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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





Burnett Bayland Park

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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.

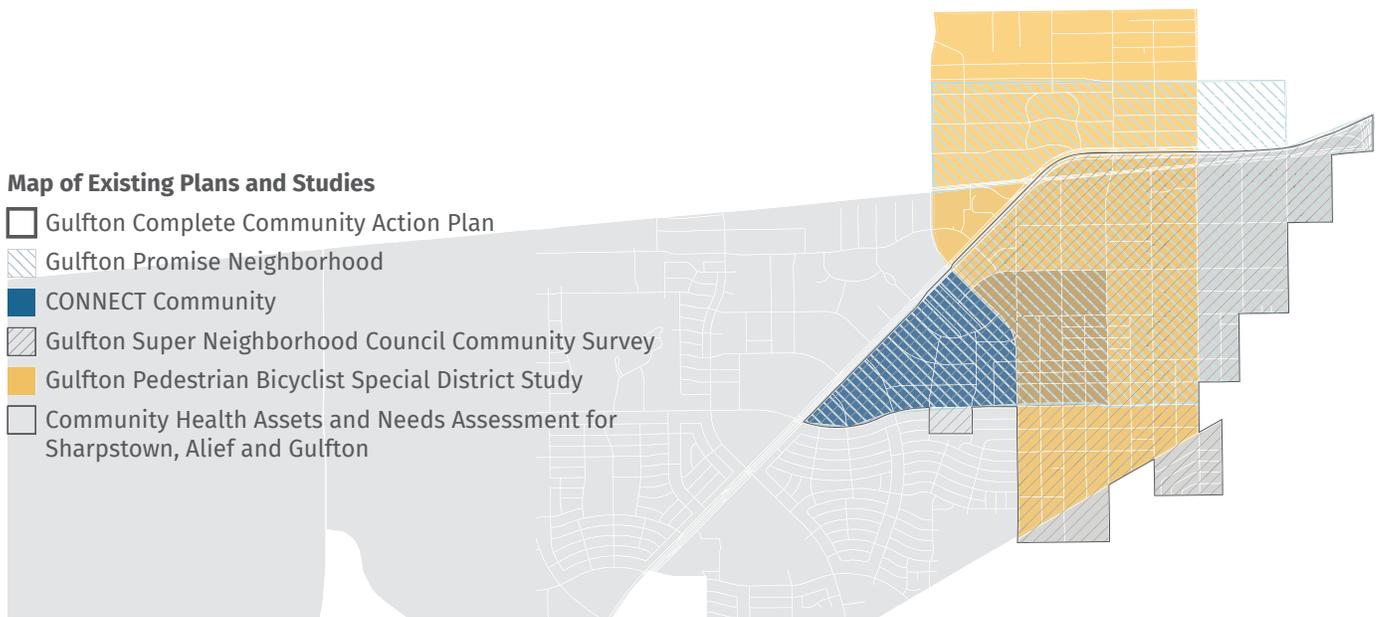
Across the five neighborhoods 3,500 people shared their insights, values, and visions. More than 2,300 participants attended one of the fourteen public meetings, and nearly 1,200 leaders representing faith-based organizations, business owners, non-profit and community-based organizations, and civic, 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 Gulfton Action Plan outlines the vision, policies, goals and projects to realize a healthier, more resilient, prosperous, equitable, and complete future. This is Gulfton's Plan.

