STEPS:</i> Identify partners, sites, and strategies to build new affordable multi-family housing in Kashmere Gardens, focusing on areas near transit, services, and amenities.	
6.2 Hurricane Harvey Housing Recovery	<b>6.2.1 Repair Harvey damaged homes</b> <i>ACTION STEPS:</i> Advocate for increased funding and improved speed, transparency, and information on Hurricane Harvey housing repair programs, including qualifications and timelines for receiving assistance.	
	<b>6.2.2 Provide funding for home elevation</b> <i>ACTION STEPS:</i> Expand programs to provide funding for home elevation and foundation repair.	

PLAN:

PLAN:

**PLAN Legend:**  
 Complete Communities   
 Healthy Living Matters   
 HCD Consolidated Plan   
 HPARD Master Plan (2015)   
 Vision Zero  
 CoH CIP 2019-2023   
 Houston Bike Plan (2017)   
 Livable Centers Study   
 Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
<b>Short</b> (0 - 2 yrs)	<b>100</b> New housing units by 2025	<b>Community:</b> NST <b>City:</b> HCDD <b>Community Connectors:</b> HCLT, HLB, HCCSD	Advocate Assist, Implement Assist, Implement	 <b>Goal 4:</b> Action 13, 13.1, 13.2, 13.3  <b>Goal 7:</b> Action 21, 22, 24, 24.1, 24.2, 24.4  <b>Goal 8</b>  <b>Goal 9:</b> Action 30, 30.2, 30.3  <b>Goal 11:</b> Action 36, 36.1, 36.2, 36.3, 36.4
<b>Long</b> (5 + yrs)	<b>100</b> New housing units by 2025	<b>Community:</b> NST <b>City:</b> MOHI, MOPD, HCDD <b>Community Connectors:</b> New Hope Housing, HLB	Advocate Advocate, Assist, Implement Advocate, Assist, Implement	 <b>Goal 3:</b> Action 9, 9.1, 9.2, 9.3  <b>Goal 4:</b> Action 13, 13.1, 13.2, 13.3  <b>Goal 7:</b> Action 21, 22, 24, 24.2, 24.4  <b>Goal 8</b>  <b>Goal 9:</b> Action 30, 30.2, 30.3  <b>Goal 11:</b> Action 36, 36.1, 36.2, 36.3, 36.4, 36.6
<b>Long</b> (5 + yrs)	<b>100</b> New housing units by 2025	<b>Community:</b> NST <b>City:</b> HCDD <b>Community Connectors:</b> HLB, New Hope Housing	Advocate Assist, Implement Assist, Implement	 <b>Goal 4:</b> Action 13, 13.1, 13.2, 13.3  <b>Goal 7:</b> Action 21, 22, 24, 24.1, 24.2, 24.4  <b>Goal 8</b>  <b>Goal 9:</b> Action 30, 30.2, 30.3  <b>Goal 11:</b> Action 36, 36.1, 36.2, 36.3, 36.4
<b>Short</b> (0 - 2 yrs)	<b>100%</b> Of Harvey applications for home repair have been completed by 2025	<b>Community:</b> NST <b>City:</b> HCDD, MOR <b>Community Connectors:</b> FEMA, The Restoration Team, SBP, All Hands and Hearts, Habitat for Humanity, WSR, Northeast Houston Responds, Rebuilding Together Houston, FW CRC	Advocate Assist, Implement Advocate, Assist	 <b>Goal 1:</b> Action 1, 1.7, 1.8  <b>Goal 7:</b> Action 21  <b>Goal 18:</b> Action 58, 58.1, 58.5, 58.7
<b>Medium</b> (3 - 5 yrs)	<b>100%</b> Of Harvey applications for home repair have been completed by 2025	<b>Community:</b> NST <b>City:</b> HCDD, MOR <b>Community Connectors:</b> FEMA, The Restoration Team, FW CRC	Advocate Assist, Implement Advocate, Assist	 <b>Goal 7:</b> Action 21  <b>Goal 8:</b> Action 25, 25.6  <b>Goal 11:</b> Action 36, 36.4  <b>Goal 18:</b> Action 58, 58.1, 58.5

# 6 HOUSING

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
<b>6.3 Expanded Home Repair Programs</b> PLAN: 	<b>6.3.1 Expand home repair programs for seniors and other vulnerable households</b> <i>ACTION STEPS:</i> Expand the funding and capacity of the City of Houston’s home repair program and non-profit home repair programs or develop a community-based organization to provide services, including weatherization, roof repair, foundation repair, and mold remediation. Focus on seniors and other vulnerable households.	
	<b>6.4.1 Establish a Homestead Preservation District</b> <i>ACTION STEPS:</i> Explore the use of a Homestead Preservation District (HPD) to expand the ability of the City of Houston to increase homeownership, provide affordable housing, and prevent involuntary loss of homesteads owned by low-income and moderate-income homeowners.	
	<b>6.4.2 Expand rental assistance and housing support for vulnerable populations</b> <i>ACTION STEPS:</i> Connect renters, veterans, and vulnerable populations to resources and support, including rental assistance and second chance housing.	
	<b>6.4.3 Develop workshops to protect existing homeowners, including foreclosure counseling</b> <i>ACTION STEPS:</i> Identify partners to develop and provide workshops to homeowners on mortgage assistance programs to prevent foreclosure. Connect current homeowners to workshops on tax exemptions, wills, inheritance, and other strategies for financial stability.	
	<b>6.4.4 Expand participation in homebuyer education programs</b> <i>ACTION STEPS:</i> Connect potential new homeowners to existing homebuyer education classes and resources.	
PLAN: 	<b>6.4.5 Expand local capacity to address housing needs</b> <i>ACTION STEPS:</i> Create and support a local community development corporation.	

**PLAN Legend:**

-  Complete Communities
-  Healthy Living Matters
-  HCD Consolidated Plan
-  HPARD Master Plan (2015)
-  Vision Zero
-  CoH CIP 2019-2023
-  Houston Bike Plan (2017)
-  Livable Centers Study
-  Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	<p><b>10%</b></p> <p>Growth in the number of homes repaired through the City by 2025</p>	<p><b>Community:</b> NST <b>City:</b> HCDD</p> <p><b>Community Connectors:</b> : Texas Weatherization Assistance Program, Rebuilding Together Houston, The Restoration Team, NHRC, FW CRC</p>	Organize, Advocate, Advocate, Assist, Implement Advocate, Assist	 <b>Goal 1:</b> Action 1, 1.6, 1.7, 2, 2.2  <b>Goal 7:</b> Action 21  <b>Goal 18:</b> Action 58, 58.1, 58.5, 58.7
Medium (3 - 5 yrs)		<p><b>Community:</b> NST <b>City:</b> HCDD, District B <b>Community Connectors:</b> HLB, BUFT, State Rep. Harold Dutton's Office</p>	Advocate Assist Assist	 <b>Goal 4:</b> Action 13, 13.1, 13.2, 13.3
Short (0 - 2 yrs)	<p><b>2</b></p>	<p><b>Community:</b> NST <b>City:</b> HCDD, MOHI <b>Community Connectors:</b> HHD Community Re-Entry Network Program, New Hope Housing, DVA, Judge Jeremy Brown's Eviction Prevention Program, Lone Star Legal Aid, Harris County</p>	Advocate Assist, Implement Assist	 <b>Goal 1:</b> Action 1, 1.6  <b>Goal 4:</b> Action 13, 13.1, 13.2, 13.3
Short (0 - 2 yrs)	Annual local workshops for existing homeowners and new homebuyers by 2025	<p><b>Community:</b> NST <b>City:</b> HCDD, MOHI <b>Community Connectors:</b> Lone Star Legal Aid, FW CRC, Houston LISC</p>	Advocate Assist, Implement Assist	
Short (0 - 2 yrs)		<p><b>Community:</b> NST <b>City:</b> HCDD, HPL <b>Community Connectors:</b> Area Churches, Hester House</p>	Organize, Advocate, Implement Assist Assist	 <b>Goal 1:</b> Action 1,1.1, 1.3, 1.5, 1.6, 1.8, 2, 2.2, 2.4, 4, 4.3  <b>Goal 4:</b> Action 13  <b>Goal 12:</b> Action 40, 40.1, 40.2, 40.3
Long (5 + yrs)		<p><b>Community:</b> NST <b>City:</b> HCDD <b>Community Connectors:</b> LISC, Area Churches, Hester House, FW CRC</p>	Organize, Advocate, Implement Assist Assist	 <b>Goal 4:</b> Action 13  <b>Goal 7:</b> Action 22, 23, 23.1, 23.2, 23.3, 23.5, 24, 24.1, 24.2, 24.4

