

# SECOND WARD COMPLETE COMMUNITIES ACTION PLAN



Mayor Sylvester Turner  
City of Houston  
Planning and Development Department  
July 2018

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## An Equitable Houston That Works For Everyone

For Houston to be truly great, we cannot be two cities in one: one of haves, and one of have-nots. All of Houston's neighborhoods should be vibrant communities of opportunity.

That's why on April 17, 2017, I announced the creation of Houston's Complete Communities program, and selected Acres Home, Gulfton, Second Ward, Near Northside and Third Ward as the first Complete Communities neighborhoods. These five neighborhoods – and frankly, too many others in Houston – have been ignored for far too long. The significant challenges facing these neighborhoods can only be solved through a focused, community-led effort like Complete Communities, with the City acting as a committed neighborhood partner.

Every neighborhood is unique, but there are common elements we all look for in the place we live: a mix of quality and affordable home choices, job opportunities, and quality retail; good parks and schools; and reliable transportation options. We all deserve freedom from overgrown, weeded or abandoned lots, poor drainage, failing infrastructure, and crime. Each Houstonian should feel that his or her neighborhood matters, and that the private and public sectors support its growth and success.

To achieve this goal, City departments have been working closely with community members and outside partners to find solutions and achieve transformational change. We have listened to the community. This plan is the result of these conversations and the first step toward a new future for these neighborhoods.

The Complete Communities program will attract more partners and resources toward targeted areas in a focused way, enabling more livable communities. I

expect City departments to work alongside private and non-profit organizations, as well as local residents and businesses, to raise the bar in each neighborhood.

This is just the beginning. The five pilot communities have diverse demographic and physical characteristics, and a base level of community activism, making them ideal testing grounds for this new program. After we see real and sustainable change in these five areas, I am committed to turning to the next set of neighborhoods to create transformational change in them, too.

The Complete Communities program is the embodiment of my vision for a more equitable Houston. I am committed to rebuilding neighborhoods that have been underserved and under-resourced for decades. All Houstonians deserve to live in neighborhoods that support their dreams.

— Mayor Sylvester Turner





Second Ward Historic Building

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## What is a Complete Community?

### ***A sustainable 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 including 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 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. The initiative has been guided by an Advisory Committee that met for the first time in January of 2017, and that has continued to meet regularly. The committee is comprised of 26 community leaders and advocates with a balanced perspective ranging from city-wide to neighborhood specific knowledge and engagement. The committee serves as a sounding board whose members are ambassadors for the effort and who have 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 Houston neighborhoods selected to participate in the pilot initiative—Acres Home, Gulfton, Near Northside, Second Ward, and Third Ward—have

very different strengths and challenges. As a result, stakeholders in each neighborhood developed a vision that represented their ideal of a complete community. This shared vision has guided the effort in each community.

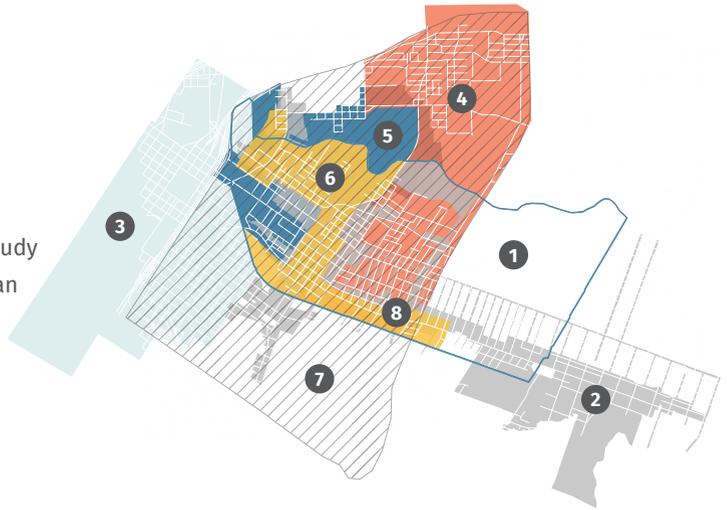
Across the five neighborhoods 3,500 people shared their insights, values, and visions. More than 2,300 participants attended one of the fourteen public meetings, and nearly 1,200 leaders representing faith-based organizations, business owners, non-profit and community-based organizations, and civic, educational and institutional leaders attended one of hundreds of listening sessions with community planners. A Neighborhood Support Team, comprised of locally identified leaders, residents and allies, has guided each Complete Community effort.

Commitment to the Complete Communities initiative is far reaching. Over the last year the City has provided support through a team of dedicated staff across City departments, this support will continue. One-on-one meetings were held with over two-dozen 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 five neighborhoods.

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

**Map of Existing Plans and Studies**

- 1 Second Ward Complete Community Action Plan
- 2 TIRZ #23 Harrisburg Project Plan
- 3 TIRZ #15 Project Plan
- 4 Fifth Ward/ Buffalo Bayou/ East End Livable Center Study
- 5 Greater East End Livable Centers Plan and Master Plan
- 6 ULI Redeveloping the East End
- 7 East End Mobility Study
- 8 METRO Transit Oriented Development Study



**Second Ward Complete Community Map**

- Parks
- Schools
- Green Line (Light Rail)



# EXECUTIVE SUMMARY

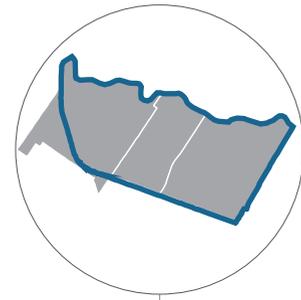
## INTRODUCTION

The Second Ward Action Plan outlines the vision, policies, goals, and projects that have been identified through the Complete Communities planning process to move the neighborhood towards a healthier, more prosperous, resilient, and equitable future.

The Second Ward Action Plan is based on the most recent plans and studies for the neighborhood (see map, opposite page left), as well as newly developed projects, actions, priorities, and partners. Prior Second Ward plans include the TIRZ #23 Harrisburg Project Plan, TIRZ #15 Project Plan, the Fifth Ward/ Buffalo Bayou/East End Livable Center Study, ULI Redeveloping the East End Study, the Greater East End Livable Centers Plan and Master Plan, East End Mobility Study, and the METRO Transit Oriented Development Study.

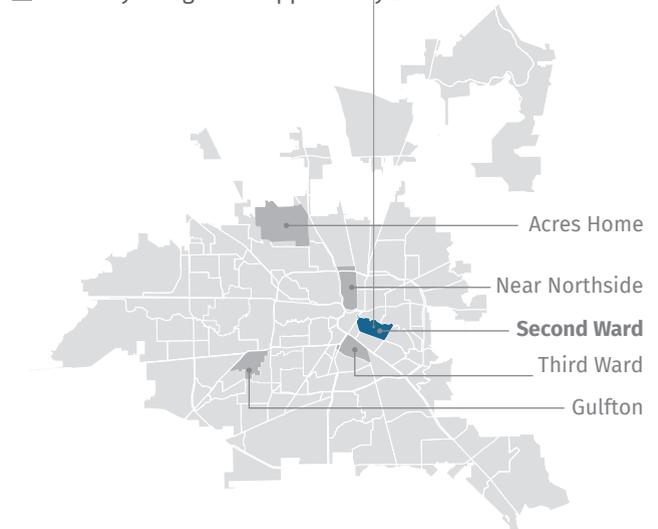
In addition, the City of Houston has recently completed a number of city-wide planning efforts. The broadest of these is Plan Houston, the City's first general plan completed in 2015. Plan Houston outlines a vision for Houston's future and strategies to realize it. Out of the 32 citywide goals, Second Ward stakeholders identified the following as priorities: inviting and accessible parks and public spaces; attractive, walkable neighborhoods with diverse housing types, values, and character; a thriving, resilient, and diverse economy; beautiful streetscapes and public spaces; and a safe, secure community. Other city-wide planning efforts that shape decision-making and public investment include the annual Capital Improvement Plan, which outlines infrastructure priorities, the Houston Parks and Recreation Department's 2015 Parks Master Plan, and the Houston Bike Plan, adopted in 2017.

The entire Second Ward is also a State designated Opportunity Zone, a new 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.



### Map of Opportunity Zones

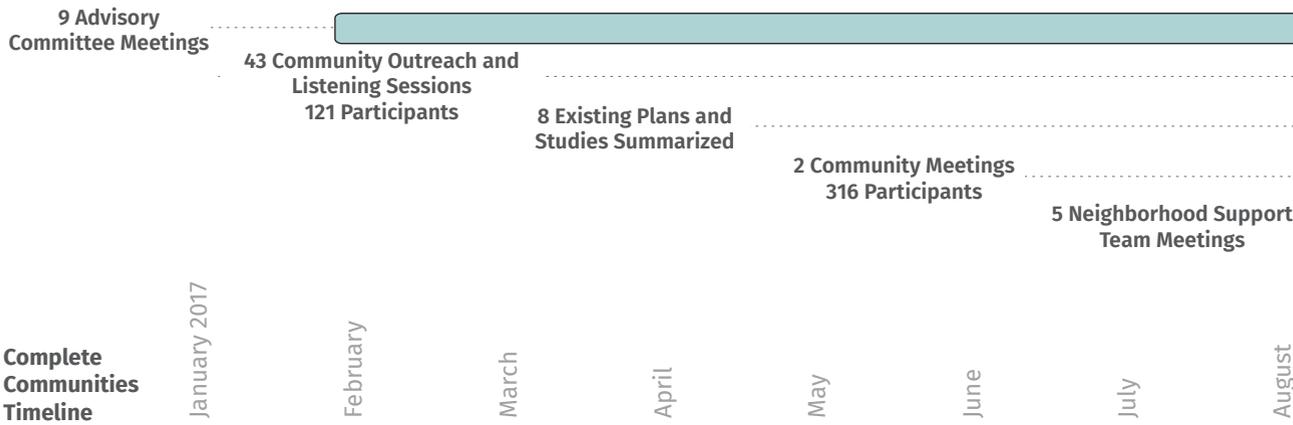
- Second Ward Complete Community Boundary
- Federally Designated Opportunity Zones



### Map of Complete Communities



Complete Community Meeting



**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 designed and implemented individualized planning processes that align with each community's current position.

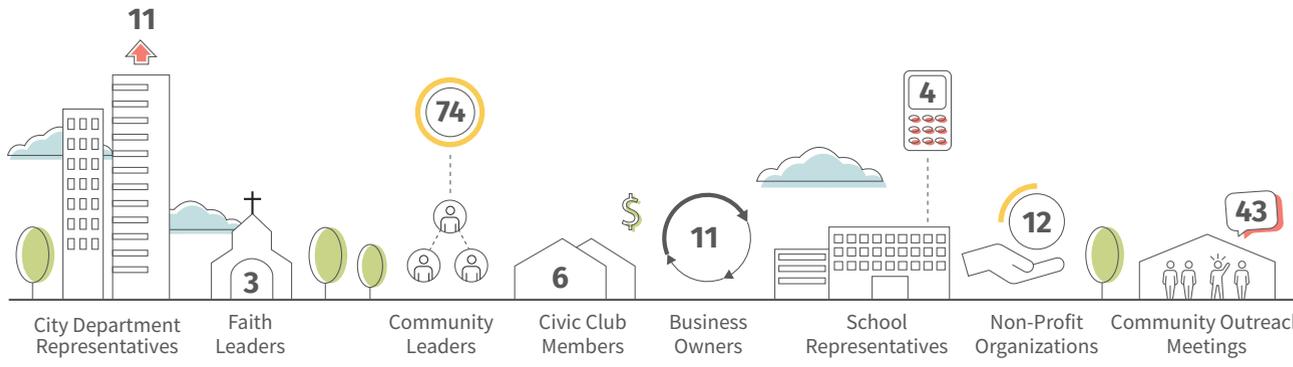
Every Complete Community effort began by conducting outreach and small group meetings with key leaders and stakeholders. These meetings helped to establish a Neighborhood Support Team to guide the planning process and understand the important issues in the community. Meetings in the Second Ward were held with area faith leaders, non-profit organizations, community-based organizations, business owners, and other civic, educational, and institutional leaders. Overall, 121 people were reached through this effort.

Following the outreach meetings, each Complete Community held a series of public meetings to accomplish the following objectives: establish a vision; develop goals and projects; identify priorities and partners; and, review the final Action Plan. In Second Ward, where substantial planning has already occurred, two public meetings were held. The first

meeting focused on reviewing the existing goals and projects, filling any gaps, and identifying new opportunities. The second meeting was to review the final draft of the Action Plan. 316 people attended these meetings and provided valuable feedback. The overall result is that the Second Ward Action Plan builds on prior planning efforts and encompasses new goals and projects identified through these public meetings. In addition, the Action Plan aligns clear implementation strategies, priorities, policies, timeframes, partners, and metrics to measure success based on both the prior plans and new input.

The Action Plan has also been informed by one-on-one meetings with City department decision-makers. At these meetings, community-identified projects and priorities were discussed and implementation mechanisms were identified.

Throughout the process, the Complete Communities Initiative has been guided by the Neighborhood Support Team (NST) which met five times to provide their insight and suggestions. The Neighborhood Support Team will oversee implementation and work directly with City staff to ensure progress is made and established benchmarks are achieved.



**Complete Communities Outreach**

COMMUNITY OUTREACH

SUMMARY OF EXISTING PLANS

COMMUNITY MEETINGS

NEIGHBORHOOD SUPPORT TEAM MEETINGS

IMPLEMENTATION

COUNCIL REVIEW

September

October

November

December

January 2018

February

March

April

May

## SECOND WARD COMMUNITY

The Second Ward is located just east of downtown Houston and south of Buffalo Bayou. The boundaries of the Complete Communities study area are consistent with the Super Neighborhood boundaries and include Buffalo Bayou to the north and rail lines on the east, south, and west. The area is served by METRORail’s Green Line that runs along Harrisburg Boulevard and connects to downtown.

Second Ward, or “Segundo Barrio,” has been home to a Hispanic or Latino majority for decades and this continues to be the case. Yet, as new development transforms the neighborhood, a more diverse community is emerging. The Second Ward is home to just under 15,000 residents. Unlike the City of Houston overall, the area’s population has declined by 5% over the last fifteen years.

New townhome construction and reclaimed industrial spaces are beginning to attract new residents and businesses to the neighborhood. Other improvement projects in the Second Ward, including the Buffalo Bayou East Sector Plan project, the completion of the Navigation Esplanade, and the rehabilitation of Guadalupe Plaza Park, have sparked new interest, investment, and development in the community.

As development transforms the community, both new opportunities and challenges have emerged. The Second Ward Complete Communities Action Plan works to build on opportunities—such as great access to neighborhood parks, adjacency to Buffalo Bayou and downtown, and a rich history and culture—while also working to address challenges that are leading to displacement and the loss of identity in one of Houston’s most historic neighborhoods.