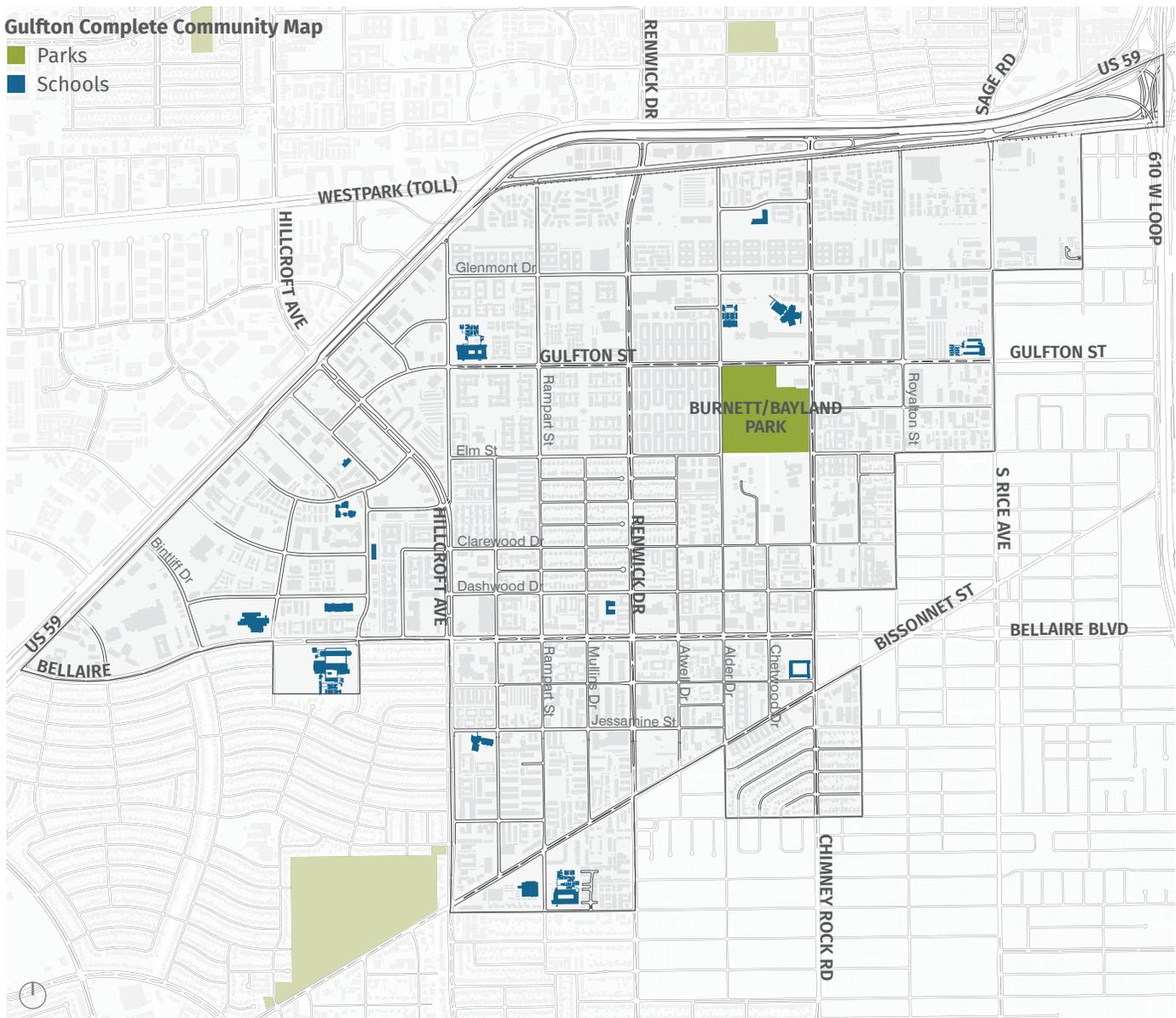
Map of Existing Plans and Studies

-  Gulfton Complete Community Action Plan
-  Gulfton Promise Neighborhood
-  CONNECT Community
-  Gulfton Super Neighborhood Council Community Survey
-  Gulfton Pedestrian Bicyclist Special District Study
-  Community Health Assets and Needs Assessment for Sharpstown, Alief and Gulfton



Gulfton Complete Community Map

-  Parks
-  Schools



EXECUTIVE SUMMARY

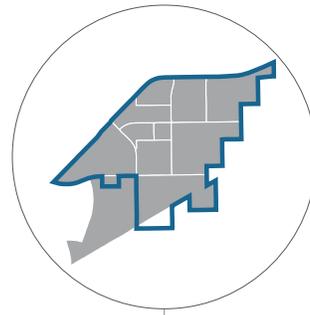
INTRODUCTION

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

The Gulfton 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 Gulfton plans include those led by BakerRipley, CONNECT Community, Gulfton Super Neighborhood Council, Houston Galveston Area Council, and Legacy Community Health in partnership with the Episcopal Health Foundation. Specifically, recent plans include CONNECT Community’s Briefing Book and draft goals, Gulfton Super Neighborhood Council’s Community Survey, the Gulfton Pedestrian and Bicyclist Special District Study, and the Community Health Assets and Needs Assessment for Sharpstown, Alief and Gufton.

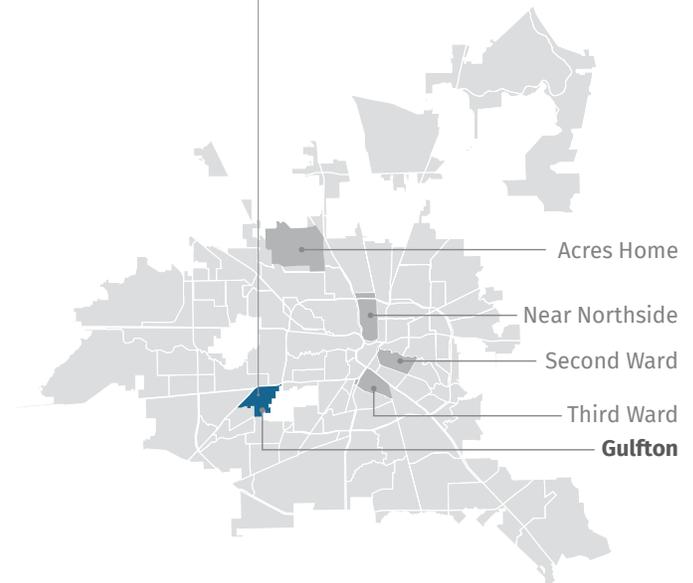
The Gulfton Complete Communities Action Plan has also been informed by one-on-one meetings with City departments and existing citywide planning efforts. The most important effort is Plan Houston, the city’s first general plan completed in 2015 that outlines a vision for Houston’s future and strategies to realize it. Out of the 32 Plan Houston goals, Gulfton stakeholders identified the following as priorities: a safe, secure community; inviting and accessible parks and public spaces; an attractive, healthy and walkable neighborhood; and affordable housing. Other citywide planning efforts that shape decision-making and public investment are 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 Gulfton Complete Community is 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