# MOBILITY and INFRASTRUCTURE

## Introduction

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

Kashmere Gardens is well served by public transit. Six METRO bus routes serve the neighborhood: the 6 Long Point/Cavalcade and 80 MLK/Lockwood are high frequency routes running every 15 minutes, the 29 Cullen/Hirsch, 51 Hardy/Kelley, and 06 Jensen/Greens are mid-frequency routes running every 30 minutes, and the 97 Settegast and 77 Homestead run every 60 minutes. Between 2000 and 2018, the percentage of workers over the age of 16 commuting on public transit declined from 18% to 7%. Over the same time period, the percentage of households without a vehicle also declined, dropping from 33% to 16%.

## Mobility and Infrastructure Goals

The five goals for mobility and infrastructure were developed from existing plans and a series of community meetings. The goals focus on creating a mobile and connected community, great streets, a complete and accessible sidewalk network, safe rail crossings, and expanding the network of hike and bike trails. The goals are summarized here and provided in more detail on the following pages. The mobility and infrastructure goals are:

## Mobile and Connected Community

Kashmere Gardens is served by six METRO bus routes, yet a number of transit improvement projects were identified to enhance connectivity and transit amenities in the neighborhood. The first project is focused on the 80 MLK/Lockwood route which will be upgraded to a BOOST corridor in the coming years. BOOST corridors receive improvements such as bus



METRO Bus Stop



## Transit Map

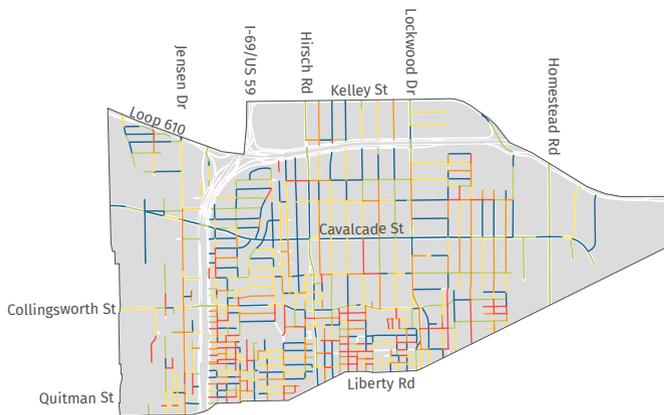
- High Frequency Route
- Mid Frequency Route
- Low Frequency Route

A **complete community** is a **connected community** with great public transit, complete streets, sidewalks, and trails

stop relocation, new shelters, accessibility upgrades, and real-time passenger information. Engaging the community in the identification and implementation of improvements along this corridor will ensure the new service meets the needs of transit riders. An additional project is to improve the amenities at area bus stops, including shelters, benches, and lighting. Currently, there are over 200 bus stops in the neighborhood, but only 63, or 31% have shelters. Promoting existing METRO services, such as the late-night Community Connector and door-to-door services, while advocating for expanded coverage of the Connector is also an important project, and will improve ridership. Finally, improving the frequency and reliability of existing bus routes, and addressing the gap in transit service along Cavalcade Street from Hirsch to Homestead Road will ensure that the transit system meets the needs of community members.

**Great Streets**

Kashmere Gardens has more than one-hundred miles of streets. According to the Houston Public Works pavement conditions map, 20% of area streets are in poor or very poor condition. Currently, there are ten miles of street improvements being implemented through the Capital Improvement program in the southern portion of the neighborhood. Improving streets can encourage economic development, increase property values, and provide for greater mobility. The great streets projects focus on prioritizing and repairing area streets, with a focus on Lockwood Drive, Kelley Street, Jensen Drive, Kress Street, Liberty Road, and Caplin Street, encouraging the use of 311 to report potholes, and exploring the use of traffic calming devices to reduce speeds and ensure pedestrian safety, particularly in areas adjacent to schools, parks, and transit routes.



**Pavement Condition Map**  
 Good Fair Very poor  
 Satisfactory Poor



**Street Improvement Projects and CIP Map**  
 Proposed Street Improvement  
 CIP Street Project

### Complete and Accessible Sidewalk Network

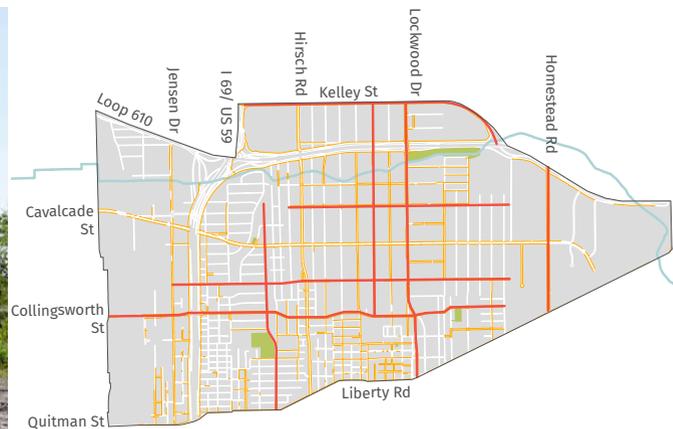
Although 16% of all households in Kashmere Gardens did not have access to a vehicle in 2018, only 1% of area workers over the age of 16 walked to work. Overall, only 30% of Kashmere Gardens streets have sidewalks. Developing a complete and accessible sidewalk network will provide mobility options to residents without access to a vehicle and increase safety for residents who walk to reach the resources they need.

Constructing new sidewalks, repairing existing sidewalks, and completing accessibility improvements for people with disabilities, particularly in areas adjacent to schools, parks, healthcare facilities, community centers, shopping areas, bus stops, and underpasses will improve mobility and connectivity. Priority streets for sidewalk improvements are Lockwood Drive, Collingsworth Street, Bennington

Street, Crane Street, Kelley Street, Lavender Street, Russell Street, Homestead Road, Liberty Road, and Rand Street. In addition to creating a complete network of sidewalks, area crosswalks need to be evaluated for safety, and repaired or installed where necessary.

### Improved Rail Safety

Kashmere Gardens has nearly two dozen at-grade railroad crossings, impacting both major thoroughfares and local streets. Creating an inventory of all rail crossings in the neighborhood and identifying necessary improvements, such as signaling, grade separations, or quiet zones, will increase pedestrian and vehicular safety. The success of the project is dependent on the development of strong partnerships between community members and leaders, Houston Public Works, Union Pacific, and the Gulf Coast Rail District.



Map of Existing and Proposed Sidewalks

- Sidewalk
- Proposed Sidewalk

### Network of Hike and Bike Trails

Creating safe and accessible mobility networks, including hike and bike trails, will provide residents without access to a vehicle mobility options and protect those already relying on walking or biking. Currently, Kashmere Gardens has a total of ten miles of trails or bike lanes. This includes the recently completed Kelley Street protected bike lane. Moving forward, it is important to identify and prioritize key Houston Bike Plan projects in partnership with community members as a means to focus on bike projects that will best serve the needs of area residents. In addition, a project to advocate for the completion of the hike and bike trails along Hunting Bayou and the tributary south of Hutcheson Park to connect with Lyndon B Johnson Hospital has been identified. The objective is to construct a minimum of five miles of trails or protected bike lanes in the next five years.