A summary of the Action Plan, including the key focus areas and goals, is provided on the following pages. The highest priorities in the community are improving parks and open spaces, infrastructure, preserving and enhancing the neighborhood character, and housing. Additional focus areas include economic development, safety, health, and education.

The Second Ward Complete Community Action Plan establishes a set of actionable projects, policies, and programs that will result in a complete community, where everyone has the opportunity to thrive.

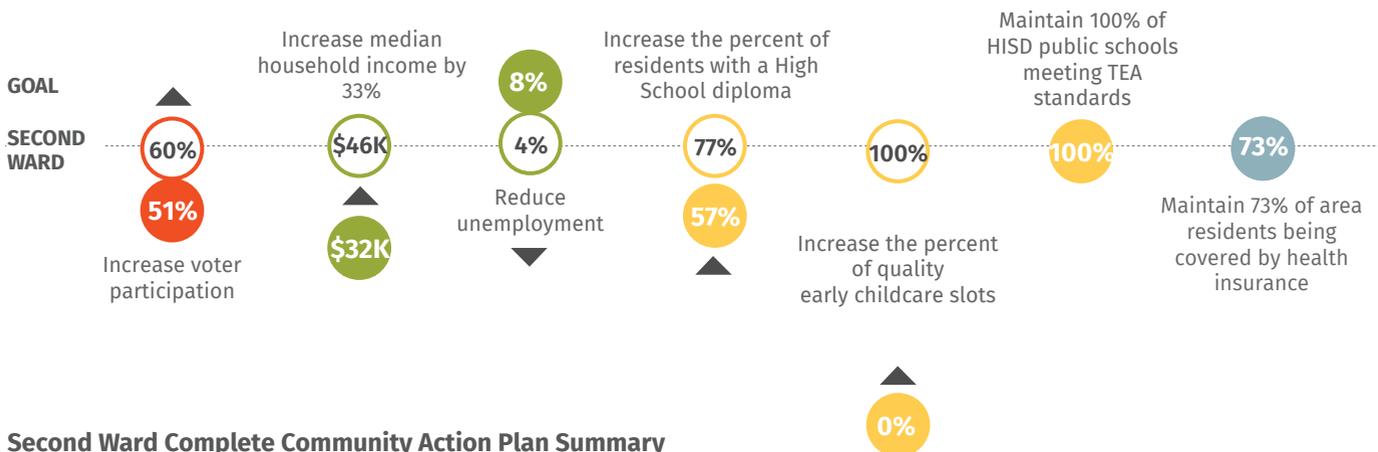


Complete Community Meeting



Complete Community Meeting

## Complete Community Metrics to Measure Success



## Second Ward Complete Community Action Plan Summary

*Underline Indicates High Priority Goal*

### ECONOMY and JOBS

A complete community is a thriving community with a diverse and resilient local economy, jobs, and opportunities. The goals are:

- **Build on Destinations** by attracting new retail, restaurants, and other amenities to the neighborhood, identifying incentives, and developing a parking management strategy
- **Expand Jobs and Opportunities** by improving access to workforce development and job training programs, supporting local businesses, and promoting the area to attract new businesses

### EDUCATION

A complete community is a learning community with programs for children and youth, strong local schools, and high quality early childcare. The goals are:

- **Strengthen Local Schools** by expanding course offerings and supportive resources for students and providing training and education for parents
- **Increase Access to Quality Early Childcare** by working with partners to increase both the quality and affordability of early childcare
- **Upgrade Community Facilities** by working in partnership with the City to identify needed improvements, particularly at the Flores Library
- **Expand Opportunities for Children and Youth** by increasing after school and summer programs, including job and mentorship opportunities

### HEALTH

A complete community is a healthy community with access to healthy food, a healthy environment, and quality healthcare. The goals are:

- **Expand Healthy Food Options** by working in partnership with local leaders to attract a new grocery store, expanding community gardens, and exploring opportunities to produce and sell locally grown food
- **Support Healthy People** by expanding access to healthcare services through outreach and education, encouraging active living, and raising awareness about environmental health risks

### HOUSING

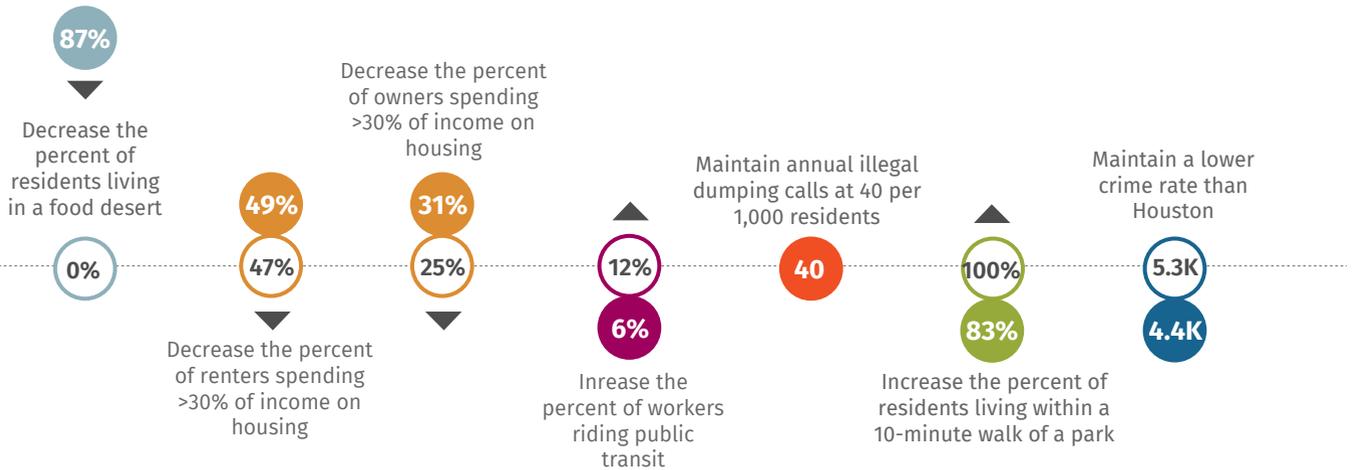
A complete community is an affordable community with high quality housing accessible to people with a diversity of incomes. The goals are:

- **Build New Housing** that meets the needs of people with a diversity of ages and incomes, particularly low- and moderate-income, by establishing the frameworks and incentives necessary to support affordable housing development and transit-oriented development projects
- **Preserve Existing Housing** through partnerships with the Housing and Community Development Department and others to repair eligible homes, establish a home improvement loan fund, provide training and outreach on home renovation, and explore a local materials exchange

### MOBILITY AND INFRASTRUCTURE

A complete community is a resilient and connected community with public transit, safe and walkable streets, and quality infrastructure. The goals are:

- **Enhance Rail Safety** by installing grade separations at area rail crossings and improving safety measures at existing crossings



**Data Sources:** ACS 2015 (5-yr); Harris County District Clerk 2016 Data; HPD and UCR 2016 Data, 311 Data 2016, Children at Risk Data 2017, Texas Education Agency 2016

- **Create Beautiful Streets** by advocating for street improvements and streetscaping, and ensuring streets are safe, particularly adjacent to area schools
- **Promote Walkability** by improving area sidewalks and building new sidewalks, including signature pedestrian bridges across Buffalo Bayou
- **Improve Public Transit Amenities** by installing new benches, amenities, and shelters at area bus stops
- **Secure a Flood Resilient Community** by ensuring new developments and high density homes are following drainage and flood protection regulations
- **Expand Bike Lanes and Amenities** by expanding area bike lanes, creating connections to popular trails, and identifying locations for new B-Cycle Stations, bike repair stations, bike racks, and other amenities

### NEIGHBORHOOD CHARACTER

A complete community is a beautiful community with historic neighborhoods and public art. The goals are:

- **Enhance the Character of the Neighborhood and Preserve Historic Resources** by implementing neighborhood protection strategies, enforcing deed restrictions, eliminating nuisances, and protecting historic buildings and districts
- **Invest in Community Arts** by expanding permanent and temporary public art throughout the neighborhood and attracting new cultural centers and gallery spaces

### PARKS and COMMUNITY AMENITIES

A complete community is a sustainable community with access to beautiful parks and open spaces. The goals are:

- **Seed New Parks** by exploring opportunities to expand linear green spaces, particularly along Buffalo Bayou, and identifying locations for new pocket parks or plazas
- **Improve and Expand Area Parks** by identifying opportunities for expansion and needed improvements at Eastwood Park, Guadalupe Plaza, Tony Marron Park, and along the Harrisburg Sunset Trail

### SAFETY

A complete community is a safe community that works together to ensure safe and well-lit streets and places. The goals are:

- **Work Together to Create a Safe and Secure Community** by increasing police and bike patrols, enhancing communication, and strengthening community and police relationships
- **Provide Well-Lit Streets and Places** by working in partnership with City departments and others to identify areas in need of street lighting, repairing broken lights, and advocating for emergency call boxes at key locations
- **Nurture Healthy Pets, Healthy Streets** by working with partners to reduce the number of stray animals and ensure pets are cared for

### 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 Control and Regulation, **BARC**  
Community Development Block Grant, **CDBG**  
Department of Housing and Urban Development, **HUD**  
Department of Neighborhoods, **DON**  
Differential Response Team (HPD), **DRT**  
Economic Development Department, **EDD**  
General Services Division, **GSD**  
Harris County Appraisal District, **HCAD**  
Harris County Flood Control District, **HCFCDD**  
Harris County Sheriff's Office, **HCISO**  
Housing and Community Development Department, **HCDD**  
Housing and Urban Development, **HUD**  
Houston Community College, **HCC**  
Houston Fire Department, **HFD**  
Houston Galveston Area Council, **HGAC**  
Houston Health Department, **HHD**  
Houston Independent School District, **HISD**  
Houston Parks and Recreation Department, **HPARD**  
Houston Police Department, **HPD**  
Houston Public Library, **HPL**  
Houston Public Works, **HPW**  
Land Assemblage Redevelopment Authority, **LARA**  
Mayor's Office for People with Disabilities, **MOPD**  
Mayor's Office of Cultural Affairs, **MOCA**  
Mayor's Office of Education, **MOE**  
Mayor's Office of Innovation, **MOI**  
National Endowment for the Arts, **NEA**  
Office of Business Opportunity, **OBO**  
Planning and Development Department, **PDD**  
Positive Interaction Program (HPD), **PIP**  
Solid Waste Department, **SWD**  
Small Business Administration, **SBA**  
Texas Commission on Environmental Quality, **TCEQ**  
Texas Department of Transportation, **TxDOT**

### Key to Priority Graphic

-  High Priority
-  Medium Priority
-  Low Priority

#### Partner Organizations and Other Abbreviations:

Association for the Advancement of Mexican Americans, **AAMA**  
BakerRipley Choices in Education, **CIE**  
BakerRipley Community Building Initiative, **CBI**  
BakerRipley Sheltering Arms Senior Services, **SASS**  
Buffalo Bayou Partnership, **BBP**  
Community Awareness Emergency Response Line, **CAER Line**  
Crime Prevention Through Environmental Design, **CPTED**  
Federally Qualified Health Center, **FQHC**  
Greater East End Management District, **GEEMD**  
Houston Arts Alliance, **HAA**  
Houston Parks Board, **HPB**  
Local Initiatives Support Corporation, **LISC**  
Second Ward Super Neighborhood Council, **SN #63**  
Talento Bilingue de Houston, **TBH**  
Tax Increment Reinvestment Zone, **TIRZ**  
Theater Under the Stars, **TUTS**  
University of Houston Stimulating Urban Renewal through Entrepreneurship, **UH SURE**  
Urban Partnerships Community Development Corporation, **UPCDC**

# SECOND WARD ACTION PLAN

The Second Ward Action Plan has 23 goals and 70 projects, organized into eight focus areas. The highest priority focus areas are education, housing, safety, mobility and infrastructure. Additional focus areas include economy and jobs, health, neighborhood character, and parks and community amenities. The Action Plan that follows was created through two public meetings and a summary of the existing community plans. The Action Plan includes goals, projects, priorities, timeframes, metrics to measure success over the next five years, and potential partners and programs.

The projects and action steps identified in this plan will be championed by the Second Ward Neighborhood Support Team (NST) in coordination with the City and the Planning and Development Department. The City departments and agencies listed as leads in the plan will provide support and leadership to the Second Ward NST. Second Ward stakeholders have also formed working groups to lead the eight focus areas—education, economy and jobs, health, housing, mobility and infrastructure, neighborhood character, and safety. These working groups will work closely with both the NST and the City departments.



Our Lady of Guadalupe Church

# ECONOMY and JOBS

## Introduction

Houston has one of the strongest employment markets in the nation and is expected to gain jobs in the coming years, with the strongest growth in the construction, retail, professional services, health care, food services, and public education sectors.

The Second Ward, located immediately adjacent to downtown Houston and Buffalo Bayou, was once part of the industrial heart of the city. As heavy industrial uses have moved further east down the Houston Ship Channel, or to the periphery of the city, there is now a substantial amount of vacant land that has potential for redevelopment. Even so, today the Second Ward has a balanced mix of industrial, commercial, and residential land uses. In 2015, the area was home to more jobs (7,539) than workers aged 16 years and older (6,475).

The diverse economy in the Second Ward is reflected in the range of resident occupations. In 2015, workers living in the Second Ward were primarily employed in the construction trades (12%), production (12%) or professional occupations (12%). Second Ward businesses attracted nearly \$16 million in small business loans and grants in 2015. Continuing to support a resilient and diverse economy in the Second

Ward includes ensuring ongoing job opportunities and economic investment.

## Economy and Jobs Goals

The two goals established for economy and jobs were generated from existing Second Ward plans and a series of community meetings. The goals focus on attracting new development and creating jobs and opportunities for residents. The goals are summarized here and provided in more detail on the following pages. The economy and jobs goals are:

### Build on Destinations

Attracting new economic development that builds on existing Second Ward destinations and centers, such as the Navigation Esplanade, will increase the number of area amenities and jobs. This goal includes identifying incentives for new development, such as retail and restaurants, while also exploring strategies to attract higher density mixed-use projects, particularly along the light rail corridor. In addition, identifying creative new uses for historic buildings, such as the proposed East End Makerspace, will reactivate these spaces and preserve the historic context of the neighborhood. Finally, developing a comprehensive parking strategy or district for the area will spark new development and activity. The objective is to open ten new businesses in the next five years.