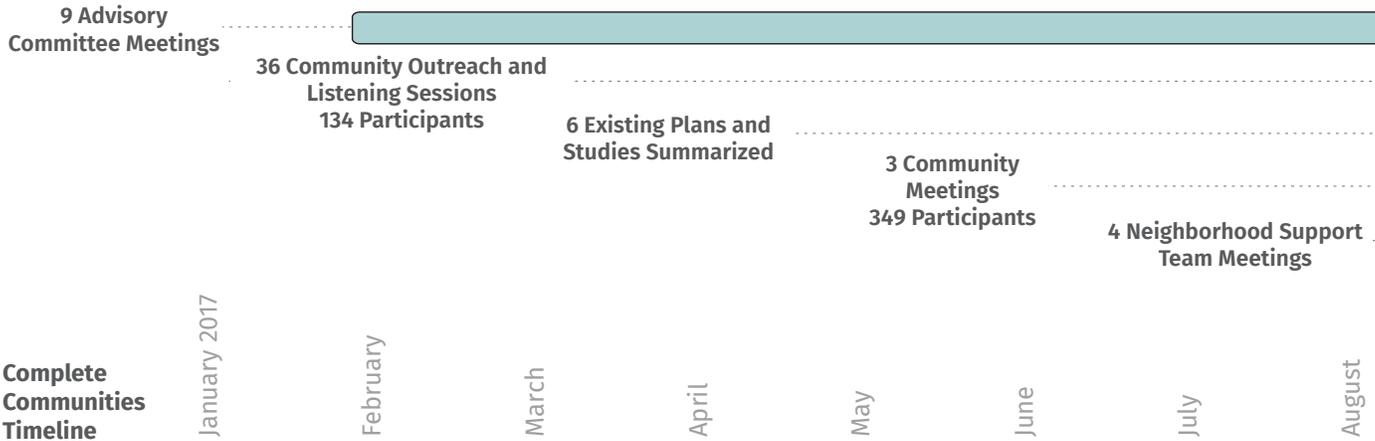
- Gulfton Complete Community Boundary
- Federally Designated Opportunity Zones



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.

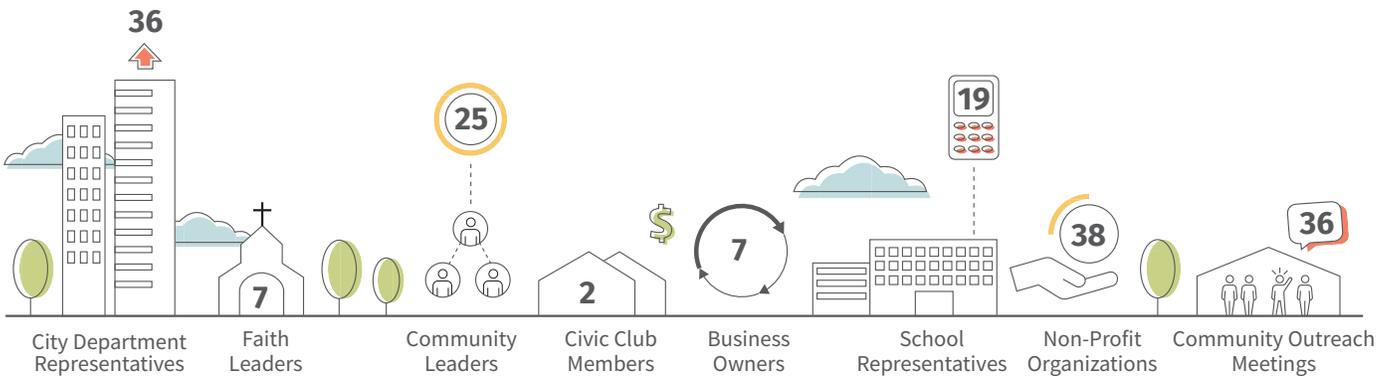
Every Complete Community effort began by conducting outreach and small group meetings with key leaders and stakeholders. These meetings helped to establish the Neighborhood Support Team to guide the planning process and help to understand the important issues in the community. Meetings in Gulfton were held with faith leaders, non-profit organizations, community-based organizations, business owners, and other civic, educational and institutional leaders. Overall, 134 people were reached through this effort.

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

first and second meetings focused on reviewing the existing goals and projects, filling any gaps, and identifying new opportunities and partners. The third, and last meeting, was to review the final Action Plan. Overall, 349 people attended these meetings and provided valuable feedback. The result is that the Gulfton 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 presented, and mechanisms to achieve implementation identified.

Throughout the process, the Complete Communities initiative has been guided by the Neighborhood Support Team (NST), which met four 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 in the coming years.



Complete Communities Outreach

COMPLETE COMMUNITIES ADVISORY COMMITTEE MEETINGS

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

GULFTON COMMUNITY

The Gulfton Complete Community is located just outside of Loop 610 and south of I-69 (formerly US 59) in Southwest Houston. The Complete Community study area includes all of the Gulfton Super Neighborhood and a small area of Sharpstown to the west.

The Gulfton area began developing in the 1950s on the Westmoreland Farms site. Today, approximately 90 apartment complexes with more than 15,000 units, dominate the landscape and are home to the majority of residents. Two small subdivisions of single-family homes are also in the area, along with scattered commercial and light industrial uses. There is very little vacant land in the community.