### Early Successes

A protected bike lane along Kelley Street was recently completed by the Planning and Development Department and Houston Public Works. The route is part of the Bike Houston Build 50 Challenge. Specifically, Kelley Street was reconfigured to include a protected bike lane and identified bus markings to better accommodate riders getting to and from Lyndon B. Johnson Hospital by bike, bus, or a combination of the two. The route extends from Lyndon B. Johnson Hospital on the east to I-69 on the west.



**Map of Rail Lines and Crossings**

- ⊕ Railroad
- At-Grade Crossing



**Map of Proposed and Existing Bike Lanes and Trails**

- Existing Trail
- - - Proposed Trail
- Low-Comfort Bike Lane
- - - Potential Short-Term Project
- - - Potential Long-Term Project
- ⊕ Railroad

# 7 MOBILITY and INFRASTRUCTURE

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
7.1 Mobile and Connected Community	<p><b>7.1.1 Advocate for amenities along the proposed Lockwood Drive BOOST corridor</b>  <i>ACTION STEPS:</i> Organize and advocate for amenities along the approved METRO BOOST corridor on Lockwood Drive, including improved sidewalks, crosswalks, and accessibility upgrades.</p>	
	<p><b>7.1.2 Improve area bus shelters, benches, and lighting</b>  <i>ACTION STEPS:</i> Prioritize and advocate for improvements at area bus stops, including shelters, benches, and lighting.</p>	
	<p><b>7.1.3 Promote and improve METRO services across the community</b>  <i>ACTION STEPS:</i> Develop an outreach campaign to promote METRO services, including the late-night Community Connector and door-to-door service. Advocate for expanded coverage of the late-night Connector and improved frequency and reliability of existing routes. Address the gap in transit service along Cavalcade Street from Hirsch to Homestead Road.</p>	
<p><b>PLAN:</b>  </p>		
7.2 Great Streets	<p><b>7.2.1 Repair aging streets</b>  <i>ACTION STEPS:</i> Identify priority streets for repaving, including Lockwood Dr, Kelley St, Jensen Dr, Kriss St, Liberty Rd, and Caplin St. Encourage residents to report potholes to 311.</p>	
	<p><b>7.2.2 Provide traffic calming</b>  <i>ACTION STEPS:</i> Develop a traffic calming strategy to reduce speeds and ensure pedestrian safety along Lockwood Dr, Hirsch Rd, Reid St, King St, Crane St, Bennington St, Majestic St, Cavalcade St, and Pardee St, including modifications to design such as the installation of speed bumps near area schools.</p>	
<p><b>PLAN:</b>  </p>		

**PLAN Legend:**

-  Complete Communities
-  CoH CIP 2019-2023
-  Healthy Living Matters
-  HCD Consolidated Plan
-  HPARD Master Plan (2015)
-  Vision Zero
-  Houston Bike Plan (2017)
-  Livable Centers Study
-  Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
<b>Short</b> (0 - 2 yrs)	<p><b>20</b> New bus shelters by 2025 (In 2020, 63 of the 202 bus stops had shelters)</p>	<b>Community:</b> NST <b>City:</b> HPW <b>Community Connectors:</b> METRO, LINK Houston, HCP1	Advocate Assist, Implement Assist, Implement	 <b>Goal 3:</b> Action 8, 8.1, 8.3, 11, 11.1  <b>Goal 15:</b> Action 48, 48.1, 48.5, 49, 49.1, 49.2
<b>Medium</b> (3 - 5 yrs)	<p><b>20</b> New bus shelters by 2025 (In 2020, 63 of the 202 bus stops had shelters)</p>	<b>Community:</b> NST <b>City:</b> HPW <b>Community Connectors:</b> METRO, LINK Houston, HCP1	Advocate Assist, Implement Assist, Implement	 <b>Goal 3:</b> Action 8, 8.1, 8.3, 11, 11.1  <b>Goal 6:</b> Action 16, 16.5  <b>Goal 15:</b> Action 48, 48.1, 48.5
<b>Medium</b> (3 - 5 yrs)	<p><b>20</b> New bus shelters by 2025 (In 2020, 63 of the 202 bus stops had shelters)</p>	<b>Community:</b> NST <b>City:</b> DON <b>Community Connectors:</b> METRO, METRO Northeast Community Leaders Coalition, Area Businesses, Churches, and Civic Organizations, LINK Houston	Outreach, Advocate Outreach, Implement Outreach	 <b>Goal 3:</b> Action 8, 8.1, 8.3, 11, 11.1  <b>Goal 7:</b> Action 22, 23, 23.3, 23.5  <b>Goal 12:</b> Action 40, 40.1, 40.2, 40.3  <b>Goal 15:</b> Action 48, 48.1, 48.5, 49, 50, 50.1, 50.2
<b>Medium</b> (3 - 5 yrs)	<p><b>20</b> New bus shelters by 2025 (In 2020, 63 of the 202 bus stops had shelters)</p>	<b>Community:</b> NST <b>City:</b> HPW <b>Community Connector:</b> TxDOT	Outreach, Advocate Implement Implement	 <b>Goal 3:</b> Action 8, 8.1, 8.3, 11, 11.1  <b>Goal 6:</b> Action 16, 16.4  <b>Goal 11:</b> Action 35, 35.1, 35.3, 38, 38.1, 38.3
<b>Medium</b> (3 - 5 yrs)	<p><b>4</b> Area streets repaired by 2025</p>	<b>Community:</b> NST <b>City:</b> HPW, PDD, Vision Zero, District B <b>Community Connectors:</b> Area Civic Organizations and Schools	Advocate Implement Advocate, Assist	 <b>Goal 3:</b> Action 8, 8.1, 8.3, 11, 11.1

# 7 MOBILITY and INFRASTRUCTURE

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
7.3 Complete and Accessible Sidewalk Network	<p><b>7.3.1 Improve and expand the network of accessible sidewalks</b>  <i>ACTION STEPS:</i> Identify and advocate for new sidewalks, sidewalk repairs, and accessibility improvements for people with disabilities, particularly in areas adjacent to schools, parks, healthcare facilities, community centers, shopping areas, bus stops, and underpasses. Priority streets include Lockwood Dr, Collingsworth St, Bennington St, Crane St, Kelley St, Lavender St, Russell St, Homestead Rd, Liberty Rd, and Rand St.</p>	
	<p><b>7.3.2 Expand and improve pedestrian crosswalks</b>  <i>ACTION STEPS:</i> Identify and document existing crosswalks in need of maintenance and survey area school principals to determine where additional crosswalks are needed. Partner with school principals to advocate for the repair of existing crosswalks or the installation of new crosswalks where a need has been documented. Assess the feasibility of new crosswalks at key intersections such as Kelley St and Lockwood Dr, McGee St and Lockwood Dr, and Russell St and Cavalcade St.</p>	
7.4 Improved Rail Safety	<p><b>7.4.1 Inventory and improve rail crossings</b>  <i>ACTION STEPS:</i> Advocate for increased pedestrian safety at railroad crossings, including grade separations and quiet zones.</p>	
	<p><b>7.5 Network of Hike and Bike Trails</b>  <b>7.5.1 Expand bike lanes and trails</b>  <i>ACTION STEPS:</i> Create new bike routes along high bike-frequented streets such as Creston Dr, King St, Reid St, Caplin St, Linder St, and Melbourne St. Complete the hike and bike trails along Hunting Bayou and the tributary south of Hutcheson Park and connect to Lyndon B. Johnson Hospital.</p>	

PLAN:  


PLAN:  


PLAN:  


**PLAN Legend:**

-  Complete Communities
-  CoH CIP 2019-2023
-  Healthy Living Matters
-  Houston Bike Plan (2017)
-  HCD Consolidated Plan
-  Livable Centers Study
-  HPARD Master Plan (2015)
-  Climate Action Plan
-  Vision Zero