Complete Community Meeting

8%

Unemployment Rate in Second Ward, 2015

4%

Unemployment Rate in Houston, 2018

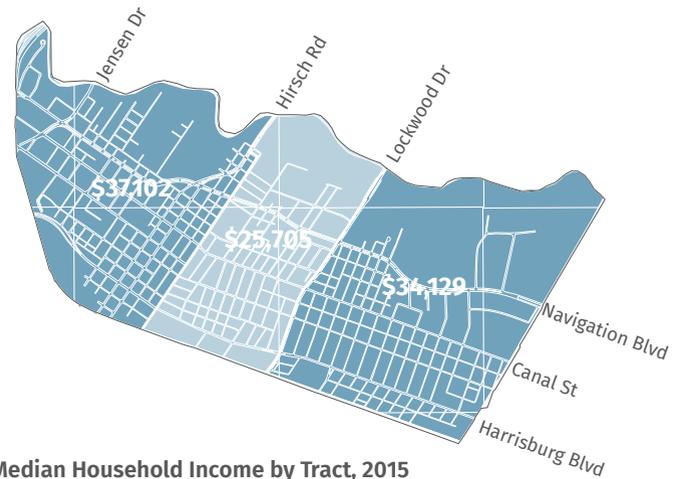
Data Sources: ACS 2015 (5-yr), Economic Census, Zip Code and Place Business Patterns, 2015; Bureau of Labor Statistics, 2018

**A complete community is a thriving community with a diverse and resilient local economy and great jobs and opportunities**

**Expand Jobs and Opportunities**

Expanding job opportunities, incubating local small businesses and entrepreneurs and promoting the area as a destination for new businesses will grow the Second Ward economy. This includes improving access to workforce development and job training programs to expand opportunities for residents to secure stable, well-paying jobs. Focusing job skills and training programs on technology and manufacturing sectors will build on existing synergies in the neighborhood. The overall objective is to reduce area unemployment to be equal to, or lower than, the City of Houston in the next five years.

Supporting small businesses, entrepreneurs and developing business incubators will grow local talent while also attracting new investment and industries to the neighborhood. Projects include connecting small businesses and entrepreneurs to resources, grants and training to help them prosper, and creating a business incubator space to attract new talent. The final project is to work in partnership with the Greater East End Management District, the East End Chamber and others to promote the area as a prime location for industry, businesses and visitors. The objective is to secure \$20 million annually in small business loans and grants for the next five years.



**Median Household Income by Tract, 2015**



**Land Use Map**  
 ■ Commercial  
 ■ Industrial  
 — Green Line (Light Rail)



**Navigation Esplanade**



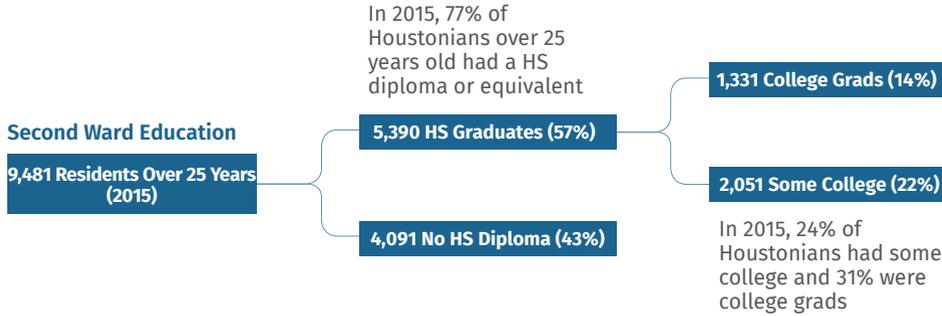
GOAL	PROJECTS	PRIORITY
<b>Build on Destinations</b>	<b>Attract new retail and restaurant development</b> <i>ACTION STEPS:</i> Work with partners to identify nodes for new economic development, including expanding retail along major commercial corridors such as Harrisburg, Canal, Wayside, Lockwood, and Navigation; Focus development at area rail stations; Attract additional restaurants to the Navigation corridor; Explore a food truck park	
	<b>Attract mixed-use neighborhood centers and destination focused investment</b> <i>ACTION STEPS:</i> Work with partners to identify strategies for mixed-use development at major rail stations and in other areas	
	<b>Develop a parking management strategy for area activity centers</b> <i>ACTION STEPS:</i> Identify areas in Second Ward with sufficient activity to warrant a parking management strategy; Work with Planning and Development to determine the feasibility of a Special Parking Area designation in these locations	
	<b>Identify incentives for new development</b> <i>ACTION STEPS:</i> Work with the Housing and Community Development Department and the Office of Business Opportunity to identify incentives, such as grants or economic development loans, to spark new economic development	
	<b>Adaptive re-use of existing building stock and historic structures</b> <i>ACTION STEPS:</i> Promote adaptive reuse of existing building stock and historic properties, including industrial properties along Buffalo Bayou; Support the acquisition and renovation of historic structures for new uses, including potentially the East End Makerspace with TXRX Labs	
<b>Expand Jobs and Opportunities</b>	<b>Expand employment and job training opportunities</b> <i>ACTION STEPS:</i> Expand skills training and other educational programs for residents and workers; Focus skills training on technology and manufacturing sectors; Partner with HCC to expand enrollment in childcare workforce development programs; Explore a local hiring program; Ensure community benefit agreements are enforced for publicly subsidized development projects	
<b>Expand Jobs and Opportunities</b>	<b>Support small businesses and entrepreneurs, including exploring business incubators</b> <i>ACTION STEPS:</i> Explore the potential of creating a business incubator space to attract and retain talent, including supporting the East End Makerspace with TXRX; Connect small businesses and entrepreneurs to resources, grants and training to help them prosper	
<b>Expand Jobs and Opportunities</b>	<b>Market the East End as prime location for industry, businesses and visitors</b> <i>ACTION STEPS:</i> Develop partnerships between the Greater East End Management District, East End Chamber and others to market the East End and develop promotional materials	



- PLAN Legend:**
- Complete Communities Action Plan
  - Fifth Ward/Buffalo Bayou/East End Livable Center Study
  - City of Houston Plans / CIP
  - ULI Redeveloping the East End
  - TIRZ #23 Harrisburg Zone Project Plan
  - Greater East End Livable Centers Plan & Master Plan
  - TIRZ #15 Project Plan
  - East End Mobility Study
  - METRO Transit Oriented Development Study

# ECONOMY AND JOBS

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Long (5+ yrs)		<b>LEAD:</b> GEEMD, East End Chamber, OBO, HCDD <b>SUPPORT:</b> Real Estate Developers, BakerRipley, UPCDC	Economic Development Funding, CDBG, Main Street Program, Build Up Houston, CBI Economic Opportunity
Long (5+ yrs)		<b>LEAD:</b> GEEMD, East End Chamber, OBO, HCDD <b>SUPPORT:</b> Real Estate Developers, BakerRipley, UPCDC	Economic Development Funding, CDBG, Main Street Program, Build Up Houston, CBI Economic Opportunity
Medium (2 - 5 yrs)	<b>10</b> New businesses open by 2023	<b>LEAD:</b> PDD <b>SUPPORT:</b> GEEMD	Special Parking Areas
Medium (2 - 5 yrs)		<b>LEAD:</b> GEEMD, OBO, HCDD <b>SUPPORT:</b> East End Chamber, BakerRipley, UPCDC	SBIR Grant, STTR Grant, STEP Grant, SBA/7A/504 Express Loans, Small Business Revolving Loan Fund, HBDI Start-Up and Small Business Loans, CBI Economic Opportunity
Medium (2 - 5 yrs)		<b>LEAD:</b> GEEMD, East End Chamber, OBO, HCDD, Historic Preservation, TXRX Labs <b>SUPPORT:</b> Real Estate Developers, UPCDC	Historic Preservation Tax Credits
Medium (2 - 5 yrs)		<b>LEAD:</b> GEEMD, OBO, SER Jobs for Progress <b>SUPPORT:</b> HCC, East End Chamber, LISC, AARP, BakerRipley	Upskill Houston, Bridges to Career Opportunities (LISC), AARP Back to Work 50+, AAMA Adelante, Public Sector Solutions, CBI Economic Opportunity, Adult Education, City of Houston Community Benefits Agreements
Medium (2 - 5 yrs)	<b>\$20 mil</b> In small business loans and grants each year Small business loans totaled \$15,868,000 in 2015 Source: Policy Map, Small Business Loans and SBA Loans and Grants, 2015	<b>LEAD:</b> OBO, GEEMD TXRX <b>SUPPORT:</b> SBDC, LIFT, HCDD, LISC, Wells Fargo Small Business Loans, SBA, Texas Innovators, BakerRipley	SBIR Grant, STTR Grant, STEP Grant, SBA/7A/504 Express Loans, Small Business Revolving Loan Fund, HBDI Start-Up and Small Business Loans, CBI Economic Opportunity
Short (0 - 2 yrs)		<b>LEAD:</b> GEEMD, East End Chamber	



# EDUCATION

## Introduction

High quality educational opportunities available to people of all ages, create a complete community. Between 2000 and 2015, the number of residents in the Second Ward over the age of 25 with a high school diploma has risen steadily, from 32% in 2000 to 57% in 2015. However, there is still a gap between educational attainment in the neighborhood and the greater Houston area, where 77% of the residents over 25 had a high school diploma in 2015. As education becomes increasingly important, it is crucial to strengthen local schools and increase educational opportunities in the neighborhood.

The Second Ward has five primary schools: Ripley House Charter School; Our Lady of Guadalupe Catholic School; The Rusk School; East Early College High School; and, David G. Burnet Elementary. The neighborhood is also home to the Houston Community College’s Felix Fraga Academic Campus and Lorenzo Early Childhood Education Center.

## Education Goals

The four education goals established for the Second Ward Complete Community were created through a series of community meetings. The goals focus on strengthening local schools, expanding access to quality early childhood education, upgrading community facilities, and increasing opportunities for children and youth. The goals are summarized here and provided in more detail on the following pages. The education goals are:

## Strengthen Local Schools

Strong local schools ensure student success and encourage lifelong learning. According to the Texas Education Agency (TEA) 2016 report, all three public schools that serve Second Ward children meet TEA standards, including the area middle school and high school, which are outside of the neighborhood’s boundaries.

Improving educational outcomes at area schools includes expanding wraparound and supportive services, increasing access to college and career readiness programs, and improving parent and community involvement. The objective is for all area public schools to continue to meet, or exceed, Texas Education Agency standards by 2023.

## Increase Access to Quality Early Childcare

According to data provided by Children at Risk, Second Ward has over 1,400 early childcare seats, of which 174 are subsidized. Currently, no early childcare seats in the community are certified as quality. High-quality programs have curricula based on comprehensive early learning standards, address the whole child, are developmentally appropriate, and are effectively implemented. There are 507 children in the Second Ward with working parents; 288 of these children are in low-income households. Second Ward leaders will be working to expand access to affordable high quality early childcare to better meet the needs of working parents. Over the next five years, partnerships will be formed to certify 200 early childcare seats as



Complete Community Meeting

**57%** Of Second Ward residents over the age of 25 had a high school diploma in 2015

**77%** Of Houston residents over the age of 25 had a high school diploma in 2015

Data Sources: 2015 ACS (5-yr), 2010 Census, and 2000 Census

**A complete community is a learning community** with enrichment programs for children and youth, strong local schools, and high-quality early childcare

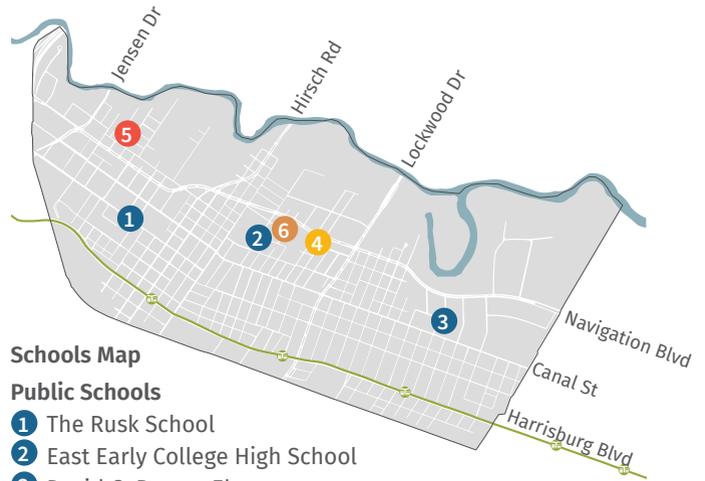
quality, through the Texas Rising Star program or other certification.

**Upgrade Community Facilities**

The Flores Library serves the entire Second Ward community and is an important destination in the neighborhood that provides after school and summer programs for youth, workforce programs, and other family activities. The library was damaged during Hurricane Harvey and remains closed. Re-opening and upgrading the facility to better meet the needs of residents and families is an important goal.

**Expand Opportunities for Children and Youth**

After school and summer enrichment programs provide supportive environments for students to grow, learn, and thrive. The Second Ward is home to 2,410 children between the ages of 5 and 17, which is 18% of the total population. Providing children and youth with quality out of school academic and enrichment programs is a top priority for the community. The project includes identifying partners and strategies to provide and expand out of school tutoring, mentoring, academic enrichment, arts and sports programs, including those provided at the Flores Library. In addition, summer job and mentorship opportunities for youth will be expanded by partnering with the Mayor’s Office of Education Hire Houston Youth program, BakerRipley, HCC, HISD, and others. The goal is to enroll 40 area youth, ages 16 to 24, in the Hire Houston Youth program.



**Schools Map**

**Public Schools**

- 1 The Rusk School
- 2 East Early College High School
- 3 David G. Burnet Elementary

**Charter Schools**

- 4 Ripley House Charter School

**Parochial Schools**

- 5 Our Lady of Guadalupe Catholic School

**Higher Education**

- 6 HCC Felix Fraga Academic Campus

— Green Line (Light Rail)



Complete Community Meeting

**Early Successes**

The Mayor’s Office of Education held community meetings where successes, barriers, solutions and recommendations to improve area schools were identified.