Gulfton, often described as Houston’s Ellis Island, is a culturally diverse, international community where over 50 languages are spoken. In 2015 the area was home to 47,431 residents. Between 2000 and 2015 the population declined by 9%, dropping from 51,997 to 47,431. Gulfton is the most densely populated Super Neighborhood in Houston.

At the end of the 1980s, Gulfton transformed from a neighborhood that was home to young white professionals to a predominantly Hispanic neighborhood, and it is at this time that new residents

began arriving in Gulfton from across the globe. In 2015, the Hispanic or Latino population comprised the majority at 69%, followed by 14% Black or African-American, 8% White and 7% Asian. Many immigrants live in the Gulfton area. In 2015, 59% of residents were born outside the United States, compared to 29% in Houston overall.

The Gulfton Complete Communities Action Plan builds on opportunities—such as access to transit, density, diversity and mixed-uses—while also addressing challenges including safety, lack of parks and preserving the affordability of area housing.

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 safety, improving and expanding parks and open spaces, and affordable housing. Additional focus areas include civic engagement, economy and jobs, education, health, neighborhood character, and mobility and infrastructure.

The Gulfton 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.

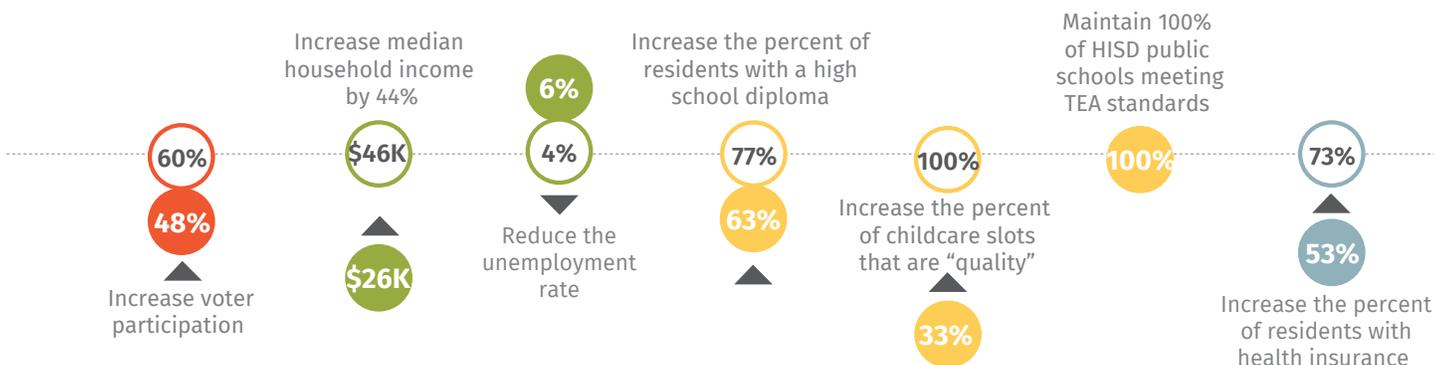


Houston Public Library Education EXPO



Complete Community Meeting

Complete Community Metrics to Measure Success



Gulfton Complete Community Action Plan Summary

Underline Indicates High Priority Goal

CIVIC ENGAGEMENT

A complete community is an engaged community where new leaders are nurtured and shared community values are strengthened. The goal is:

- **Nurture Strong Leaders and Civic Engagement** by increasing participation in community events and organizations, expanding youth leadership programs and building the capacity of civic organizations

ECONOMY and JOBS

A complete community is a thriving community with workforce development programs, economic investment and strong local businesses. The goals are:

- **Expand Job Training** through partnership with area service providers to increase access to higher paying jobs and create new jobs
- **Develop Tools to Expand Economic Opportunities** by exploring the potential of a Tax Increment Reinvestment Zone and Management District
- **Support Local Businesses** by increasing access to loans, grants, capacity building and other support programs, focusing on area restaurants and auto shops

EDUCATION

A complete community is a learning community with enrichment opportunities for children and youth, library resources, informed parents, affordable childcare and higher education opportunities. The goals are:

- **Create a Learning Community** by expanding out of school programming, strengthening local schools, connecting youth to summer job opportunities, and providing free educational materials

- **Expand Library Resources** by improving library facilities, material resources and outreach
- **Inform and Engage Parents** by providing parenting classes and adult education programs and expanding parent-teacher engagement
- **Increase Access to Quality, Affordable Early Childcare** by expanding the number of subsidized and high quality childcare seats
- **Improve College Resources** by expanding programs and offerings at HCC Gulfton Center