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
<p><b>Long</b> (5 + yrs)</p>	<p><b>10</b> Miles of new sidewalks by 2025 (Currently, there are 64 miles of sidewalks)</p>	<p><b>Community:</b> NST <b>City:</b> MOPD, HPW, District B <b>Community Connector:</b> METRO Universal Accessibility Program</p>	<p>Advocate Assist, Implement Advocate, Assist, Implement</p>	<p> <b>Goal 3:</b> Action 8, 8.1, 8.3, 11, 11.1  <b>Goal 15:</b> Action 49, 49.1</p>
<p><b>Long</b> (5 + yrs)</p>		<p><b>Community:</b> NST <b>City:</b> HPW, District B <b>Community Connector:</b> Area School Principals</p>	<p>Advocate Assist, Implement Advocate, Assist</p>	<p> <b>Goal 3:</b> Action 8, 8.1, 8.3, 11, 11.1  <b>Goal 11:</b> Action 38, 38.1, 38.3</p>
<p><b>Medium</b> (3 - 5 yrs)</p>	<p><b>1</b> Inventory of rail crossings completed by 2025</p>	<p><b>Community:</b> NST <b>City:</b> HPW <b>Community Connectors:</b> Union Pacific, Gulf Coast Rail District</p>	<p>Advocate Assist Implement</p>	<p> <b>Goal 3:</b> Action 8, 8.1, 8.3, 11, 11.1, 11.2  <b>Goal 11:</b> Action 38, 38.1, 38.3</p>
<p><b>Long</b> (5 + yrs)</p>	<p><b>15</b> Miles of trails or bike routes by 2025 (Currently, there are 10 miles of trails and bike routes)</p>	<p><b>Community:</b> NST <b>City:</b> PDD, HPW <b>Community Connectors:</b> HCP1, BAC</p>	<p>Advocate Assist, Implement Advocate, Assist, Implement</p>	<p> <b>Goal 3:</b> Action 8, 8.1, 8.2, 11, 11.2, 11.3  <b>Goal 7:</b> Action 22, 23, 23.3, 23.5  <b>Goal 15:</b> Action 48, 48.2, 48.5, 49, 49.1, 49.2, 49.3, 50, 50.1, 50.2</p>

# NEIGHBORHOOD CHARACTER

## Introduction

A complete community is clean and beautiful, with a strong identity and culture. It is a place that celebrates its history, while looking towards the future.

Kashmere Gardens, a historic African American neighborhood, played an important role in the civil rights movement in Houston. For example, in 1960, Tyrone Day was the first Black student to attend an all white school in Houston, enrolling at Kashmere Elementary School. The legacy of civil rights activism, environmental justice movements, and the international recognition of the Kashmere Stage Band are part of the rich history of the community. Building on and celebrating this history is the foundation of a complete community.

## Neighborhood Character Goals

The three neighborhood character goals focus on creating a beautiful neighborhood, developing culture, history, and art projects and programs, and beautifying local streets. The goals are summarized here and provided in more detail on the following pages. The neighborhood character goals are:

## Beautiful Neighborhood

Aging and vacant housing, unkempt vacant lots, and illegal dumping have all impacted the character and beauty of Kashmere Gardens. In 2018, nearly three times as many calls per capita were made to 311 to report illegal dumping in Kashmere Gardens as compared to Houston overall. Kashmere Gardens leaders are prepared to work together to ensure the neighborhood is clean and beautiful. Over the coming years, the goal is to bring area civic clubs and leaders together to address illegal dumping, dangerous buildings, and overgrown lots, to organize neighborhood clean-ups, and advocate for CenterPoint to maintain utility right of ways. The objective is to reduce 311 calls for illegal dumping by at least 25% over the next five years.

## Arts in the Gardens

The arts are an integral part of enhancing the character and identity of a neighborhood. A key priority of the recent City of Houston Arts and Cultural Plan was to “develop strategies to deliver arts and culture programs, arts education, and public art into neighborhoods.” Arts and culture will be developed in Kashmere Gardens by creating an inclusive and



Mickey Leland Memorial Park



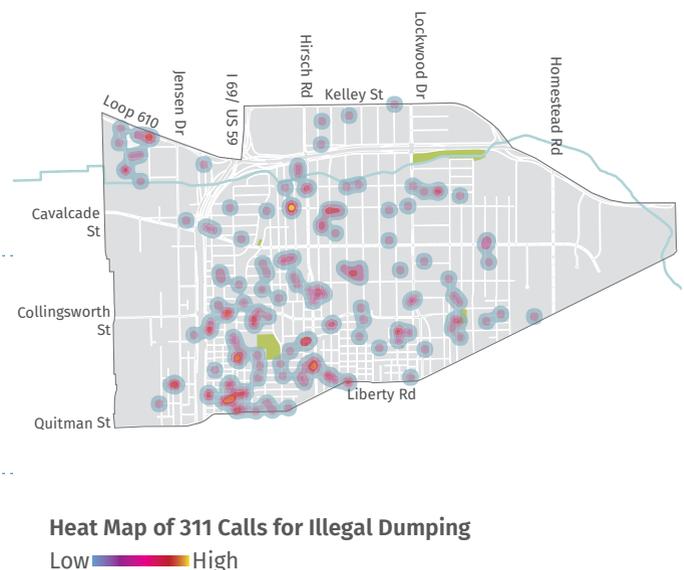
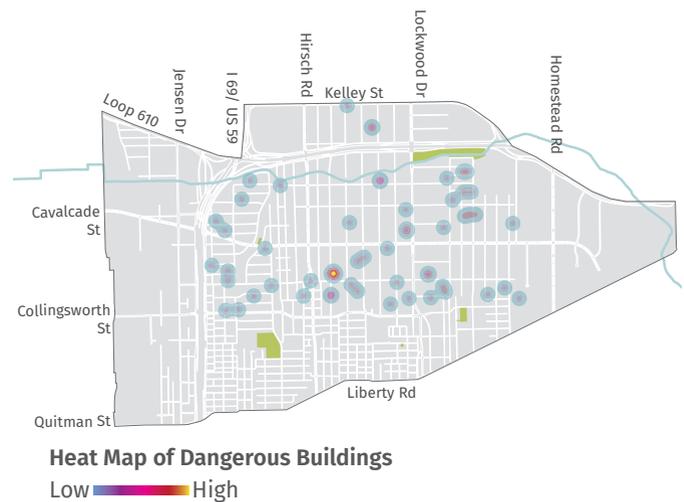
Kelley Street

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

comprehensive “Arts in the Gardens” plan and by expanding arts and cultural programming at existing community centers. In addition, vacant structures that can be re-purposed as arts and culture spaces will be identified. Success will be measured by the completion of the “Arts in the Gardens” plan over the next five years.

**Great Streets and Places**

The quality of streets and public spaces significantly contribute to the character and identity of a neighborhood. Improving streetscaping by planting trees and landscaping area esplanades, particularly Cavalcade and Lockwood, will beautify area streets. In addition, identifying locations and funding for the installation of Kashmere Gardens and Frenchtown gateways will strengthen neighborhood identity. Overall the goal of creating great streets and places will enhance the sense of place for community members. The objective is to plant a minimum of twenty trees in the public right of way each year.