The United Way, in partnership with the Mayor’s Office of Education, the Houston Endowment, and Harris County Department of Education launched the Out 2 Learn website, a directory of out of school programs for youth. Visit <http://out2learnhou.org/>

The Houston Public Library has expanded youth programs at many Complete Communities libraries. Visit the Flores Neighborhood Library to learn more, <http://houstonlibrary.org/location/flores-neighborhood-library>



GOAL	PROJECTS	PRIORITY
<b>Strengthen Local Schools</b>  <b>PLAN:</b> 	<b>Strengthen neighborhood schools</b> <i>ACTION STEPS:</i> Work in partnership with HISD, HCC, and other education agencies to expand course offerings at area schools, including college prep and art courses; Engage with non-profits to improve communication within the community; Address school funding gaps  <b>Support parents</b> <i>ACTION STEPS:</i> Provide parents with the resources and training they need to assist with school work and support the success of their children, especially at the early stages; Provide opportunities for parents to share the successes they have had with the resources provided	  
<b>Increase Access to Quality Early Childcare</b>  <b>PLAN:</b> 	<b>Provide affordable and high quality early childcare</b> <i>ACTION STEPS:</i> Work with partners such as the Collaborative for Children, HCC, and Children at Risk to expand access to high-quality and affordable early childcare; Encourage centers to become Texas Rising Star certified	
<b>Upgrade Community Facilities</b>  <b>PLAN:</b> 	<b>Upgrade Flores Library</b> <i>ACTION STEPS:</i> Work in partnership with the Houston Public Library to update Flores Library, including updating children’s furnishings and expanding children’s programming; Proceed with current planned upgrades to Flores Library, including a new roof	
<b>Expand Opportunities for Children and Youth</b>  <b>PLAN:</b> 	<b>Expand after school and summer programs</b> <i>ACTION STEPS:</i> Partner with the Houston Public Library, Out 2 Learn, the United Way, and the Mayor’s Office of Education to expand outreach and enrollment in area after school and summer programs; Promote year-round after school and summer programs at Flores Library; Expand out of school opportunities for area youth, including tutoring and mentoring, arts, sports and other enrichment activities  <b>Expand summer job and mentorship opportunities for youth</b> <i>ACTION STEPS:</i> Work in partnership with BakerRipley, HCC, HISD, and other partners to expand youth mentorship, internship, and employment opportunities, including enrollment in the Mayor’s Hire Houston Youth summer jobs program and the Department of Neighborhoods summer internship program	  

**PLAN Legend:**

-  Complete Communities Action Plan
-  City of Houston Plans / CIP
-  TIRZ #23 Harrisburg Zone Project Plan
-  TIRZ #15 Project Plan

-  Fifth Ward/ Buffalo Bayou/ East End Livable Center Study
-  ULI Redeveloping the East End
-  Greater East End Livable Centers Plan & Master Plan
-  East End Mobility Study
-  METRO Transit Oriented Development Study

# EDUCATION

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Medium (2 - 5 yrs)	<h1>All</h1> <p>Area schools and feeder schools will meet or exceed TEA Standards by 2023 Source: TEA Report, 2016</p>	<b>LEAD:</b> HISD, MOE <b>SUPPORT:</b> Area Universities, Non-profit organizations, AAMA, TBH, BakerRipley, Children’s Museum of Houston	Young Audiences Houston, CBI Ripley House CIE
Short (0 - 2 yrs)		<b>LEAD:</b> HISD, MOE <b>SUPPORT:</b> Area Schools, AAMA, BakerRipley, Children’s Museum of Houston	HISD FAME Program, AAMA Adelante Program, CBI Adult Education/Community Engagement, CIE
Medium (2 - 5 yrs)	<h1>200</h1> <p>High quality early childcare seats by 2023 Currently, there are 0 high quality early childcare seats Source: Children at Risk, 2017</p>	<b>LEAD:</b> MOE, GEEMD, SN #63 <b>SUPPORT:</b> SER Jobs for Progress, HCC, Community Family Centers, AAMA Early Childhood Center, Children’s Museum of Houston, BakerRipley	Texas Rising Star, CIE
Medium (2 - 5 yrs)		<b>LEAD:</b> GSD, HPL	
Short (0 - 2 yrs)	<h1>40</h1> <p>Area youth are hired through the Hire Houston Youth program by 2023 Source: Mayor’s Office of Education, Hire Houston Youth Data</p>	<b>LEAD:</b> MOE, United Way, HPL <b>SUPPORT:</b> HPARD, HISD, Area Schools, Area Universities, BakerRipley, Children’s Museum of Houston, TUTS	Out 2 Learn, HPL Summer Programs, HISD CATCH Program, YMCA, TXRX, CBI Youth
Short (0 - 2 yrs)		<b>LEAD:</b> MOE, HPL, DON <b>SUPPORT:</b> HISD, Texas Medical Center, Genesys Works, BakerRipley	Hire Houston Youth DON Summer Youth Internship Program, AAMA Adelante Program, CBI Youth

# HEALTH

## Introduction

A complete community is a healthy community. A healthy community has quality parks, sidewalks, trails, access to high-quality and affordable health services and freedom from safety concerns, such as stray animals. In 2015, 73% of Second Ward residents had health insurance, which is equal to the City of Houston average. There are a number of health clinics that serve the community. El Centro de Corazón, a federally qualified healthcare center, is located just south of the neighborhood.

The Complete Community Health Profile, completed by the Houston Health Department, found that adults in the Second Ward were accessing routine checkups, dental checkups, and other preventative screenings at lower rates than in Houston overall. In addition, only 63% of adults in Second Ward engaged in regular physical activities, compared to 71% in Houston.

## Health Goals

The two health goals established for the Second Ward Complete Community were developed through a series of community meetings. The goals focus on expanding access to healthy food, healthcare, and active living. The goals are summarized here and provided in more detail on the following pages. The health goals are:

### Expand Healthy Food Options

The Second Ward neighborhood is without a large grocery store. The USDA's Food Desert Atlas indicates that 65% of Second Ward residents live in a food

desert, more than a mile from a grocery store. In addition, over 600 low-income families without a vehicle live more than 1/2-mile from a grocery store. "Making the healthy choice the easy choice" is at the core of the projects identified to expand access to healthy food across the neighborhood.

The projects include attracting a grocery store to the neighborhood, providing healthy food options at area corner stores through a partnership with Can Do Houston, and expanding community gardens and farms, including supporting and securing property for the neighborhood's urban farm, Finca Tres Robles.

Partnerships will also be formed to explore the potential to provide affordable lease space for local food entrepreneurs who process and sell local foods. Combined the projects will ensure that all Second Ward residents have access to nutritious food. The objective is for all of the neighborhood's residents to live within one-mile of a grocery store, or other healthy food option.

### Support Healthy People

According to the Second Ward Complete Community Health Profile completed by the Houston Health Department, adults in the study area are less likely to have received an annual routine checkup than in Houston overall, 64% compared to 67%. Neighborhood leaders will work with the Health Department and other partners to provide health outreach and education on priority topics identified



Navigation Esplanade

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**64%** Of Second Ward adults (18+) received a routine check-up in 2013-2014

**67%** Of Houston adults (18+) received a routine check-up in 2013-2014

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Data Sources: ACS 2015 (5-yr); Complete Community Health Profile, Second Ward 2017, Houston Health Department

A **complete community** is a **healthy community** with access to healthy food, a healthy environment, and quality healthcare

by the community, including the importance of regular checkups, managing chronic conditions, and preventative care. Second Ward residents also reported higher rates of poor mental and physical health than adults in Houston overall. As a result, improving access to mental healthcare is a key priority. The objective is for 70% of area adults to receive regular checkups by 2023.

Active living helps to fight obesity and chronic diseases. According to the Houston Health Department’s Health Profile, the percentage of adults (18+) in Second Ward who were obese was 39%, which is higher than the Houston rate of 34%. The Healthy People 2020 target is to reduce the percentage of adults aged 20 and older who are obese to 30.5%. To achieve this goal, partnerships will be developed to expand exercise and active living opportunities, such as walking trails, supporting the Buffalo Bayou Rowing Center, and also providing active living programs for seniors.

Industrial uses make up a large percentage of the landscape in the Second Ward. As a result, raising awareness about the environmental health risks in the community is an important goal. Projects include ensuring residents are informed of potential environmental health risks and developing an outreach campaign to encourage people to enroll in area emergency alert programs and report potential hazards to 311, the Texas Commission on Environmental Quality, and other environmental agencies.

**73%** Of Second Ward residents had health insurance in 2015

**73%** Of Houston residents had health insurance in 2015

Data Source: USDA Food Desert Atlas



**Map of Food Amenities**

- Convenience Stores and Small Markets
- Urban Farm (Finca Tres Robles)
- USDA Food Desert
- Green Line (Light Rail)

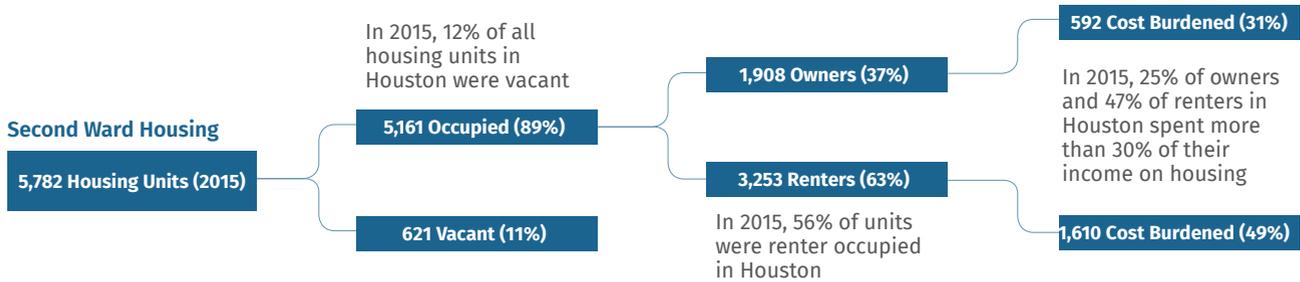


**Map of Health Services**

- + Health Clinics
- Green Line (Light Rail)



TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Long (5+ yrs)		<b>LEAD:</b> GEEMD, OBO <b>SUPPORT:</b> Harrisburg TIRZ, Can DO Houston	Can DO Healthy Corner Stores
Medium (2 - 5 yrs)	<p><b>100%</b></p> <p>Of Second Ward residents will live within one-mile of a grocery store by 2023</p> <p>Currently 65% of residents live more than one-mile from a grocery store Source: USDA, Food Desert Atlas</p>	<b>LEAD:</b> HHD <b>SUPPORT:</b> Finca Tres Robles, HHD, GEEMD, Harrisburg TIRZ, PDD, Urban Harvest, HISD	GRO1000, HHD Gardening Classes, Finca Tres Robles Programs, HISD Nutritional Services
Long (5+ yrs)		<b>LEAD:</b> HHD <b>SUPPORT:</b> Finca Tres Robles, HHD, GEEMD, Harrisburg TIRZ, El Centro de Corazón, East End Chamber of Commerce, Area Restaurants	Get Moving Houston Farmers Market, East End Farmers Market
Medium (2 - 5 yrs)		<b>LEAD:</b> HHD <b>SUPPORT:</b> Communities In Schools, HISD, Area clinics and providers	Communities in Schools Mental Health Initiative, Project Milestone, AAMA
Short (0 - 2 yrs)	<p><b>70%</b></p> <p>Of residents will get annual checkups by 2023, a 6% increase from 2013-2014</p> <p>Source: Houston Health Department, Complete Communities Health Profile, 2017</p>	<b>LEAD:</b> HHD <b>SUPPORT:</b> Texas Environmental Justice Advocacy Services, 311, TCEQ	CAER Line, AlertHouston, Greater Harris County 911 Emergency Notification System, Wireless Emergency Alerts
Short (0 - 2 yrs)		<b>LEAD:</b> HHD <b>SUPPORT:</b> Houston Health Foundation, American Heart Association, Harris Health System, AARP, El Centro de Corazon (FQHC), BakerRipley	East End Chamber of Commerce Vivir Event, AAMA, Prevention and Counseling Program, BakerRipley SASS and CBI
Short (0 - 2 yrs)		<b>LEAD:</b> HHD, HPARD <b>SUPPORT:</b> Area schools, AARP, YMCA, BakerRipley	HHD Active Living Initiative, BakerRipley SASS



# HOUSING

## Introduction

A complete community is an affordable community, with high quality housing that meets the diverse needs of residents. In 2015, 63% of Second Ward households were renters, while 37% owned their homes. In the same year, 44% of Houston households owned their homes. The percent of Second Ward households who own their homes has remained fairly stable since 2000. In 2016, single-family units comprised the majority of housing units in the neighborhood, at 43%. In Houston single-family homes made up 45% of all housing in the same year.

Over the last decade, as new development and investment has transformed the neighborhood, there is an increasing risk of displacement. For example, in the Census Tract closest to downtown (3101), the number of housing units increased by 1,436 between 2000 and 2016, a 115% growth. In this same tract median home value is nearly three times higher than in tracts 3104 and 3105 (see map and data below), where very few new units have been constructed in recent years and more historic housing remains.

As new high-end housing units are built, the gap between the number of affordable homes and the number of low- and moderate-income residents has widened. Many residents in Second Ward are burdened with high housing costs. For example, 31%

of owners and 49% of renters spent more than 30% of their income on housing in 2015. Furthermore, 63% of homeowners and 92% of renters who made less than \$20,000 spent more than 30% of their income on housing.

As the neighborhood changes, building new affordable housing is essential to prevent displacement. In addition, preserving existing housing is vital for maintaining the overall character and affordability of the neighborhood.

## Housing Goals

The two housing goals established for the Second Ward Complete Community were compiled from existing plans and a series of community meetings. The goals focus on building new affordable housing and preserving existing housing. The goals are summarized here and provided in more detail on the following pages. The housing goals are:

### Build New Housing

As new development comes to Second Ward, ensuring that there is adequate affordable housing to meet the needs of low- and moderate-income residents is an important goal. In 2018, the median listing price of homes for sale in Second Ward was over \$300,000, while median rent prices were \$1,950 per month. In contrast, median household income in

## Housing Data by Census Tract, 2016

### Census Tract 3101

Median Home Value: \$248,500  
Median Yr. Built: 2000  
New Units (Since 2000): 1,436

### Census Tract 3104

Median Home Value: \$90,800  
Median Yr. Built: 1952  
New Units (Since 2000): 136

### Census Tract 3105

Median Home Value: \$99,300  
Median Yr. Built: 1949  
New Units (Since 2000): -142



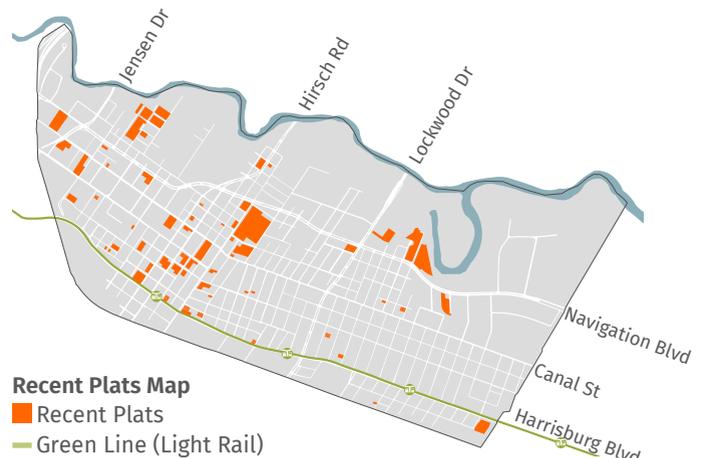
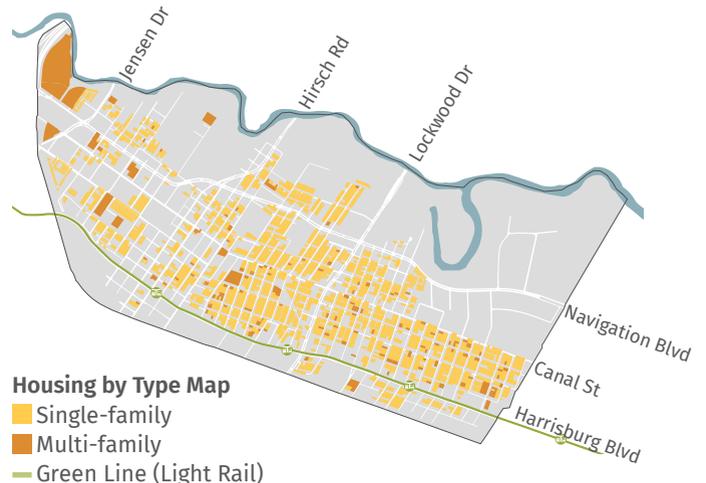
**A complete community** is an **affordable community** with high quality housing accessible to people with a diversity of incomes

the neighborhood was \$32,000 in 2015. Over 50% of households have incomes below \$35,000, and based on housing cost standards should spend approximately \$750 monthly on housing.