HEALTH

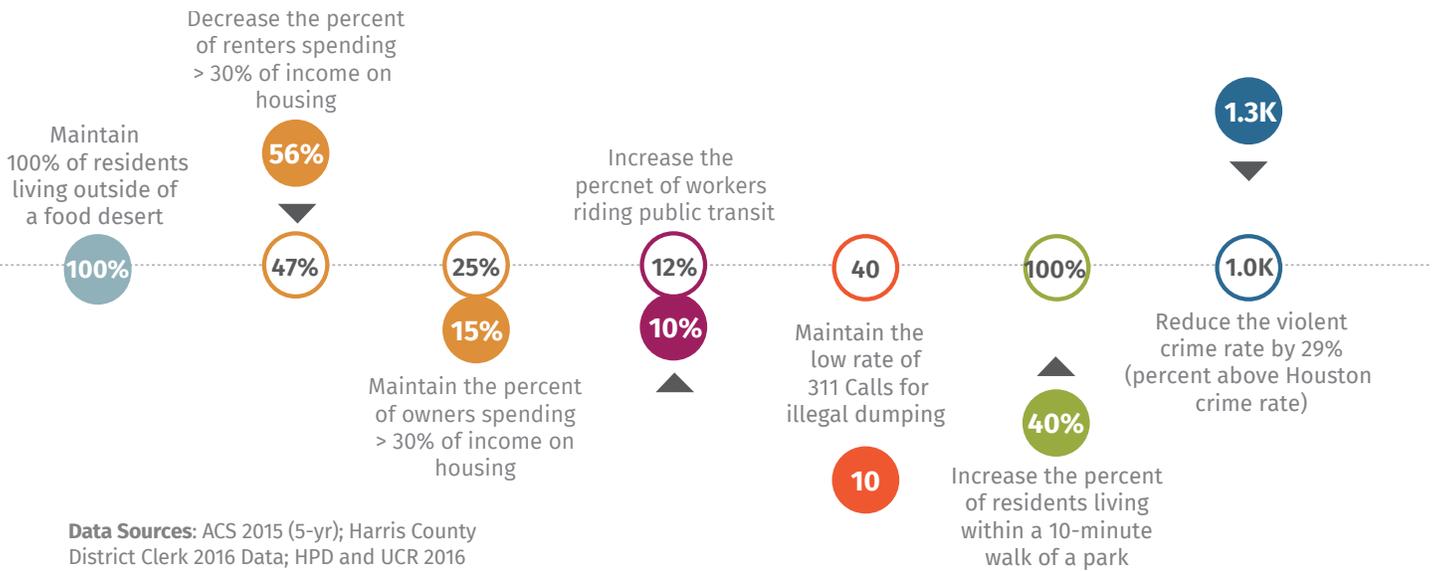
A complete community is a healthy community with access to affordable and high quality healthcare and fresh and nutritious food. The goals are:

- **Promote Healthy Children and Families** through enhanced access to preventative and primary healthcare and affordable health insurance
- **Encourage Healthy Eating** by expanding healthy food options and community gardens, including hosting a regular farmers market and building a community kitchen

HOUSING

A complete community is an affordable community with high quality housing that is safe and healthy for families. The goals are:

- **Safeguard Quality Affordable Apartments to Call Home** by addressing challenges in area apartments, including maintenance, health and safety issues and providing new amenities
- **Secure Renters** by ensuring tenants and landlords know their rights, and providing emergency resources and assistance to eligible renters



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

- **Support New Homeowners** by providing homebuyer education programs
- **Build New Housing** by working with partners to identify opportunities and sites for new housing

MOBILITY and INFRASTRUCTURE

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

- **Create Safe Streets and Sidewalks** by improving area sidewalks, pedestrian crossings, streetlights and calming traffic, particularly around schools and parks
- **Provide Safe Biking Routes** by constructing additional bike routes and providing bike amenities
- **Increase Flood Resiliency** by improving and maintaining area ditches and drainage systems
- **Expand Transit Amenities and Information** by improving area transit stops and developing a multilingual 'how-to' guide for riding transit

NEIGHBORHOOD CHARACTER

A complete community is a beautiful community with public art that celebrates culture and enhances the neighborhood's character and identity. The goals are:

- **Beautify the Neighborhood** by organizing regular neighborhood clean-ups, reducing littering and addressing the nuisance of abandoned shopping carts
- **Create Art Everywhere** by expanding art programs for people of all ages and exploring sites and funding opportunities for public art projects across the community

PARKS and COMMUNITY AMENITIES

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

- **Build Great Parks and Open Spaces** by improving and expanding the existing park, identifying opportunities to build new parks and public spaces and developing strategies to share green spaces
- **Create a Green Community** by planting new street trees, landscaping and other greenery throughout the community

SAFETY

A complete community is a safe community where the community and law enforcement work together to reduce crime and increase the sense of security throughout the neighborhood. The goals are:

- **Create a Safe and Secure Neighborhood** by working in partnership with the Houston Police Department and other law enforcement agencies to increase the visibility of patrols, including in area apartment complexes, addressing gangs, gun violence and loitering in public places
- **Support Active Residents** by eliminating the barriers to reporting crime through information and outreach
- **Build Strong Community-Police Relations** by increasing trust and fostering partnerships between the community and law enforcement

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 we have abbreviated:

City, School, and Government Departments:

Administration and Regulatory Affairs, **ARA**
Bureau of Animal Control and Regulation, **BARC**
Capital Improvement Plan, **CIP**
Children’s Health Insurance Program, **CHIP**
Department of Neighborhoods, **DON**
Differential Response Team (HPD), **DRT**
Economic Development Department, **EDD**
General Services Division, **GSD**
Harris County Appraisal District, **HCAD**
Harris County Department of Education, **HCDE**
Harris County Flood Control District, **HCFCDD**
Housing and Community Development Department, **HCDD**
Housing and Urban Development, **HUD**
Houston Community College, **HCC**
Houston Fire Department, **HFD**
Houston Health Department, **HHD**
Houston Housing Authority, **HHA**
Houston Independent School District, **HISD**
Houston Parks and Recreation Department, **HPARD**
Houston Police Department, **HPD**
Houston Public Library, **HPL**
Houston Public Works, **HPW**
Mayor’s 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**
Small Business Development Center, **SBDC**