**8**

311 calls to report illegal dumping per 1,000 Kashmere Gardens residents in 2018

**3**

311 calls to report illegal dumping per 1,000 Houston residents in 2018

Data Source: 2018 City of Houston 311 Dashboard

# 8 NEIGHBORHOOD CHARACTER

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
8.1 Beautiful Neighborhood	<b>8.1.1 Establish a Beautification Campaign</b> <i>ACTION STEPS:</i> Create an outreach campaign encouraging residents to report illegal dumping to 311 and abide by trash collection schedules. Develop long-term solutions to illegal dumping, including the installation of cameras at hotspots. Target areas include Liberty Rd (along railroad tracks), Majestic St, Lockwood Dr, Crane St, Pardee St, Cavalcade St, Lavender St, Bennington St, and 610 (along Hunting Bayou).	
	<b>8.1.2 Eliminate overgrown lots and dangerous buildings</b> <i>ACTION STEPS:</i> Eliminate overgrown vacant lots and dangerous buildings, particularly in hotspots such as Crane St.	
	<b>8.1.3 Maintain utility easements</b> <i>ACTION STEPS:</i> Advocate for CenterPoint to properly maintain trees along utility lines, preventing electrical outages.	
	<b>8.1.4 Organize community cleanups</b> <i>ACTION STEPS:</i> Organize regular neighborhood cleanup events through area civic organizations, churches, and schools.	
PLAN:		
8.2 Arts in the Gardens	<b>8.2.1 Expand arts and cultural programming for people of all ages</b> <i>ACTION STEPS:</i> Advocate for the development and provision of art, culture, and history programming and events that are open and accessible to everyone, including painting, quilting, drawing, movie nights, concerts, parades, etc.	
	<b>8.2.2 Create an “Arts in the Gardens” plan</b> <i>ACTION STEPS:</i> Develop a comprehensive “Arts in the Gardens” plan that identifies sites and strategies for temporary or permanent public art that celebrates the history and culture of the neighborhood, including Frenchtown.	
	<b>8.2.3 Develop arts and cultural spaces</b> <i>ACTION STEPS:</i> Create a community coalition to identify vacant structures that can be re-purposed as arts and cultural spaces. Establish partnerships, identify funding, and organize technical assistance workshops for implementation.	
PLAN:		
8.3 Great Streets and Places	<b>8.3.1 Enhance Streetscaping</b> <i>ACTION STEPS:</i> Improve streetscaping by planting trees and installing landscaping in area esplanades, with a focus on Lockwood Dr, Cavalcade St, Bennington St, and Crane St.	
	<b>8.3.2 Neighborhood Gateways</b> <i>ACTION STEPS:</i> Identify locations and funding for the installation of Kashmere Gardens and Frenchtown gateways, focus on major thoroughfares such as Lockwood Dr, Liberty Rd, and Cavalcade St. Add lighting and landscaping at nodes.	

**PLAN Legend:**

- Complete Communities
- Healthy Living Matters
- HCD Consolidated Plan
- HPARD Master Plan (2015)
- Vision Zero
- CoH CIP 2019-2023
- Houston Bike Plan (2017)
- Livable Centers Study
- Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	<p><b>25%</b> Reduction in the number of dangerous buildings by 2025</p>	<p><b>Community:</b> NST <b>City:</b> SWD, DON, District B, HPD DRT <b>Community Connectors:</b> Area Schools, Churches, and Civic Organizations, HCCO, Crime Stoppers, BUFT</p>	<p>Outreach, Advocate Organize, Assist, Implement Assist</p>	<p> <b>Goal 1:</b> Action 2, 2.4, 4, 4.1, 4.2  <b>Goal 11:</b> Action 37, 37.1, 37.2, 37.3  <b>Goal 12:</b> Action 40, 40.1, 40.2, 40.3</p>
Medium (3 - 5 yrs)		<p><b>Community:</b> NST <b>City:</b> DON, ARA <b>Community Connectors:</b> GNMD, BUFT</p>	<p>Organize, Advocate Assist, Implement Assist</p>	<p> <b>Goal 7:</b> Action 24, 24.1, 24.4  <b>Goal 11:</b> Action 38, 38.1, 38.3</p>
Medium (3 - 5 yrs)		<p><b>Community:</b> NST <b>City:</b> PDD <b>Community Connector:</b> CenterPoint</p>	<p>Advocate Assist Implement</p>	<p> <b>Goal 11:</b> Action 38, 38.1, 38.3</p>
Short (0 - 2 yrs)		<p><b>Community:</b> NST <b>City:</b> SWD, DON <b>Community Connectors:</b> KHB, HCFCD, BUFT, FW SNC, Our Afrika Family Non-Profits</p>	<p>Organize, Implement Assist Assist, Implement</p>	<p> <b>Goal 1:</b> Action 4, 4.1, 4.2  <b>Goal 11:</b> Action 37, 37.1, 37.3, 38, 38.3  <b>Goal 12:</b> Action 40, 40.1, 40.2, 40.3</p>
Short (0 - 2 yrs)	<p><b>1</b> Arts in the Gardens Plan developed by 2025</p>	<p><b>Community:</b> NST <b>City:</b> MOCA <b>Community Connectors:</b> Kashmere Gardens Elementary, HAA, LISC Small Grants, HISD, BUFT, FW SNC</p>	<p>Organize, Advocate, Implement Assist</p>	<p> <b>Goal 5:</b> Action 14, 14.1, 15</p>
Short (0 - 2 yrs)		<p><b>Community:</b> NST <b>City:</b> MOCA <b>Community Connectors:</b> GNMD, HAA, Area Schools, TSU, UH, LISC Small Grant, FW SNC</p>	<p>Organize, Advocate Assist, Advocate, Assist, Implement</p>	<p> <b>Goal 5:</b> Action 14, 14.1, 15</p>
Medium (3 - 5 yrs)		<p><b>Community:</b> NST <b>City:</b> MOCA, HCDD <b>Community Connectors:</b> GNMD, HAA, FW SNC</p>	<p>Advocate, Organize Assist Assist</p>	<p> <b>Goal 5:</b> Action 14, 14.1, 15</p>
Medium (3 - 5 yrs)	<p><b>20</b> Trees planted in area esplanades annually</p>	<p><b>Community:</b> NST <b>City:</b> HPW <b>Community Connectors:</b> Trees for Houston, LBJ Hospital, Seeds of the Soil</p>	<p>Advocate, Assist Assist Assist, Implement</p>	<p> <b>Goal 3:</b> Action 8, 8.3, 11, 11.1  <b>Goal 6:</b> Action 16.2, 16.4, 16.5  <b>Goal 11:</b> Action 35, 35.1, 35.3, 38, 38.1, 38.3</p>
Medium (3 - 5 yrs)		<p><b>Community:</b> NST <b>City:</b> MOCA <b>Community Connectors:</b> GNMD, NHRC, Soleil International</p>	<p>Organize, Advocate Assist Assist, Implement</p>	<p> <b>Goal 5:</b> Action 14</p>

# PARKS and COMMUNITY AMENITIES

## Introduction

Proximity and access to open spaces and parks improves property values and encourages healthy and active lifestyles. Kashmere Gardens is home to five public parks. City of Houston parks include Delce, Evella, and Tuffly; Harris County parks include Hutcheson and Mickey Leland Memorial. Combined, these parks provide area residents with 19 acres of public green space.

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 Kashmere Gardens study area has a 29-acre park deficit. Identifying and developing properties for new parks will ensure that all residents are able to access public green space.

Kashmere Gardens is also home to a number of community facilities, which includes the McCrane-Kashmere Gardens Neighborhood Library which has been closed since Hurricane Harvey in 2017 and is currently being renovated, Tuffly Community Center, and Kashmere Multi-Service Center.

## Parks and Community Amenities Goals

The two goals developed for parks and community amenities focus on providing residents with great community meeting places and beautiful 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

High quality community meeting places where people can come together strengthen social cohesion. The McCrane-Kashmere Gardens Neighborhood Library was damaged by Hurricane Harvey in August of 2017, and remains closed today. The library is currently being renovated. Engaging residents in identifying new programming for the renovation of the McCrane-Kashmere Gardens Neighborhood Library and the planned improvements to the Kashmere Multi-Service Center is a top priority. In addition, expanding hours, programs, and activities at area parks and developing an outdoor classroom or performance space will work to achieve the goal of creating great community meeting places. Success will be measured by ongoing engagement of residents in the planning for public facilities.