The projects to expand the availability of affordable housing in the neighborhood include: establishing the institutional frameworks necessary to support affordable housing development, developing incentives to fund affordable housing, and building new housing for families. More specifically, the projects include expanding the Harrisburg TIRZ, establishing a community land trust and a local community development corporation to shape housing development in the community. In addition, the proposed Harrisburg Living Initiative will provide incentives to build affordable housing along the light rail corridor. Finally, leaders will develop partnerships to build new affordable single-family infill housing, multi-family housing, and senior housing and identify strategies to expand homeownership. The objective is to construct a minimum of 100 new housing units over the next five years that meet the needs of low- and moderate-income families.

**Preserve Existing Housing**

The historic Second Ward neighborhood has many homes that are in need of repair. Developing programs to assist residents with home repairs will help to protect the affordability and historic character of the neighborhood. The projects include providing home repair and lead abatement assistance to income eligible residents through existing City programs, while also exploring the development of a local home repair program. Maintaining and preserving existing housing is critical to preventing displacement and the loss of historic character. The objective is to provide a minimum of 50 senior or other eligible homeowners with home repair assistance over the next five years.





GOAL	PROJECTS	PRIORITY
<b>Build New Housing</b>	<p><b>Extend the Harrisburg TIRZ boundary in Second Ward to increase the ability to provide affordable housing by leveraging TIRZ funds to subsidize affordable units in redevelopment projects</b>  <i>ACTION STEPS:</i> Work in partnership with elected officials and TIRZ board to explore and define the expansion of the TIRZ boundary; Apply for the expansion</p>	
	<p><b>New senior housing</b>  <i>ACTION STEPS:</i> Identify and explore the potential to build new senior housing in the area; Focus on areas adjacent to transit and other amenities</p>	
	<p><b>Expand homeownership</b>  <i>ACTION STEPS:</i> Promote the Homebuyer Assistance Program that provides eligible households making 80% AMI or below with closing costs and down payment assistance; Expand enrollment in homeowner education programs and classes, including those provided by the Tejano Center</p>	
	<p><b>Establish a Community Land Trust to preserve long-term housing affordability and environmental stewardship</b>  <i>ACTION STEPS:</i> Develop a Community Land Trust (CLT) as a means to secure the long-term affordability of housing; Develop partnerships with area non-profits to promote and support the CLT</p>	
	<p><b>Establish a Community Development Corporation to build new housing, redevelop existing housing, and re-purpose vacant properties for housing</b>  <i>ACTION STEPS:</i> Identify organizations or area stakeholders to attend Housing and Community Development’s training for Community Housing Development Organizations with Capital One and LISC</p>	
	<p><b>Build new affordable single-family infill housing</b>  <i>ACTION STEPS:</i> Develop partnerships between local organizations and Housing and Community Development (HCDD) for the construction of affordable single-family infill housing; Seek HCDD funding and foundation grants for building new housing at 60-80% of AMI or below; Explore the potential of this housing becoming part of the CLT</p>	
	<p><b>Initiate the Harrisburg Living Initiative</b>  <i>ACTION STEPS:</i> Explore the creation of a Harrisburg Living Initiative to provide financial incentives for affordable and mixed-income multi-family housing development in the Harrisburg Transit Corridor or the Buffalo Bayou/ Navigation Corridor; Provide incentives for 2,500 units over 4 years; Work in partnership with HCDD to develop additional multi-family affordable housing concepts and strategies in these corridors; Explore additional incentives such as reducing required parking and setbacks, and co-operative housing models</p>	

**PLAN:**



**PLAN Legend:**

- Complete Communities Action Plan
- City of Houston Plans / CIP
- TIRZ #23 Harrisburg Zone Project Plan
- TIRZ #15 Project Plan

- Fifth Ward/ Buffalo Bayou/ East End Livable Center Study
- ULI Redeveloping the East End
- Greater East End Livable Centers Plan & Master Plan
- East End Mobility Study
- METRO Transit Oriented Development Study

# HOUSING

## TIMEFRAME

## METRICS TO MEASURE SUCCESS

## PARTNERS

## POTENTIAL PROGRAMS

Medium  
(2 - 5 yrs)

**LEAD:** Harrisburg TIRZ  
**SUPPORT:** City of Houston, EDD

Long  
(5+ yrs)

**LEAD:** HCDD  
**SUPPORT:** Refuge Development, Local Non-profits

Long  
(5+ yrs)

**LEAD:** HCDD, PDD  
**SUPPORT:** Tejano Center, GEEMD, Local Non-profits, Churches

Homebuyer Assistance Program, My First Texas Home, Mortgage Credit Certificate Program, Five-Star Texas Advantage Program

Short  
(0 - 2 yrs)

**LEAD:** HCDD, Land Owners  
**SUPPORT:** Refuge Development, Local Non-profits, Russ and Company

# 100

New affordable housing units will be constructed by 2023

Medium  
(2 - 5 yrs)

**LEAD:** HCDD, Capital One  
**SUPPORT:** Refuge Development, Local non-profits, SER Jobs for Progress, Russ and Company

Community Housing Development Organization Workshops hosted by HCDD and Capital One

Long  
(5+ yrs)

**LEAD:** HCDD  
**SUPPORT:** Refuge Development, Local Non-profits

Medium  
(2 - 5 yrs)

**LEAD:** HCDD, GEEMD, Harrisburg TIRZ  
**SUPPORT:** PDD, Refuge Development, Local Non-profits



GOAL	PROJECTS	PRIORITY
	<p><b>Rehabilitate single-family homes</b>  <i>ACTION STEPS:</i> Promote and enroll income eligible homeowners into the Home Repair Program, a partnership with Rebuilding Together Houston; Explore the potential of a revolving loan fund for home improvement targeted in Complete Communities; Partner with Housing and Community Development and the Health Department to evaluate whether a lead abatement program could be developed for the neighborhood</p>	
<p><b>Preserve Existing Housing</b></p>	<p><b>Support training and education for home renovation and locally sourced material exchanges</b>  <i>ACTION STEPS:</i> Explore partnerships with Habitat for Humanity and others to provide training on how to create and provide a local program to assist with homeowner repairs</p>	
<p><b>PLAN:</b>  </p>	<p><b>Improve existing housing and protect residents through code enforcement and outreach</b>  <i>ACTION STEPS:</i> Work in partnership with Housing and Community Development to provide workshops and outreach on homestead, veteran, and senior exemptions, wills, inheritance, protesting property appraisals, and other homeowner resources; Review code enforcement polices and processes targeted at improving housing conditions, particularly in multi-family developments</p>	

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# HOUSING

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Short (0 - 2 yrs)	<p style="text-align: center;"><b>50</b></p> <p>Senior homeowners will receive home repairs by 2023            In 2015, there were 866 senior households of which 27% lived below the poverty level            Source: ACS 2015 (5-yr)</p>	<p><b>LEAD:</b> HCDD, Rebuilding Together Houston, HHD, AARP  <b>SUPPORT:</b> Refuge Development, Local non-profits, GEEMD, churches</p>	<p>HCDD Home Repair Program, Houston Health Department Lead Abatement Program, Weatherization Assistance Program, Texas Ramp Project, Rebuilding Together Houston (including Roofs Over Houston, Interior Repair Program, Safe and Sound Program, Ramp Angels)</p>
Short (0 - 2 yrs)		<p><b>LEAD:</b> Rebuilding Together Houston, AARP  <b>SUPPORT:</b> Refuge Development, Local non-profits, SER Jobs for Progress, TXRX Workshops</p>	<p>SER Jobs for Progress            Habitat for Humanity</p>
Short (0 - 2 yrs)		<p><b>LEAD:</b> HCDD, DON, HPW, HPD  <b>SUPPORT:</b> Code Enforcement, Refuge Development, Local non-profits</p>	<p>Multi-Family Habitability Task Force</p>

# MOBILITY and INFRASTRUCTURE

## Introduction

A complete community is a connected community with access to opportunity. Second Ward is well-served by public transit and alternative mobility networks, such as hike and bike trails. The public transit system includes the Green Line light rail that travels through the heart of the community along Harrisburg Boulevard and connects west to downtown and east to the Magnolia Transit Center. The neighborhood is also served by five local bus routes. In 2015, 14% of Second Ward households did not have a vehicle, yet only 6% of workers ages 16 years and older rode public transit.

## Mobility and Infrastructure Goals

The six mobility and infrastructure goals established for the Second Ward Complete Community were compiled from existing plans and a series of community meetings. The goals focus on improving the neighborhood's streets and sidewalks, improving public transit amenities, ensuring pedestrian safety at rail crossings, reducing the potential of future flooding, and developing a bicycle network. The goals are summarized here and provided in more detail on the following pages. The mobility and infrastructure goals are:

### Create Beautiful Streets

Improved streets spark economic development, increase property values, and provide for greater mobility. The current street improvement projects proposed by Houston Public Works for the Second Ward include: Lockwood, Canal, Commerce, Preston, Engel, Brady, Sherman and Adams. Civic leaders

have identified York, Sampson, and Navigation as future street improvement projects. Streetscaping projects along Harrisburg, Canal, Wayside, Lockwood, Navigation, York, and Sampson are also priorities. Finally, leaders will explore street safety initiatives, such as speed controls, particularly adjacent to area schools and destinations.

### Promote Walkability

While the Second Ward is well-served by public transit, the neighborhood's sidewalks and crossings need improvement to create safe and complete streets. Current sidewalk improvement projects identified by Houston Public Works include: Lockwood, Garrow, Marsden, Caylor, Preston, and Edgewood. Community stakeholders have identified the need for sidewalk improvements on Texas between Altic and Latham, and adjacent to Lockwood Station. Finally, enhancing pedestrian safety includes the provision of high visibility markings at area crosswalks and providing safe pedestrian routes across Buffalo Bayou through improved bridges or new pedestrian bridges.

### Improve Public Transit Amenities

Second Ward is adequately served by public transit. Yet, increasing comfort and accessibility, while also providing new amenities at area bus stops, such as



**6%** Of Second Ward workers ages 16 years and older rode public transportation to work in 2015

**4%** Of Houston workers ages 16 years and older rode public transportation to work in 2015

Data Sources: City of Houston GIS, Capital Improvement Plan, ACS 2015 (5-year)

A **complete community** is a **resilient and connected community** with public transit, safe and walkable streets, and quality infrastructure

benches, lighting, and shelters, will encourage more residents to ride transit. The objective is to install five new bus shelters in the community over the next five years.

**Enhance Rail Safety and Expand Quiet Zones**

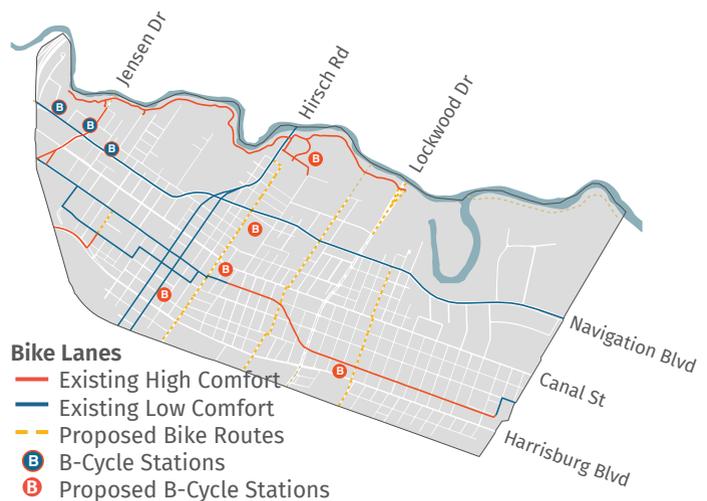
Second Ward is bounded on the east, west, and south by rail, and additional rail lines extend across the community. There are more than three dozen rail crossings in Second Ward which leads to both safety and mobility challenges. Over the coming years, leaders will work in partnership with Houston Public Works, the Gulf Coast Rail District, and area railroad companies to improve rail safety in Second Ward. Current projects planned by the Gulf Coast Rail District include rail-separated underpasses for Commerce Street, Navigation Boulevard and York Street. Increasing safety measures at rail crossings and reducing the overall number of rail crossings will improve safety throughout the neighborhood. Finally, quiet zones will be explored in partnership with civic organizations and leaders. The objective is to eliminate accidents between trains and vehicles or pedestrians and reduce train horn noise.

**Secure a Flood Resilient Community**

Second Ward is strategically sited in an area with minimal flood risks. Buffalo Bayou, the northern boundary of the neighborhood, is wide and deep in this location, and capable of draining very heavy rainfalls. Civic leaders will be working in partnership with Houston Public Works to ensure that new development and high-density homes address necessary drainage capacity to reduce the potential for future flooding and ensure neighborhood resilience in the long-term.

**Expand Bike Lanes and Amenities**

Second Ward has excellent east to west bike routes, including the Harrisburg-Sunset Trail and the Buffalo Bayou Hike and Bike trail. However, bike trails or lanes running north and south are limited. As a result, priority projects for Second Ward leaders include constructing new bike lanes on Milby, Eastwood, and Adams Streets and extending the Harrisburg-Sunset Trail west along Commerce Street to downtown. Finally, working in partnership with the City and other organizations, leaders will identify locations to install new bike amenities, such as B-Cycle and bike repair stations, racks, and water fountains. The objective is to construct 10 miles of new protected bike lanes in the neighborhood.