Key to Priority Graphic

-  High Priority
-  Medium Priority
-  Low Priority

Partner Organizations and Other Abbreviations:

American Association of Retired Persons, **AARP**
Communities In Schools, **CIS**
Culture of Health-Advancing Together, **CHAT**
Houston Arts Alliance, **HAA**
Houston Apartment Association, **HAA**
Houston Parks Board, **HPB**
Local Initiatives Support Corporation, **LISC**
My Brothers Keeper, **MBK**
Neighborhood Support Team, **NST**
Partnership for the Advancement and Immersion of Refugees, **PAIR**
Super Neighborhood Council, **SN Council**
Theater Under the Stars, **TUTS**

GULFTON

The Gulfton Action Plan identifies 26 goals and 60 projects, organized into nine focus areas, to work towards a Complete Community. The highest priority focus areas in Gulfton are safety, parks, and housing. Additional focus areas include civic engagement, economy and jobs, education, health, neighborhood character, and mobility and infrastructure. The Action Plan that follows was developed through a series of public meetings and a summary of 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 Gulfton Neighborhood Support Team (NST) in coordination with the City and the Planning and Development Department. The City departments and agencies listed as leads in this plan will provide support and leadership to the Gulfton NST to move projects forward to implementation. Gulfton stakeholders have also formed working groups to lead the nine focus areas—civic engagement, 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.



Ashford Crescent Oaks Apartments

CIVIC ENGAGEMENT

Introduction

Civic engagement strengthens a neighborhood's social cohesion and is fundamental to creating a complete community. Social cohesion is defined as the willingness of community members to cooperate with each other in order to prosper, and has been identified as one of the key indicators of community and personal well-being, contributing to both health and economic prosperity.

The Gulfton community has four civic clubs, a Super Neighborhood Council, and numerous non-profit organizations, such as BakerRipley, Legacy Community Health, the Alliance for Multicultural Services, and Connect Community, who work together to spark positive change.

Gulfton, where 95% of area residents were renters in 2015, is a transitional community and home to many newly arrived immigrants from around the globe. In

2015, 69% of residents living in the neighborhood had been there less than five years, compared to 52% of Houston residents. Furthermore, 59% of Gulfton residents were born outside the United States and 22% (or 6,251) had been in this country for less than five years. Finally, 50% of Gulfton residents have language barriers. The barriers of language, culture, and customs create challenges to sustaining civic engagement in the community. Yet, these challenges can be overcome by developing culturally competent and diverse engagement and leadership strategies.

Civic Engagement Goals

The projects and goal for civic engagement were developed through a series of community meetings and a summary of existing plans. The goal focuses on strengthening civic engagement across the neighborhood. Civic engagement projects are summarized here and provided in more detail on the following pages. The civic engagement goal is:

48% Of Gulfton registered voters cast a ballot in the 2016 election

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

69% Of Gulfton residents had lived in the community for less than 5 years in 2015

52% Of Houston residents had lived in the city for less than 5 years in 2015



Complete Community Meeting

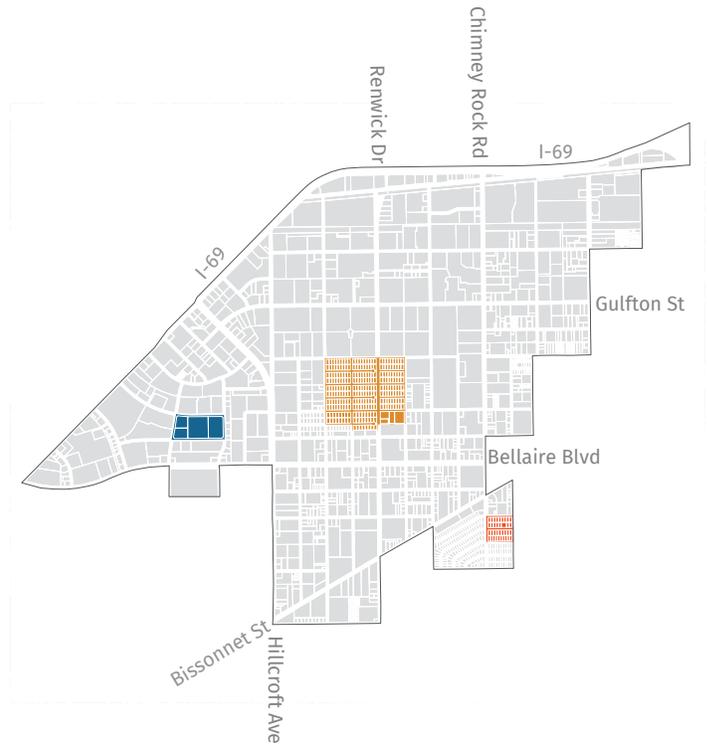
A **complete community** is an **engaged community** where new leaders are nurtured and shared community values are strengthened

Nurturing Strong Leaders and Civic Engagement

Las Madres del Parque (The Mothers of the Park) work tirelessly to improve and enhance the area's only park, Burnett Bayland Park. The group is a model example of leadership and civic engagement in the Gulfton community. Additional resident-led civic groups focusing on specific issues, such as housing or safety, will strengthen civic participation and grow new leaders in the neighborhood. In addition, developing strategies to foster multi-generational involvement in community activities and organizations, particularly youth, will strengthen civic engagement across the neighborhood.