Hutcheson Park

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

**Beautiful Parks**

To ensure that all residents in the Kashmere Gardens Complete Community have access to public green space that adequately serves their needs, improvements to existing parks as well as new neighborhood parks are necessary. This includes advocating for regular maintenance at existing parks and identifying and prioritizing upgrades and new amenities for these parks. Additionally, identifying areas without access to a park and exploring the creation of new public green space in these areas is critical to address the 29-acre park deficit. A complete community is home to high quality parks and green spaces that are accessible to all residents. Success will be measured by new investments in area parks, or the development of new parks.



**Early Successes**

The James Harden Foundation funded improvements to the basketball court at Tuffly Park.

The Houston Parks Board has constructed a series of small pocket parks and gateways along Hunting Bayou. The projects include “Pecan Park” at the end of Pardee Street, “Oak Leaf Park” at West Hunting and George Street, and small gateway parks at the end of Pickfair Street, Wipprecht Street, and Falls Street. Each gateway has seating, native plantings, and other amenities.

**19 Acres**

Existing Kashmere Gardens park area

**48 Acres**

Recommended park area based on 2015 Parks Master Plan standards

**29 Acres**

Total Kashmere Gardens park area deficit

Data Source: City of Houston GIS

# 9 PARKS and COMMUNITY AMENITIES

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
9.1 Great Community Meeting Places	<b>9.1.1 Engage residents in identifying new programming for the McCrane - Kashmere Gardens Neighborhood Library and Kashmere Multi-Service Center</b> <i>ACTION STEPS:</i> Advocate for the ongoing engagement of residents as the library and multi-service center renovations are being planned and completed, including identifying new programming.	●
	<b>9.1.2 Expand hours, programs, and activities at area parks</b> <i>ACTION STEPS:</i> Advocate for additional sports and outdoor programs for children and youth at area parks, including baseball, basketball, volleyball, soccer, swimming, and exercise. Host outdoor activities such as movie nights, gardening, music, dancing, yoga. Expand weekend hours and programs at Finnigan and Tuffly parks.	○
	<b>9.1.3 Develop an outdoor classroom and performance space</b> <i>ACTION STEPS:</i> Develop an outdoor performance space and classroom on the vacant lots north of Mickey Leland Memorial Park or north of the Harris County Annex building (property owned by Harris County).	○
9.2 Beautiful Parks	<b>9.2.1 Improve and maintain existing parks</b> <i>ACTION STEPS:</i> Properly maintain area parks and perform monthly checks on lighting, equipment, and landscaping. Identify and prioritize necessary additions or improvements to amenities at area parks, including shade structures, exercise and playground equipment, and additional trees.	○
	<b>9.2.2 Create new neighborhood parks</b> <i>ACTION STEPS:</i> Identify areas with high park needs to explore the creation of new parks, including expanding the pocket park at the end of Pickfair St.	○

PLAN: ●●●○○○○○

PLAN: ●●●○○○○●

**PLAN Legend:**

- Complete Communities
- Healthy Living Matters
- HCD Consolidated Plan
- HPARD Master Plan (2015)
- Vision Zero
- CoH CIP 2019-2023
- Houston Bike Plan (2017)
- Livable Centers Study
- Climate Action Plan



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
<p><b>Short</b> (0 - 2 yrs)</p>	<p><b>2</b> Public meetings held to engage residents in planning by 2025</p>	<p><b>Community:</b> NST <b>City:</b> HPL, HHD, GSD <b>Community Connector:</b> NHRC</p>	<p>Outreach, Advocate Assist, Implement Assist</p>	<p> <b>Goal 12:</b> Action 40, 40.1, 40.2, 40.3</p>
<p><b>Short</b> (0 - 2 yrs)</p>		<p><b>Community:</b> NST <b>City:</b> HPARD <b>Community Connectors:</b> NEO, Boys and Girls Club, HCP1, D.A.R.E. PLUS</p>	<p>Advocate Assist Assist</p>	<p> <b>Goal 3:</b> Action 11, 11.2, 11.3</p>
<p><b>Long</b> (5 + yrs)</p>	<p><b>2</b> New amenities at area parks by 2025</p>	<p><b>Community:</b> NST <b>City:</b> PDD <b>Community Connectors:</b> HCP1, Seeds of the Soil</p>	<p>Advocate Assist Assist, Implement</p>	<p> <b>Goal 5:</b> Action 14</p>
<p><b>Short</b> (0 - 2 yrs)</p>		<p><b>Community:</b> NST <b>City:</b> HPARD <b>Community Connector:</b> HCFCD, Trees for Houston</p>	<p>Advocate Implement Assist, Implement</p>	<p> <b>Goal 6:</b> Action 18, 18.1, 18.2  <b>Goal 11:</b> Action 38.1, 38.3</p>
<p><b>Long</b> (5 + yrs)</p>	<p><b>Community:</b> NST <b>City:</b> HPARD <b>Community Connectors:</b> HPB, HCP1</p>	<p>Advocate Assist Assist, Implement</p>	<p> <b>Goal 6:</b> Action 18, 18.2, 18.3, 18.4</p>	

# SAFETY

## Introduction

A complete community is a place where residents and law enforcement agencies work together to ensure that everyone feels safe. The Kashmere Gardens study area, which includes all of the Kashmere Gardens Super Neighborhood and portions of Fifth Ward, is served by the Houston Police Department's (HPD) Northeast Division. Kashmere Gardens is located in Beat 7C20. In 2019, the rate of both property and violent crime were substantially higher in Kashmere Gardens than in Houston overall. The violent crime rate was nearly three times higher than the rate in the City.

## Safety Goals

The three safety goals focus on developing partnerships to ensure a united and safe community, creating safe places, and managing 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 Kashmere Gardens, elevated crime rates have impacted resident's sense of security. Building strong relationships between law enforcement, community leaders, and residents can help to foster unity and

safety. In a complete community, every resident feels safe, secure, and supported.

As a means to reduce crime and increase the sense of well-being stakeholders have identified a series of projects. The highest priority project is to improve communication and relationships between the community and law enforcement agencies. This includes encouraging residents to participate in HPD's Positive Interaction Program (PIP), developing regular safety priorities for the neighborhood to share with the police, and organizing quarterly events with the community and law enforcement. In addition, developing alternative community-based crime prevention strategies, including increasing bike patrols, 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, will enhance safety. Addressing youth concerns by creating a Youth Safety Coalition will reduce crime and violence in the neighborhood while also providing support and mentorship. Creating relationships built on trust between youth, community leaders, and police is a step towards a safe and secure complete community.

### Safe Places

In a complete community area streets, parks, and public spaces feel safe. Street lights enhance safety in a community. Working together, Kashmere Gardens leaders will be advocating for additional street lighting across the community, the repair of broken street lights, and addressing places that feel unsafe. The objective is to actively engage community members in addressing safety, including reporting at least ten street light outages each year.