GOAL	PROJECTS	PRIORITY
<b>Create Beautiful Streets</b>	<b>Improve area streets</b> <i>ACTION STEPS:</i> Construct street improvements, including repaving Lockwood Dr between Harrisburg Blvd and Crites St; Canal, Engel, Brady, Sherman and Adams; Commerce St. from Charles to Palmer train tracks; Preston St.; Explore improvements on York and Sampson and head-in angled parking on Commerce St.; Identify additional street improvements	
	<b>Streetscaping projects</b> <i>ACTION STEPS:</i> Work in partnership with the Harrisburg TIRZ, GEEMD, and HPW to provide parking, lighting, street trees, landscaping, wide sidewalks, and public art along Harrisburg, Canal, Wayside, Lockwood, Navigation, York and Sampson (partially complete)	
	<b>Navigation Roundabout</b> <i>ACTION STEPS:</i> Develop a partnership with GEEMD and the Harrisburg TIRZ to advocate for the planned roundabout	
<b>Promote Walkability</b>	<b>Enhance street safety</b> <i>ACTION STEPS:</i> Explore street safety initiatives, including speed controls and high visibility crosswalks; Focus improvements adjacent to area schools (including Navarro Elementary School); Use 311 to request crosswalk studies, particularly adjacent to area schools; Partner with HPW for the neighborhood traffic management program	
	<b>Improve area sidewalks</b> <i>ACTION STEPS:</i> Work with Houston Public Works (HPW) to advocate for sidewalk improvements including Lockwood from Canal to Harrisburg; Garrow from Delano to Middleton; Marsden, Garrow to Sherman; Caylor, Sherman to Garrow; Preston, Middleton to Paige; Edgewood, from Canal to Harrisburg; Fund additional sidewalk improvements, including on Texas between Altic and Latham, GEEMD’s Lockwood Station sidewalk improvements and York and Sampson improvements, Work in partnership with HPW and GEEMD to construct new sidewalks to improve connectivity, including extending the Navigation Esplanade	
<b>Improve Public Transit Amenities</b>	<b>Build signature pedestrian bridges and multi-use bridges over Buffalo Bayou</b> <i>ACTION STEPS:</i> Work in partnership with HPW and the Buffalo Bayou Partnership to develop signature pedestrian bridges over Buffalo Bayou in key locations, including wider pedestrian sidewalks and bike lanes at Hirsch/York and Lockwood bridges over Buffalo Bayou	
	<b>Identify areas in need of bus shelters, benches or other amenities</b> <i>ACTION STEPS:</i> Identify areas for bus shelters; METRO will provide shelters to any stop that has at least 35 daily boardings, this could include the following identified locations in prior plans: Lockwood Dr. at Navigation Blvd., Lockwood Dr. at Crites St.; Partner with METRO’s Universal Accessibility initiative to ensure ADA compliance and connectivity at area bus stops and shelters	

**PLAN:**  


**PLAN:**  


**PLAN:**  


- PLAN Legend:**
-  Complete Communities Action Plan
  -  Fifth Ward/ Buffalo Bayou/ East End Livable Center Study
  -  City of Houston Plans / CIP
  -  ULI Redeveloping the East End
  -  TIRZ #23 Harrisburg Zone Project Plan
  -  Greater East End Livable Centers Plan & Master Plan
  -  TIRZ #15 Project Plan
  -  East End Mobility Study
  -  METRO Transit Oriented Development Study

# MOBILITY and INFRASTRUCTURE

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Long (5+ yrs)		<b>LEAD:</b> HPW <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ, Scenic Houston	Capital Improvement Plan, Rebuild Houston, Scenic Houston Streetscape Initiative
Long (5+ yrs)	<p><b>25%</b></p> <p>Reduction in crashes (vehicular and pedestrian/bike) by 2023 Source: City of Houston PDD</p>	<b>LEAD:</b> GEEMD <b>SUPPORT:</b> HPW, Harrisburg TIRZ, Scenic Houston	Keep Houston Beautiful, Trees for Houston, Scenic Houston Streetscape Initiative
Long (5+ yrs)		<b>LEAD:</b> GEEMD <b>SUPPORT:</b> Harrisburg TIRZ, HPW, TxDOT, HGAC	
Medium (2 - 5 yrs)		<b>LEAD:</b> HPW, SN #63, Civic Clubs, Residents <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ, HGAC, LINK Houston	HPW Neighborhood Traffic Management Program, Council District Funds, 311 Request for Crosswalk Study
Medium (2 - 5 yrs)	<p><b>10</b></p> <p>Miles of new or repaired sidewalks are constructed by 2023 Source: City of Houston HPW</p>	<b>LEAD:</b> HPW, GEEMD <b>SUPPORT:</b> Harrisburg TIRZ, LINK Houston, BBP	Safe Routes to Schools Capital Improvement Plan, METRO
Long (5+ yrs)		<b>LEAD:</b> HPW, BBP <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ, HPB	
Medium (2 - 5 yrs)	<p><b>5</b></p> <p>New bus shelters by 2023 Source: METRO</p>	<b>LEAD:</b> METRO, SN #63, Civic Clubs <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ, BakerRipley, Scenic Houston	METRO Bus Shelter Program, METRO Universal Accessibility Initiative, Houston Arts Alliance Grants (Bus Shelter Public Art), BakerRipley SASS, Scenic Houston Streetscape Initiative



GOAL	PROJECTS	PRIORITY
	<p><b>Ensure pedestrian safety at rail crossings</b>  <i>ACTION STEPS:</i> Partner with the Gulf Coast Rail District, Houston Public Works (HPW), and area rail companies to identify strategies to increase pedestrian safety at rail crossings; Work with HISD, parents, and other stakeholders to explore the potential of crossing guards at locations near schools and active rail lines; Explore funding opportunities to study all rail crossings in the neighborhood and advocate for improvements</p>	
<p><b>Enhance Rail Safety and Expand Quiet Zones</b></p>	<p><b>Advocate for and implement street and rail grade separation projects</b>  <i>ACTION STEPS:</i> Work in partnership with the Gulf Coast Rail District, area rail lines, TxDOT, HPW, and others to ensure proposed grade separation projects move forward, including reconstructing the existing Navigation Blvd. underpass, creating a new underpass on Commerce St., and constructing a new underpass on York, Lockwood, and Sampson; Identify additional locations for grade separation projects including the GH&amp;H rail corridor</p>	
<p><b>PLAN:</b>  </p>	<p><b>Create rail quiet zones along Canal St, Delmar St and near Settegast Park</b>  <i>ACTION STEPS:</i> Work in partnership with Houston Public Works, Gulf Coast Rail District, and others to advocate and identify outside funding for Quiet Zones in the community; Explore partnerships with GEEMD, the Harrisburg TIRZ, and area developers to fund rail improvements necessary for quiet zones</p>	
<p><b>Flood Resilient Community</b>  <b>PLAN:</b>  </p>	<p><b>Ensure new construction and high density homes address necessary drainage capacity to reduce the potential for future flooding</b>  <i>ACTION STEPS:</i> Work with HPW to ensure that new development follows flood and drainage regulations; Advocate for low-impact development</p>	
	<p><b>Develop a comprehensive bicycle network to connect Columbia Tap, MKT Trail, Harrisburg and Buffalo Bayou Trail, and area destinations</b>  <i>ACTION STEPS:</i> Work in partnership with HPW, GEEMD, Buffalo Bayou Partnership, Harrisburg TIRZ, and others to explore a bike network linking across the community, including extending the Harrisburg Trail west along Commerce to downtown; Expand bike repair stations and water fountains</p>	
<p><b>Expand Bike Lanes and Amenities</b></p>	<p><b>Expand area bike lanes</b>  <i>ACTION STEPS:</i> Construct proposed bike lanes, including on Milby from McKinney to Tony Marron Park to connect to Flores Library, Eastwood St. from McKinney to Navigation and Adams St. from Polk to Navigation; Advocate for protected bike lanes</p>	
	<p><b>New bike racks</b>  <i>ACTION STEPS:</i> Partner with the Houston Health Department to provide new bike racks at the following locations: Tony Marron Park, Ripley House, Harrisburg-Sunset Trail, Harrisburg and Lockwood intersection and rail stop; Coffee Plant/Second Ward METRO rail station; and, Flores Library</p>	
<p><b>PLAN:</b>  </p>	<p><b>Expand B-Cycle Stations to the eastern portion of the neighborhood</b>  <i>ACTION STEPS:</i> Provide new B-Cycle Stations at the following locations Tony Marron Park, Ripley House, Harrisburg-Sunset Trail, Harrisburg and Lockwood intersection and rail stop; Coffee Plant/Second Ward METRO rail station; Commerce St. and Drennan St; Flores Library; Columbia Tap</p>	

**PLAN Legend:**

- Complete Communities Action Plan
- City of Houston Plans / CIP
- TIRZ #23 Harrisburg Zone Project Plan
- TIRZ #15 Project Plan

- Fifth Ward/ Buffalo Bayou/ East End Livable Center Study
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- Greater East End Livable Centers Plan & Master Plan
- East End Mobility Study
- METRO Transit Oriented Development Study

# MOBILITY and INFRASTRUCTURE

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Medium (2 - 5 yrs)		<b>LEAD:</b> Union Pacific, Gulf Coast Rail District, HPW <b>SUPPORT:</b> GEEMD, SN #63, HISD	Rail Safety Grants, HISD Crossing Guards
Long (5+ yrs)	<b>0</b> Pedestrian or vehicle rail accidents each year Source: HPD	<b>LEAD:</b> Gulf Coast Rail District, Union Pacific, TxDOT, HPW, HGAC	
Medium (2 - 5 yrs)		<b>LEAD:</b> Union Pacific, Gulf Coast Rail District, HPW <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ	Quiet Zone Program
Medium (2 - 5 yrs)		<b>LEAD:</b> HPW, PDD <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ, SN #63, Civic Clubs	
Long (5+ yrs)		<b>LEAD:</b> HPW, BBP <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ, Philanthropic Organizations	Rivers, Trails, and Conservation Assistance Program (RTCA)
Medium (2 - 5 yrs)		<b>LEAD:</b> HPW <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ, BBP, Harris County Pct 1	Capital Improvement Plan
Short (0 - 2 yrs)	<b>10</b> Miles of new bike lanes by 2023 Source: City of Houston PWE	<b>LEAD:</b> HHD, SN #63, Civic Clubs, Area Businesses, Schools, Churches and Organizations <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ	Houston Bike Racks Donation Program, Houston Bike Plan
Short (0 - 2 yrs)		<b>LEAD:</b> HPW <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ	Houston B-Cycle Program

# NEIGHBORHOOD CHARACTER

## Introduction

Second Ward is one of Houston’s original and historic political wards. In the years following the founding of Houston in 1837, Second Ward became home to many European immigrants. With the widening of the ship channel in the early 1900s, the area grew and developed around shipping, warehousing, and rail industries. In this era, Mexican immigrants came to settle in the community and the area became known as “Segundo Barrio.” Second Ward became the cultural and political heart of the Hispanic community in Houston. Our Lady of Guadalupe Catholic Church, which opened in 1912, was the first parish established specifically for the Spanish-speaking community.

The long and rich history of the neighborhood is reflected in area landmarks, such as Our Lady of Guadalupe Church, and in the area’s housing. In 1907 the Houston Settlement Association was established to provide social services and support to area residents. The legacy of this organization is Ripley House on Navigation, one site in the BakerRipley network that has served Second Ward for over 100 years.

Across the decades Second Ward has experienced periods of both growth and decline. Today, Second Ward has a thriving culture and is one of five Houston Cultural Districts established by the Texas Commission

on the Arts (TCA). The TCA defines Cultural Districts as “special zones that harness the power of cultural resources to stimulate economic development and community revitalization.”

Residents and visitors can attend a performance at Talento Bilingüe de Houston, dine at iconic restaurants along Navigation Boulevard, tour the beautiful murals, or enjoy the markets and festivals along the Navigation Esplanade. Enhancing the character of the neighborhood and protecting historic resources will ensure that this rich culture continues to thrive.

## Neighborhood Character Goals

The two neighborhood character goals established for the Second Ward Complete Community were developed from existing plans and a series of community meetings. The goals focus on preserving the neighborhood’s character and history as well as investing in community arts. The goals are summarized here and provided in more detail on the following pages. The neighborhood character goals are:

### Enhance the Character of the Neighborhood and Preserve Historic Resources

In the last several decades, the Second Ward has grown and changed. New development, concentrated in the western section of the neighborhood



Second Ward Mural



Our Lady of Guadalupe Church

**A complete community is a beautiful community**  
with historic neighborhoods and public art

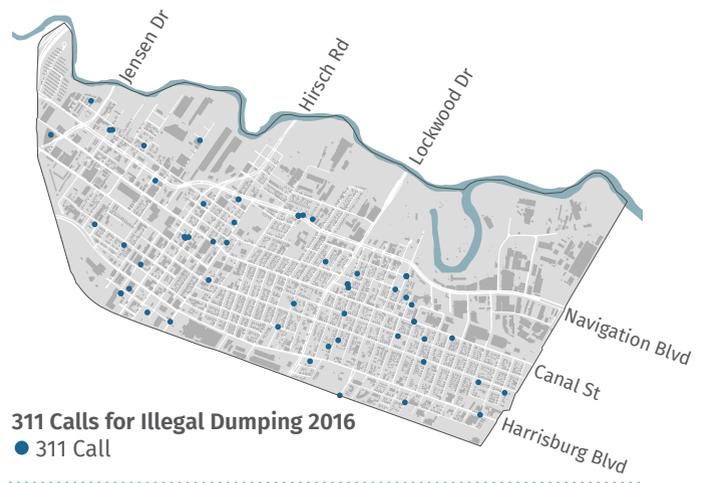
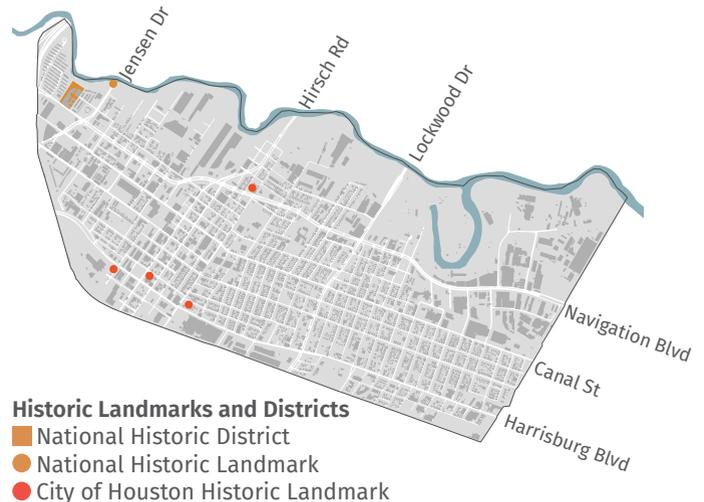
closest to downtown, has brought new amenities to the community, but is also threatening historic neighborhoods and buildings. Working in partnership with the Planning and Development Department, area leaders will identify and implement appropriate neighborhood protection strategies, such as design guidelines, deed restrictions, minimum lot size and building line restrictions. In addition, historic preservation strategies will be pursued, including applying for landmark designation for historic buildings and exploring historic district designations. Finally, campaigns to prevent nuisances, such as illegal dumping, will be developed to ensure the neighborhood is clean and beautiful.