Youth are the leaders of tomorrow. Partnering with area schools, faith-based organizations, apartment managers, and community-based organizations to fund youth-led projects and develop youth advisory councils, including with the Super Neighborhood, would create opportunities for young people to transform the community.

Establishing permanent funding for the Super Neighborhood Council will increase capacity to conduct outreach efforts, engage residents, and nurture new leaders. The objective is to establish a minimum of one community youth council in the next five years.



Map of Civic Clubs

- Bell Haven Civic Association
- Shenandoah Civic Association
- Demos Owners Association

Early Successes

The City of Houston Health Department, My Brother's Keeper, and the Houston Health Foundation have partnered together to create the Young Adults Building Communities (Y-ABC) program. The free program is designed to empower young people (18-30 years of age) through training and experiential learning to become a voice for positive change in their community. The program includes opportunities for youth to apply for mini-grants.

Data Sources: ACS 2015 (5-yr); Census 2010; Census 2000; Harris County District Clerk, 2016; City of Houston Planning and Development Department



Complete Community Meeting



GOAL

PROJECTS

PRIORITY

Nurture community leaders and create a youth council

ACTION STEPS: Encourage multi-generational involvement in community activities and organizations, including leadership training; Partner with schools, faith-based organizations, apartment managers, and community-based organizations to fund youth-led projects; Create opportunities for youth to transform the community by establishing a youth council arm of the Super Neighborhood Council



Nurturing Strong Leaders and Civic Engagement

Advocate for citywide Super Neighborhood Council funding

ACTION STEPS: Expand the outreach efforts and capacity of the Super Neighborhood Council by advocating for funding and resources, potentially through Council Member District Funds



PLAN:



PLAN Legend:

-  Complete Communities Action Plan
-  City of Houston Plans and CIP
-  CONNECT Community

-  Gulfton SNAP / Survey
-  Legacy Community Health Assessment
-  HGAC Special District Study

CIVIC ENGAGEMENT

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Short (0 - 2 yrs)		<p>LEAD: MOE, HHD SUPPORT: MBK, LISC, HISD, SN Council, Area Schools, Houston Health Foundation, BakerRipley, CONNECT Community, CIS, YMCA, United We Dream, Bayland Park Skaterollers, CHAT, HCC, Gulfton School Council</p>	<p>United Minds Youth Leadership Advisory Council (part of Anti-Gang's Gulfton Community Youth Development Program), LISC Grants, Houston Health Foundation Grants, Junior Achievement, Mayor's Youth Council (MYC), Mayor's Young Ambassador's Program (YA), Y-ABC (Young Adults Building Communities) Program, PAIR and Kijana Youth Program, Civic Leadership Program</p>
	<p>1 Active youth council is established by 2023</p>	<p>LEAD: MOE, HHD SUPPORT: LISC, HISD, SN Council, Area Schools, Houston Health Foundation, BakerRipley, CONNECT Community, CIS, YMCA, United We Dream, Bayland Park Skaterollers, CHAT, HCC, Gulfton School Council</p>	<p>United Minds Youth Leadership Advisory Council (part of Anti-Gang's Gulfton Community Youth Development Program), LISC Grants, Houston Health Foundation Grants, Junior Achievement, Mayor's Youth Council (MYC), Mayor's Young Ambassador's Program (YA), Y-ABC (Young Adults Building Communities) Program, PAIR and Kijana Youth Program, Civic Leadership Program</p>
Short (0 - 2 yrs)			

ECONOMY and JOBS

Introduction

Expanding access to workforce development programs, attracting new economic development, and supporting area small businesses will strengthen Gulfton's local economy and expand local job opportunities.

Gulfton area businesses attracted \$38.6 million in small business loans and grants in 2015, far more than other neighborhoods in the Complete Communities initiative. Over 15,000 jobs were located in Gulfton in 2015. In the same year, Gulfton had 22,000 workers aged 16 years and over. The number of jobs in zip code 77081, which includes most of the Gulfton neighborhood, increased by 6% between 2014 and 2015, double the 3% growth in jobs in the City overall. Continuing to support a resilient and diverse economy in Gulfton includes ensuring ongoing access to capital by small businesses, employment and job training opportunities, and economic investment.

Economy and Jobs Goals

The three goals for economy and jobs were compiled from existing Gulfton plans and a series of community meetings. The goals focus on expanding job opportunities and economic investment, while also supporting local businesses. The goals are summarized here and provided in more detail on the following pages. The economy and jobs goals are:

Expand Job Training

In 2015, workers living in Gulfton were primarily employed in the construction trades (22%), building grounds and maintenance (14%), or restaurants and food preparation (11%). These employment sectors are subject to seasonal variation and are also less likely to provide benefits, good wages, or long-term stability. For example, while the unemployment rate is very low in Gulfton, the median household income in was only \$26,042 in 2015, which is 56% of the Houston median. In addition, 42% of area households lived below the poverty level in 2015, a number that has steadily increased since the 2000 Census when the poverty rate was 32%.