### Healthy Pets Safe Streets

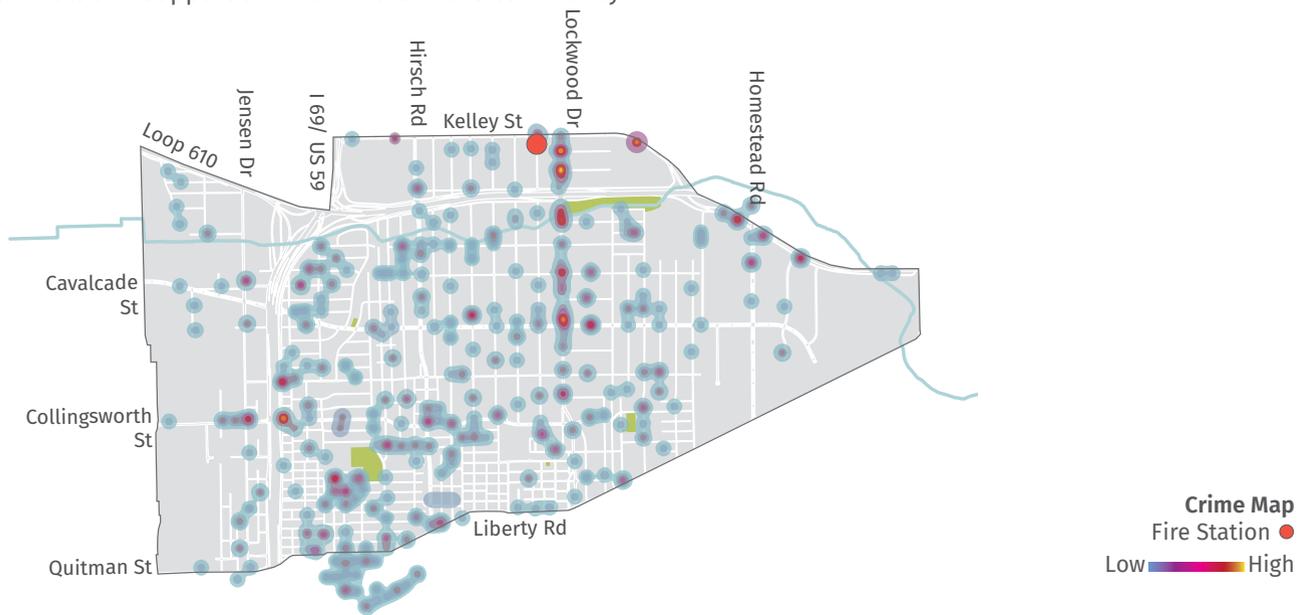
Stray animals, particularly dogs, can impact the sense of safety for community members, especially



Complete Communities Meeting

A **complete community** is a **safe community** with well-lit streets, healthy pets, and resources to reduce crime

for those who walk or ride their bikes. Advocating for resources and services to expand animal welfare programs, including the provision of free or low-cost spay and neuter clinics and veterinary care, and creating partnerships with existing animal welfare organizations, such as Barrio Dogs, to develop and implement a Kashmere Gardens and Fifth Ward based program, can help to address the challenge of stray animals. The overall objective is to reduce stray animals and support animal welfare in the community.



**8,690** Property Crime Rate per 100,000 in Kashmere Gardens, 2019

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

**7,588** Violent Crime Rate per 100,000 in Kashmere Gardens, 2019

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

Data Sources: Beat 7C20 Crime Statistics 2019, HPD; NBIRS Statistics for Houston, 2019

# 10 SAFETY

GOAL	PROJECTS/PROGRAMS/POLICIES	PRIORITY
10.1 United and Safe Community	<p><b>10.1.1 Improve communication and relationships between the community and law enforcement agencies</b>  <i>ACTION STEPS:</i> Encourage residents to participate in engagement programs such as HPD’s Positive Interaction Program (PIP). Develop quarterly or semi-annual safety priorities for the neighborhood or submit “action requests” which identify key issues to share with the police. Organize quarterly events such as dinners with government officials, police personnel, first responders and residents to strengthen partnerships and build relationships that will increase safety in the community.</p>	
	<p><b>10.1.2 Advocate for community-based policing and crime prevention strategies</b>  <i>ACTION STEPS:</i> Develop alternative community-based crime prevention strategies, including increasing bike patrols, improving communication and relationships, 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. Focus targeted efforts in areas such as Crane St, Lockwood Dr, Rand St, Cavalcade St, Jensen Dr, and Laura Koppe Rd.</p>	
	<p><b>10.1.3 Establish a Youth Safety Coalition</b>  <i>ACTION STEPS:</i> Develop and implement a youth safety coalition to bring together area youth and law enforcement agencies, and to address youth concerns regarding crime and violence. Expand access to HPD youth programs for teens, including the HPD mentoring program and the Greater Houston Police Athletic League. Create an outreach campaign to encourage area youth to apply to sit on HPD’s Youth Police Advisory Council (YPAC).</p>	
<p><b>PLAN:</b>  </p>		
10.2 Safe Places	<p><b>10.2.1 Improve and maintain street lighting at area bus stops, trails, and streets</b>  <i>ACTION STEPS:</i> Advocate for improved lighting in public spaces throughout the neighborhood, including along the Hunting Bayou Greenway, at area bus stops, and along major corridors such as Jensen Dr, Liberty Rd, Collingsworth St, and Lockwood Dr. Encourage area residents to report streetlight outages to CenterPoint through an outreach campaign utilizing City of Houston social media accounts, area message boards, and community meetings.</p>	
	<p><b>10.2.2 Strengthen partnerships and expand training to reduce crime</b>  <i>ACTION STEPS:</i> Organize and implement Crime Prevention Through Environmental Design (CPTED) training sessions to foster safe social spaces in the neighborhood.</p>	
<p><b>PLAN:</b>  </p>		
10.3 Healthy Pets and Safe Streets	<p><b>10.3.1 Address stray animals</b>  <i>ACTION STEPS:</i> Advocate for the expansion of animal welfare programs (including for livestock) to reduce the number of stray dogs and cats, such as free or low-cost spay and neuter clinics and affordable veterinary care. Create a partnership with Barrio Dogs to develop and implement a Kashmere Gardens and Fifth Ward based program.</p>	
<p><b>PLAN:</b>  </p>		

**PLAN Legend:**

- Complete Communities
- CoH CIP 2019-2023
- Healthy Living Matters
- HCD Consolidated Plan
- Livable Centers Study
- HPARD Master Plan (2015)
- Climate Action Plan
- Vision Zero



TIMEFRAME	METRICS	COORDINATION	ROLE	RESILIENT HOUSTON
Short (0 - 2 yrs)	<p><b>25%</b> Reduction in the violent crime rate by 2025 (In 2019, the rate of violent crime was 7,558 per 100,00)</p>	<p><b>Community:</b> NST <b>City:</b> HPD <b>Community Connectors:</b> NHRC, Area Businesses, Area Churches</p>	<p>Organize, Advocate Assist, Implement Organize, Assist, Advocate</p>	<p> <b>Goal 1:</b> Action 4, 4.3  <b>Goal 12:</b> Action 40, 40.1, 40.2, 40.3</p>
Short (0 - 2 yrs)		<p><b>Community:</b> NST <b>City:</b> HPD <b>Community Connectors:</b> HCP1, HCDA, METRO Police, FW CRC</p>	<p>Advocate Advocate, Assist, Implement Assist</p>	<p> <b>Goal 13:</b> Action 42</p>
Short (0 - 2 yrs)		<p><b>Community:</b> NST, Kashmere HS <b>City:</b> HPD <b>Community Connectors:</b> HCP1, HCCO, GHPAL, BUFT, D.A.R.E. PLUS (Play and Learning Under Supervision), PVAMU 4-H &amp; Youth Development</p>	<p>Outreach, Organize Implement Assist</p>	<p> <b>Goal 1:</b> Action 4, 4.2  <b>Goal 12:</b> Action 40, 40.1</p>
Short (0 - 2 yrs)	<p><b>10</b> Street light outages reported to CenterPoint each year</p>	<p><b>Community:</b> NST <b>City:</b> HPW <b>Community Connector:</b> METRO, CenterPoint</p>	<p>Outreach, Advocate Implement Implement</p>	<p> <b>Goal 6:</b> Action 18, 18.1, 18.2  <b>Goal 9:</b> Action 30, 30.1, 30.2  <b>Goal 11:</b> Action 35, 35.3, 38, 38.1, 38.3  <b>Goal 15:</b> Action 48, 48.1</p>
Short (0 - 2 yrs)		<p><b>Community:</b> NST <b>City:</b> HPD <b>Community Connectors:</b> Area Businesses, Area Churches, LISC, HCP1</p>	<p>Organize Assist Assist, Implement</p>	<p> <b>Goal 1:</b> Action 4, 4.2, 4.3</p>
Short (0 - 2 yrs)	<p><b>25%</b> Reduction in the number of calls to 311 for stray animals by 2025</p>	<p><b>Community:</b> NST <b>City:</b> BARC <b>Community Connectors:</b> Barrio Dogs, Emancipet, BUFT</p>	<p>Advocate Assist Assist</p>	<p> <b>Goal 12:</b> Action 39, 39.2, 39.3</p>

# OUR THANKS

## Complete Communities

The Complete Communities initiative would not have been possible without the commitment and dedication of the Kashmere Gardens Neighborhood Support Team (NST). The NST provided guidance, conducted outreach, and shaped the planning process. Moving forward, Kashmere Gardens Working Groups will be established to oversee implementation for each of the ten 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.