**Invest in Community Arts**

History and culture are embedded in the landscape of Second Ward. Continuing to invest in community cultural centers and public art will carry this legacy into the future. Performance arts and theater in the community have a home at Talento Bilingüe de Houston (TBH). Strengthening this cultural asset through renovations or other improvements, as well as adding new cultural facilities, will ensure that the Second Ward remains a center of Hispanic culture in the Houston area. In addition, expanding both temporary and permanent public art in the community will enhance the character of the neighborhood and reinforce the strong tradition of murals. Supporting local artists by developing gallery spaces along the Navigation Esplanade will promote art and artists across the community.

**Early Successes**

The Mayor’s Office of Cultural Affairs is leading an inclusive cultural strategy to bring new programs and expand existing ones in each Complete Community. This includes four new Mini Murals, a Civic Art project, the Visit My Neighborhood grants, creative writing workshops and a Neighborhood Poetry Project by Houston Poet Laureate, Deborah ‘DEEP’ Mouton. For more information visit: <http://www.houstontx.gov/culturalaffairs/cccs/second-ward.pdf>



**4** Calls to 311 for illegal dumping per 1,000 Second Ward residents in 2016

**4** Calls to 311 for illegal dumping per 1,000 Houston residents in 2016

Data Sources: Houston 311 Calls, 2016; My City Map Viewer; National Register of Historic Places



GOAL	PROJECTS	PRIORITY
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	<p><b>Identify strategies to preserve the character of the neighborhood</b>  <i>ACTION STEPS:</i> Identify and implement strategies to protect and enhance the character of the neighborhood, including developing design guidelines and incentives, deed restrictions, exploring minimum lot size and building line restrictions, and other strategies</p>	
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<p><b>Enhance the Character of the Neighborhood and Preserve Historic Resources</b></p>	<p><b>Historic preservation</b>  <i>ACTION STEPS:</i> Work in partnership with Planning and Development to explore historic preservation strategies, including landmark status and historic district designation; Planning and Development to lead workshops on preservation</p>	
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<p><b>PLAN:</b>  </p>	<p><b>Beautify the neighborhood</b>  <i>ACTION STEPS:</i> Work in partnership with the Department of Neighborhoods, Civic Clubs, the Super Neighborhood Council, GEEMD, and other partners to beautify the neighborhood, including reporting overgrown lots, graffiti, and illegal dumping; Advocate for additional city programs and staff to monitor and address illegal dumping</p>	
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	<p><b>Renovate Talento Bilingüe de Houston (TBH)</b>  <i>ACTION STEPS:</i> Work with TBH to identify needed improvements; Explore and develop plans for a new museum or visitor center; Identify funding strategies</p>	
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<p><b>Invest in Community Arts</b></p>	<p><b>Expand permanent and temporary public art throughout the neighborhood</b>  <i>ACTION STEPS:</i> Work in partnership with the Mayor’s Office of Cultural Affairs, Houston Arts Alliance, Houston Public Library, the East End Chamber and others on Mayor Turner’s strategies for arts and culture for complete communities; Work in partnership with Buffalo Bayou Partnership and others to install permanent and temporary public art along the Bayou; Invest in civic art and murals, including identifying locations for additional mini-murals; Explore graffiti walls and other participatory public art projects</p>	
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<p><b>PLAN:</b>  </p>	<p><b>Develop gallery spaces along the Esplanade for makers and artists</b>  <i>ACTION STEPS:</i> Work in partnership with the Greater East End Management District to identify potential infill sites or vacant spaces to expand gallery spaces along Navigation</p>	
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**PLAN Legend:**

-  Complete Communities Action Plan
-  City of Houston Plans / CIP
-  TIRZ #23 Harrisburg Zone Project Plan
-  TIRZ #15 Project Plan

-  Fifth Ward/ Buffalo Bayou/ East End Livable Center Study
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-  East End Mobility Study
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# NEIGHBORHOOD CHARACTER

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Medium (2 - 5 yrs)	2	<b>LEAD:</b> GEEMD, PDD, SN #63, Civic Clubs <b>SUPPORT:</b> BakerRipley	Minimum Lot Size Ordinance, Minimum Building Line Ordinance, Walkable Places Committee, CBI Community Engagement
Medium (2 - 5 yrs)	Historic buildings are preserved and re-used by 2023  25%	<b>LEAD:</b> GEEMD, PDD, SN #63, Civic Clubs <b>SUPPORT:</b> Texas Preservation Trust Fund, BakerRipley	Texas Preservation Trust Fund, Historic District Designations, Historic Landmark Designations, CBI Community Engagement
Short (0 - 2 yrs)	Decline in reports to 311 for illegal dumping by 2023 <small>Source: City of Houston 311 Data</small>	<b>LEAD:</b> DON, SN #63, Civic Clubs, GEEMD <b>SUPPORT:</b> Keep Houston Beautiful, Area churches, schools and organizations, BakerRipley	DON Spring Cleaning Program, Blast the Bandit Initiative, Volunteer Initiative Program (VIP), Trees for Houston, DON Mowdown Program, Vacant Lot Emergency Cuts, Walk the Block Cleanups, CBI Community Engagement
Short (0 - 2 yrs)		<b>LEAD:</b> TBH <b>SUPPORT:</b> GEEMD, HCDD, Philanthropic Organizations	CDBG Funding
Short (0 - 2 yrs)	10	<b>LEAD:</b> East End Chamber, MOCA, HPL <b>SUPPORT:</b> GEEMD, BBP, SN #63, Civic Clubs, Local Artists, Visit Houston, BakerRipley	NEA Grants, MOCA + HAA Grants, Neighborhood Matching Grants, Tourism Incentive Program, Visit My Neighborhood Grant
Medium (2 - 5 yrs)		<b>LEAD:</b> GEEMD <b>SUPPORT:</b> Local Artists, Developers, and Partners	Economic Development Funding

# PARKS and COMMUNITY AMENITIES

## Introduction

Second Ward has five parks: Guadalupe Plaza, Settegast, Fox, Tony Marron, and Eastwood. The five parks encompass 58 acres. Based on the recommended standards for neighborhood, community, and pocket parks developed in the 2015 City of Houston Parks and Recreation Master Plan, the Second Ward has an extra 22 acres of park land. The Trust for Public Land's ParkScore Map illustrates how well the neighborhood is served by parks. Specifically, 83% of residents are within a 10-minute walk of a park, which is much higher than the City average of 47%.

Historic Eastwood Park and Settegast Park are where children and seniors gather to enjoy recreational and community centered activities. Guadalupe Plaza Park, which was recently renovated, is located near Buffalo Bayou and Talento Bilingüe de Houston. Tony Marron Park, named after the first Hispanic Non-Commissioned Officer in the Army, has soccer fields and access to trails along Buffalo Bayou.

In addition to area parks, the 1.5 mile long Harrisburg-Sunset Trail, travels east and west through Second Ward. The eastern portion of the Buffalo Bayou project is in progress, and will include additional hike and bike trails along the Bayou and an expanded necklace of green spaces.

Improving and connecting Second Ward parks will create greater connectivity and accessibility while also ensuring existing parks meet resident needs.

## Parks and Community Amenities Goals

The two parks and community amenities goals established for the Second Ward Complete Community were developed from existing plans and a series of community meetings. The goals focus on creating new linear parks and improving existing neighborhood parks. The goals are summarized here and provided in more detail on the following pages. The parks and community amenities goals are:

## Seed New Parks

The Second Ward is well-served by neighborhood parks. Exploring opportunities for linear green spaces and identifying locations for new pocket parks or plazas will provide new amenities and create greater connectivity to area destinations. The most important opportunity is the Buffalo Bayou East Sector Plan that was launched in 2017 by the Buffalo Bayou Partnership. This transformational project will not only create new open spaces and hike and bike trails along the Bayou, but will also develop innovative design strategies to create greater access to the Bayou—including green streets that link neighborhoods to the waterway.

**83%** Of Second Ward Residents live within a 10-minute walk to a park

**47%** Of Houston Residents live within a 10-minute walk to a park

Data Sources: Houston GIS; Trust for Public Land ParkScore Map and Index, 2017; City of Houston Parks Master Plan 2015



Complete Community Meeting

**A complete community is a sustainable community**  
with access to beautiful parks and open spaces

The goal to seed new parks in the neighborhood will ensure that all Second Ward residents have access to high quality parks and open spaces.

### Improve and Expand Area Parks

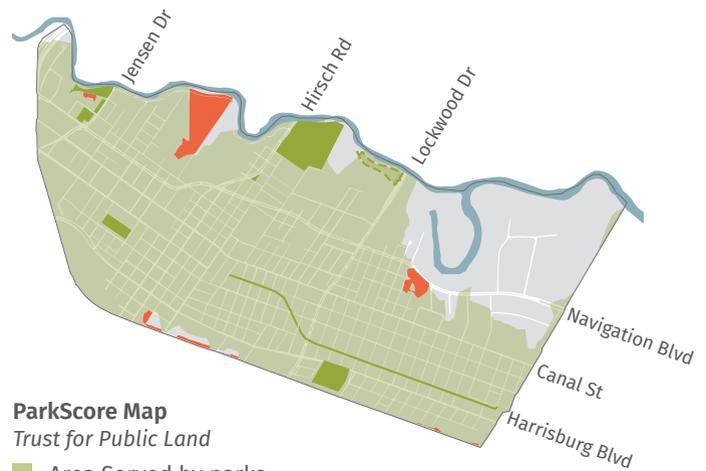
Historic Eastwood Park is the center of community activities and recreation. Second Ward leaders have been collaborating with the Houston Parks and Recreation Department to identify improvements that will restore and enhance the park. Specific projects include improving facilities, such as the community center, skateboard park and pool, and expanding senior amenities. Exploring the potential of new facilities such as a gym and exercise room are also a priority. Moving forward, community leaders will be creating a “Friends of Eastwood Park” organization to ensure proper maintenance and identify future improvements.

Additional park projects include improved lighting and other safety measures along the Harrisburg-Sunset Trail and at Guadalupe Plaza, and expanding and improving Tony Marron Park to better meet the needs of residents, including the proposed Buffalo Bayou Rowing Center. By working in partnerships with City departments, community leaders can ensure that community parks receive necessary improvements.

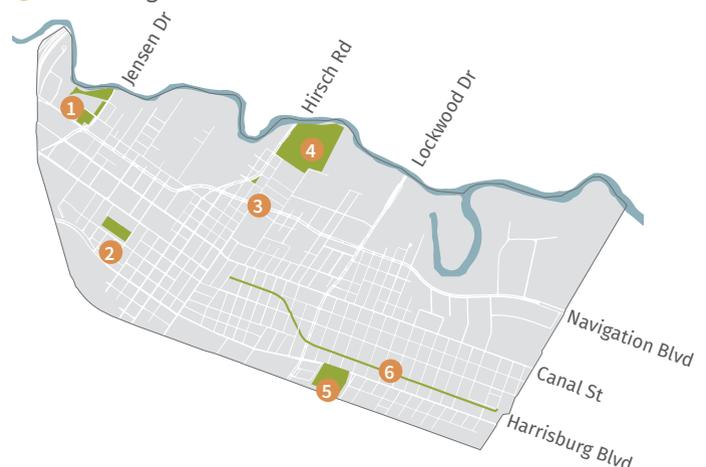
### Early Successes

The Second Ward Super Neighborhood Council and the Department of Neighborhoods organized a series of cleanups for Eastwood Park.

The Houston Parks and Recreation Department will be improving the pool, playground and skateboard park in Eastwood Park.



- Park Map**
- ① Guadalupe Plaza Park
  - ② Settegast Park
  - ③ Fox Park
  - ④ Tony Marron Park
  - ⑤ Eastwood Park
  - ⑥ Harrisburg-Sunset Trail





GOAL	PROJECTS	PRIORITY
	<p><b>Create and expand linear park space along Buffalo Bayou, including acquiring and redeveloping industrial properties into parks as part of the Buffalo Bayou East Sector Plan</b>  <i>ACTION STEPS:</i> Participate with Buffalo Bayou Partnership on the Buffalo Bayou East Sector Plan; Encourage stakeholders to attend meetings and provide feedback; Develop additional partnerships to identify implementation funding and strategies</p>	
Seed New Parks	<p><b>Link Navigation to Buffalo Bayou through linear parks or green streets</b>  <i>ACTION STEPS:</i> Work with the Buffalo Bayou East Sector Plan process to identify strategies to create links to the Bayou; Identify additional partnerships and funding strategies for implementation</p>	
<b>PLAN:</b> 	<p><b>Develop pocket parks in the neighborhoods adjacent to the Canal and Harrisburg corridors</b>  <i>ACTION STEPS:</i> Identify vacant land or other opportunity sites in this corridor; Identify funding for acquisition, planning and implementation</p>	
	<p><b>Improve Eastwood Park</b>  <i>ACTION STEPS:</i> Identify priority improvements for the park; Focus on improving facilities, such as the community center, pool, and skateboard park, plant additional trees, add lighting, improve ADA and senior amenities, and complete playground and drinking fountain repair; Work with HPARD to evaluate the clocktower project and new facilities such as a gym and exercise room; Develop a park conservancy or “Friends of the Park” team to ensure proper maintenance and focus ongoing improvements, including potential transformation of tennis courts into racquetball, security call boxes, and expansion of the skate park; Explore the potential to expand the park</p>	
Improve and Expand Area Parks	<p><b>Expand and Enhance Tony Marron Park</b>  <i>ACTION STEPS:</i> Work in partnership with BBP and HPARD to expand Tony Marron Park to the east; Add new parking along southern edge; Provide additional sports fields and activities; Work with HPARD and BBP on siting the proposed Buffalo Bayou Rowing Center at the park, including developing shared use agreements and new facilities; Develop partnerships and funding to implement a community dog park</p>	
	<p><b>Expand amenities, such as lighting, benches and pocket parks along the Harrisburg-Sunset Trail</b>  <i>ACTION STEPS:</i> Create partnerships to provide additional lighting and amenities, such as benches, along the trail; Identify potential sites for additional pocket parks, similar to the park at Bryan Street; Create partnerships to ensure the trail is properly maintained and safe</p>	
<b>PLAN:</b> 	<p><b>Guadalupe Plaza Park Improvements</b>  <i>ACTION STEPS:</i> Provide additional activities, programs and facilities for children and families at Guadalupe Plaza; Address security concerns; Explore a parking strategy</p>	