### Kashmere Gardens Neighborhood Support Team

Lajuana Armstrong	Angelica Jones
Giordaun Baity	Deniz Lopez
Debra Berry	Senchel Matthews
Latoya Bess	Ross McAlpine
Jennifer Boley	Youletta McCullough
Patricia Bourgeois	Nicole Metoyer
Domini Bryant	Elaine Morales
Reginald Bush	Adam Morris
Erika Carter	Kathy Payton
Candice Castillo	Maxwell Price
Marques Collins	Rhonda Skillern-Jones
Lysette Cooper	Zarana Sanghani
Willow Curry	Caroline Smith
Jarad Davis	Marques Smith
Lisa Descant	Juan Sorto
Keith Downey	Joetta Stevenson
Edward Durant, Pastor	Talicia Stringer
Barbara Edmonds	Irene Tapner
Derrick Emanuel	Donna Thomas
Dineta Frazier	Tehani Trejo
Robin German Curtis	Charles Turner, Pastor
Huey German-Wilson	Rebecca Verm
Marcus Glenn	Treasure West
Deshara Goss	Jeffrey Whitaker
Cynovia Hall	William White
Shundra Harris-Mosley	Kenneth Williams
Stanley Hillard, Pastor	
Mildred Johnson	

## Participants

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

Marissa Aho	Marques Collins	Susan Harris	John McCrutcheon	Veronica Sanchez
Council Member Sallie Alcorn	Christine Conner	Kimberly Hatter	Jordan McGinty	Zarana Sanghani
Priscilia Anderson	Marlon Connly	Nathan Hawthorne	Thomas McWhorter	D. Scarbrough
Alana Arbor	Margo Cook	Allison Hay	Ruth Melendez	Miller Scarbrough
Dany Askenel	Keith Cornelius	Carey Hayes	Melissa Meyer	Sylvia M. Scarbrough
Cynthia Bailey	Stephen Costello	Anne Haynes	Zoe Middleton	CeCe Scott
Giordau Baity	Willow Curry	Mekala Haynes	James Middleton	Melissa Shelton
Burnis Baker	Kim Davis	Taskmeia Haywood	Senator Borris Miles	C. Smith
Gabe Baker	Council Member Jerry Davis	Trish Henderson	Jackie Miller	Natasha Smith
Radu Barbuceanu	Betty Dean	Patricia Henderson	Nettie Miller	Vernon Smith
Elizabeth Barlow	Tanya Debose	Trish Henderson	Redonna Miller	Winnie Ruth Smith
Emily Barrere	Gerry D. Deickens	Jade Hernandez	Murlean Mims	Catherine Spivey
Lawrence J. Battle	Brandon Denton	Lawrence Hester	Anthony Mindiola	Dianne Stephens
Helen Benjamin	Rachel Die	Lillie Hicks	Franklin Moore	Cory Stottlenyer
Becky Benitez	Samuel Dike	Marcus G. Hill	Kim Brown Myles	Sheri Strong
Ishara Bernard	Maja Dimitrijevic	Ian Hlavelck	Kennedy Nelms	Marcus Stuckett
Taft Blake	Richard Ditoiz	Sherry Hubbard	Whitney Nguyen	Kristie Sutton
Kathy Blueford-Daniels	Carolyn Dixon	Kara Ihedigho	Alma Ogletree	Linda Talbot
Michelle Bonton	Ray Dow	Kirk Jackson	Bonita Ollison	Becky Thomas
Lillie Bosen	Keith Downey	Tarsha Jackson	Justin Onezine	Donna Thomas
Christin Bowens	Roshida Downey	Lharissa Jacobs	Julia Ossemi-Seied	Laqueshia Thomas
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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"> <li>1. Ensure Houstonians have the information, skills, and capacity to prepare for any emergency</li> <li>2. Mobilize Houstonians to adapt in the face of climate change</li> <li>3. Support small businesses to better withstand any disruption</li> <li>4. Encourage community leadership, stewardship, and participation</li> </ol>
	<p><i>GOAL 2: We will expand access to wealth-building and employment opportunities</i></p> <hr/> <ol style="list-style-type: none"> <li>5. Maximize access to economic opportunity and prosperity for all Houstonians</li> <li>6. Provide opportunities for more Houstonians to start, maintain, and grow small businesses</li> <li>7. Prepare Houston's workforce and all young Houstonians for the jobs of the future</li> </ol>
	<p><i>GOAL 3: We will improve safety and well-being for all Houstonians</i></p> <hr/> <ol style="list-style-type: none"> <li>8. Make our streets 100% safe for all Houstonians</li> <li>9. Shelter and house any Houstonian in need</li> <li>10. Proactively care for Houstonians' mental health</li> <li>11. Create a city where Houstonians of different ages and accessibility needs can thrive</li> </ol>
	<p><i>GOAL 4: We will ensure that all neighborhoods have equitably resourced plans</i></p> <hr/> <ol style="list-style-type: none"> <li>12. Support equitable neighborhoods through community planning and programs</li> <li>13. Accelerate investments in inclusive housing and neighborhood development</li> </ol>
	<p><i>GOAL 5: We will invest in arts and culture to strengthen community resilience</i></p> <hr/> <ol style="list-style-type: none"> <li>14. Invest in local arts and culture to build community cohesion and to celebrate neighborhood identity</li> <li>15. Leverage arts and culture to creatively engage Houstonians in risk awareness</li> </ol>
	<p><i>GOAL 6: We will ensure all neighborhoods are healthy, safe, and climate ready</i></p> <hr/> <ol style="list-style-type: none"> <li>16. Make Houston neighborhoods greener and cooler to combat extreme heat</li> <li>17. Develop "Lily Pads" to serve as Neighborhood Resilience Hubs</li> <li>18. Ensure all neighborhoods have access to quality parks and nature</li> <li>19. Grow equitable access to quality food to nourish Houston's status as a culinary capital</li> <li>20. Prevent, mitigate, and recover from the effects of environmental injustice in our communities</li> </ol>
	<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"> <li>21. Create a citywide comprehensive housing study with neighborhood-specific recommendations</li> <li>22. Promote the need for safe, secure, and affordable homes and transportation access for all Houstonians</li> <li>23. Invest in transit-oriented and trail-oriented development</li> <li>24. Protect and strengthen neighborhoods through appropriate infill development</li> </ol>
	<p><i>GOAL 8: We will live safely with water</i></p> <hr/> <ol style="list-style-type: none"> <li>25. Make room for water</li> <li>26. Clean Houston's bayous and waterways</li> <li>27. Advance research and technology to improve water management</li> </ol>
	<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"> <li>28. Respect bayous and natural floodplains as an integral part of Houston's urban nature</li> <li>29. Increase access to our bayous for recreational, health, and other community benefits</li> <li>30. Encourage inclusive growth and economic development along bayou corridors</li> </ol>

GOAL	DESCRIPTION
	<p><i>GOAL 10: We will demonstrate leadership on climate change through action</i></p> <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> <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> <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> <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> <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> <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> <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> <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> <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>



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