**PLAN Legend:**

- Complete Communities Action Plan
- City of Houston Plans / CIP
- TIRZ #23 Harrisburg Zone Project Plan
- TIRZ #15 Project Plan
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- Greater East End Livable Centers Plan & Master Plan
- East End Mobility Study
- METRO Transit Oriented Development Study

# PARKS AND COMMUNITY AMENITIES

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Long (5+ yrs)	<p><b>100%</b></p> <p>Of residents will live within a 10-minute walk of a park by 2023 Currently 83% of residents live within a 10-minute walk to a park Source: HPARD 2015 Master Plan Recommendations; ParkScore Map</p>	<p><b>LEAD:</b> BBP <b>SUPPORT:</b> HPB, HPARD, PWE, GEEMD, Harrisburg TIRZ, Harris County Precinct 1 and 2, Philanthropic Organizations</p>	Buffalo Bayou East Sector Plan, Rivers, Trails, and Conservation Assistance (RCTA) Recreational Trails Fund
Long (5+ yrs)		<p><b>LEAD:</b> BBP <b>SUPPORT:</b> HPB, PDD, HPARD, HPW, GEEMD, Harrisburg TIRZ, Harris County Precinct 1 and 2, Philanthropic Organizations</p>	Buffalo Bayou East Sector Plan, Scenic Houston Streetscape Initiative
Long (5+ yrs)		<p><b>LEAD:</b> HPARD <b>SUPPORT:</b> HPB, HPW, GEEMD, Harrisburg TIRZ, Harris County Precinct 1 and 2, Philanthropic Organizations</p>	Urban Indoor / Outdoor Recreation, Local Park Grant Program
Medium (2 - 5 yrs)	<p><b>2</b></p> <p>Existing parks will receive improvements by 2023</p>	<p><b>LEAD:</b> HPARD, MCAO <b>SUPPORT:</b> SN #63, Civic Clubs, GEEMD, Harrisburg TIRZ</p>	Urban Indoor / Outdoor Recreation, Local Park Grant Program, KABOOM! Grants, Shade Structure Grant Program
Medium (2 - 5 yrs)		<p><b>LEAD:</b> HPARD, BBP, GEEMD <b>SUPPORT:</b> HPW, Harrisburg TIRZ, Buffalo Bayou Rowing Center, Philanthropic Organizations</p>	NFL Foundation Grassroots Grants Buffalo Bayou East Sector Plan
Medium (2 - 5 yrs)		<p><b>LEAD:</b> HPARD, HPB, <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ, Harris County Precinct 1 and 2, Philanthropic Organizations, SN #63, Scenic Houston</p>	Urban Indoor / Outdoor Recreation, Local Park Grant Program, KABOOM! Grants, Shade Structure Grant Program, Scenic Houston Streetscape Initiative
Medium (2 - 5 yrs)		<p><b>LEAD:</b> HPARD <b>SUPPORT:</b> GEEMD, HPD, Harrisburg TIRZ, BBP, Philanthropic Organizations, Scenic Houston</p>	KABOOM! Grants, Urban Indoor / Outdoor Recreation, Local Park Grant Program, Shade Structure Grant Program

# SAFETY

## Introduction

A complete community is a safe community. Second Ward is served by the Houston Police Department's South Central Division. Crime data collected for police beat 10H10 indicates that both the property crime and violent crime rates are lower in Second Ward than in Houston. However, property crime is a major concern among residents. The area with the highest concentration of crime is in the northwest area of the community near the intersection of Jensen Drive and Navigation Boulevard. In addition to the Houston Police Department, a number of law enforcement agencies serve the Second Ward, including Harris County Constable Precinct 6, HISD, and METRO.

Reducing crime in Second Ward can be accomplished by improving communication with and among law enforcement agencies to target resources to areas with the greatest needs, enhancing lighting, and other safety improvements.

## Safety Goals

The three safety goals established for the Second Ward Complete Community were developed through a series of community meetings and existing neighborhood plans. The goals focus on working together to create a safe community, improving street lighting across the neighborhood and reducing the number of stray animals. The goals are summarized

here and provided in more detail on the following pages:

## Work Together to Create a Safe and Secure Community

An important way to reduce crime is to work in partnership with area law enforcement agencies including the Houston Police Department, Harris County Constables and Sheriff's Office, and the police and security forces of HISD, METRO, and the Greater East End Management District. When the community and law enforcement work together to reduce crime the potential impact is greater. This includes focusing police patrols in crime hot spots and encouraging civic leaders to attend Positive Interaction Program meetings. In addition, increasing the number of Spanish-speaking officers in the community will eliminate communication barriers between residents and law enforcement. By working together, Second Ward leaders and law enforcement agencies can further reduce the crime rate in the neighborhood.

## Provide Well-Lit Streets and Places

Streetlights enhance the sense of safety in a community. Over the coming years, Second Ward civic leaders will be working in partnership with the Code Enforcement Division of Houston Public Works and CenterPoint to ensure all existing streetlights are operational. In addition, community leaders will be identifying areas where new lights are needed and



Complete Community Meeting

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**3,486** Property crime rate per 100,000 in Second Ward, 2016

**4,321** Property crime rate per 100,000 in Houston, 2016

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Data Sources: HPD 2016 Data, Beat 10H10 and 2016 UCR Data

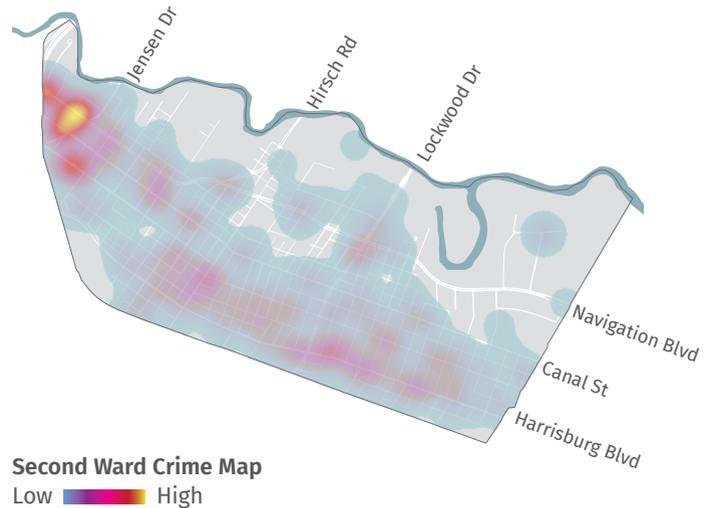
A **complete community** is a **safe community** where people work together to ensure safe and well-lit streets and places

working with Houston Public Works and CenterPoint to advocate for new streetlights. The objective is to repair or install a minimum of twenty streetlights each year.

Finally, Second Ward civic leaders will work with partners to explore the possibility of locating emergency call boxes along the Harrisburg-Sunset Trail, Columbia Tap Trail and in Eastwood and Guadalupe Parks.

### Nurture Healthy Pets, Healthy Streets

Stray animals are a problem across the City of Houston. To address stray animals in Second Ward, partnerships will be developed with BARC and other animal welfare organizations to provide education and services to encourage responsible pet ownership, including spay and neuter programs. The objective is to reduce the number of calls to 311 for stray animals by 25% over the next five years and create a safer environment for people and more caring homes for pets.



**952** Violent crime rate per 100,000 in Second Ward, 2016

**1,026** Violent crime rate per 100,000 in Houston, 2016

### Early Successes

The Code Enforcement Division has surveyed streetlights in each Complete Community every four months to identify broken lights and report to CenterPoint for repair. Since August, 48 streetlights in Second Ward have been reported.

Houston Police Department's South Central Division recently received 18 new bikes and will begin expanding their bike patrol in the area in the coming months.

Data Sources: HPD 2016 Data, Beat 10H10 and 2016 UCR Data



GOAL	PROJECTS	PRIORITY
<b>Work Together to Create a Safe and Secure Community</b>	<b>Increase police patrols in the neighborhood</b> <i>ACTION STEPS:</i> Work in partnership with HPD, Harris County Constables, and others to identify and address crime hot spots in the neighborhood, including increasing police presence along Jensen and Navigation, Sampson, Canal, Sherman, Commerce, and Lockwood	
	<b>Work together to reduce crime</b> <i>ACTION STEPS:</i> Work in partnership with HPD, Harris County Constables, and others to provide information and outreach on how to report suspicious activity, for example NextDoor, Facebook, phone calls, email, etc. for non-emergency requests; Encourage participation in law enforcement programs, such as HPD’s Citizens Police Academy and HCSO’s Explorer Program for youth to help recruit new officers	
	<b>Expand bike patrols on trails</b> <i>ACTION STEPS:</i> Work in partnership with HPD, Harris County Constables and Sheriff’s Office to expand bike patrols, particularly along trails; Expand security by working in partnership with the BBP, GEEMD and the Harrisburg TIRZ	
	<b>Participate in HPD’s South Central Division Positive Interaction Program (PIP)</b> <i>ACTION STEPS:</i> Encourage civic leaders to attend PIP meetings; Develop quarterly or semi-annual priorities for the neighborhood to present at PIP meetings, or submit “action requests” which identify key issues and can be emailed, faxed, mailed, or delivered to HPD South Central Division	
<b>PLAN:</b> 	<b>Provide additional Spanish speaking officers in the community</b> <i>ACTION STEPS:</i> Hire additional Spanish speaking officers to serve the community and improve communication between residents and the police	
<b>Provide Well-Lit Streets and Safe Places</b>	<b>Improve street lighting across the neighborhood</b> <i>ACTION STEPS:</i> Work in partnership with Houston Public Works to survey and identify areas in need of additional street lighting, such as where the Harrisburg-Sunset Trail intersects with streets; Work with residents to submit 311 requests for areas in need of lighting, including Settegast Park; Work in partnership with the Department of Neighborhoods on the Streetlight Campaign program to identify street lights that are out and report to CenterPoint	
	<b>Emergency call boxes</b> <i>ACTION STEPS:</i> Explore the possibility of locating emergency call boxes along Harrisburg-Sunset Trail, Columbia Tap Trail and in Eastwood Park and Guadalupe Plaza	
<b>PLAN:</b> 	<b>Partner with the Bureau of Animal Control and Regulation (BARC) and other non-profit organizations to reduce the number of stray animals and ensure pets are cared for</b> <i>ACTION STEPS:</i> Work in partnership with BARC and other organizations to reduce the number of stray animals in the community and ensure pets are well cared for; Bring Healthy Pets, Healthy Streets events to the community as well as the mobile vet clinic to assist with ensuring animal welfare	
<b>Nurture Healthy Pets, Healthy Streets</b> <b>PLAN:</b> 		

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TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Short (0 - 2 yrs)		<b>LEAD:</b> HPD, Harris County Constables, HCSO <b>SUPPORT:</b> Residents, GEEMD, Harrisburg TIRZ, SN #63	Keep Houston SAFE Initiative
Short (0 - 2 yrs)	<b>10%</b> Reduction in the overall crime rate in the community by 2023 The Second Ward crime rate for Beat 10H10 was 21% lower than Houston overall in 2016 Source: HPD Monthly Crime Reports, UCR 2016	<b>LEAD:</b> HPD, Harris County Constables, HCSO <b>SUPPORT:</b> Residents, GEEMD, Harrisburg TIRZ, SN #63, METRO Police, HISD Police	HPD CPTED Training, National Night Out, Keep Houston SAFE Initiative, HCSO Explorer's Program
Medium (2 - 5 yrs)		<b>LEAD:</b> HPD, HCSO <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ, BBP	Bike Patrol Program
Short (0 - 2 yrs)		<b>LEAD:</b> HPD, PIP, SN #63, Civic Clubs <b>SUPPORT:</b> GEEMD	HPD's PIP Program
Short (0 - 2 yrs)		<b>LEAD:</b> HPD, HCSO, Precinct 6	HCSO Language Hotline
Medium (2 - 5 yrs)	<b>100</b> New streetlights installed or existing lights repaired by 2023 Source: PWE and DON	<b>LEAD:</b> HPW, DON, CenterPoint <b>SUPPORT:</b> HPARD, GEEMD, Harrisburg TIRZ, BBP, SN #63, Civic Clubs, Residents	HPW Streetlight Survey Program, DON Streetlight Campaign
Medium (2 - 5 yrs)		<b>LEAD:</b> HPD, HPARD, HCSO <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ, BBP	
Short (0 - 2 yrs)	<b>25%</b> Reduction in calls to 311 for stray animals Source: City of Houston 311 data	<b>LEAD:</b> BARC, Barrio Dogs, DON <b>SUPPORT:</b> GEEMD, Harrisburg TIRZ, BakerRipley	Healthy Pets, Healthy Streets Program

# OUR THANKS

## Complete Communities

The Complete Communities initiative would not have been possible without the commitment and dedication of the Complete Communities Advisory Committee and the Second Ward Neighborhood Support Team (NST). The Advisory Committee, comprised of community leaders and advocates, ensured that the program structure was inclusive, promoted public-private partnerships, and worked effectively and efficiently. The Second Ward NST guided the planning process and shaped the initiative at the local level. We thank everyone for their time and commitment to the Complete Communities initiative.

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Angela Blanchard, BakerRipley  
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The Complete Communities initiative is supported by over 200 representatives of 27 City Departments and partner organizations. We thank you.

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Nicole Smothers  
Velyjha Southern

Misty Staunton  
Christa Stoneham  
David Welch  
Wu Ying  
Abraham Zorrilla  
Eriq Glenn, Intern

**Police**

Chief Art Acevedo, Director  
Asst Chief Sheryl Victorian  
Officer Ashton Bowie  
Lieutenant Christopher Davis  
Sergeant Michael Donato  
Lieutenant Alberto Elizondo  
Sergeant Frank Escobedo  
Exec Asst Chief Troy Finner  
Sergeant Eric V. Flores  
Captain Harlan Harris  
Officer Jorge Herrera  
Officer Jose Herrera  
Officer Leevan Lewis  
Sergeant Va'Shawnda McLean  
Officer Daniel Mendoza  
Captain Zia Salam

**Solid Waste**

Harry Hayes, Director  
Alyce Coffey

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**Houston Community College**  
Brenda Rios

**Houston Parks Board**

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Amanda Nunley  
Doug Overman  
Chip Place

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Rachael Die  
Randall Ellis  
Luis Garcia  
Armani Greer  
Chena Karego

Brankie Lockett  
Yuhayna McCoy  
Tanya McWashington  
Ujari Mohite  
Mania Nistal  
Sanjay Ram  
Danny Silva  
Sylvana Tang

**Texas Department of Transportation**

Patrick Henry  
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