Gulfton leaders will partner with HCC's Gulfton Center, the Alliance for Multicultural Services' Financial Opportunity Center, BakerRipley, Houston Public Library, and others to expand job training, career counseling and navigation, and certification resources in the community. This includes developing training and certification programs to expand the skilled workforce, hosting programs for immigrant skilled workers, such as teachers, who need to secure U.S. certification, and creating partnerships with local companies to provide apprenticeships and training opportunities. The objective is to host 17,000 jobs in the community by 2023, a 10% increase.



Burnett Bayland Park

6%

Unemployment Rate in Gulfton, 2015

4%

Unemployment Rate in Houston, 2018

Data Sources: ACS 2015 (5-yr), Census 2010, Census 2000, LEHD 2015, Economic Census-Zip Code and Place Business Patterns; Bureau of Labor Statistics, 2018

A **complete community** is a **thriving community** with workforce development programs, economic investment, and strong local businesses

Develop Tools to Expand Economic Opportunities

The Gulfton Complete Community study area is served in part by the Southwest Tax Increment Reinvestment Zone (TIRZ) #20 and the Southwest Management District. In the coming years, leaders will work in partnership with the City to determine whether the TIRZ and Management District could be expanded to fund public improvements that will attract additional economic development to the area.

Support Local Businesses

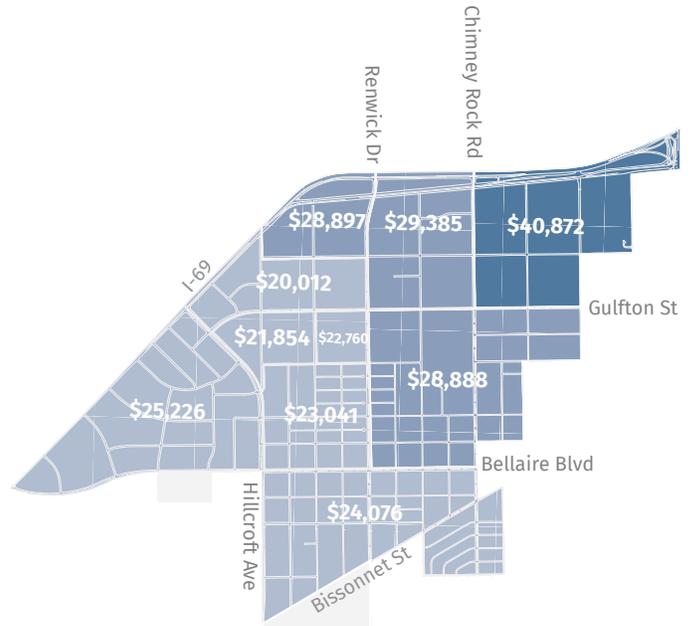
Gulfton is home to hundreds of small local businesses, as well as both global and national franchises. Small businesses provide opportunities for people to shop close to home and increase the wealth of local business owners and their employees. Finally, at the most basic level, buying local means more money stays in the community. Overall, local small businesses promote economic, neighborhood, and community development—increasing family income and wealth, health, and neighborhood stability.

In 2015, 856 Gulfton area small businesses received small business loans totaling over \$38.6 million. Local businesses will be strengthened by ensuring continued access to grants, loans, and mentoring opportunities. New local businesses will be nurtured through the development of micro-lending programs, such as the Grameen America program for female entrepreneurs. In addition, developing a Gulfton “Restaurant Week” to showcase and support the diverse dining in the area, while also creating a facade improvement program, will help local businesses grow and thrive. The objective is to secure \$40 million in annual small business loans by 2023.

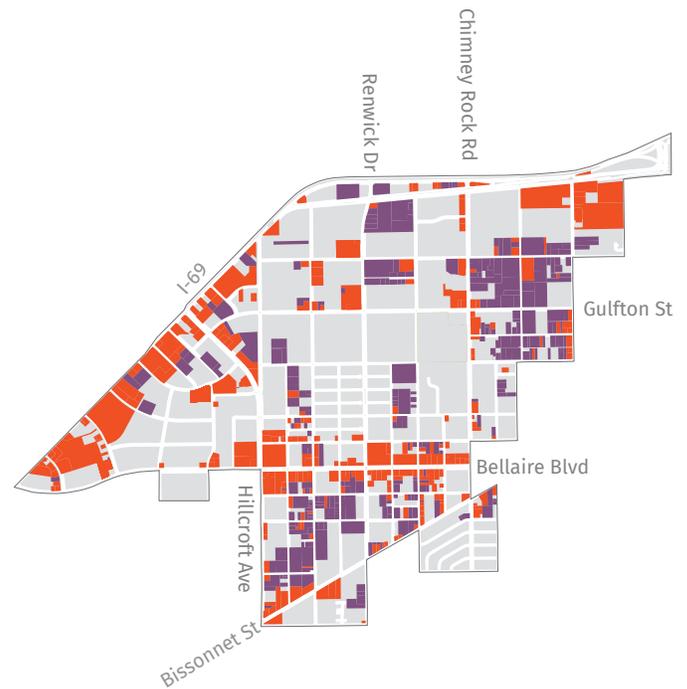
Early Successes

The National Home Building Institute is offering a 10-week job training program for home building.

Facebook is providing digital skills training for small business owners.



Median Household Income by Tract, 2015



Commercial and Industrial Land Use Map
■ Commercial
■ Industrial



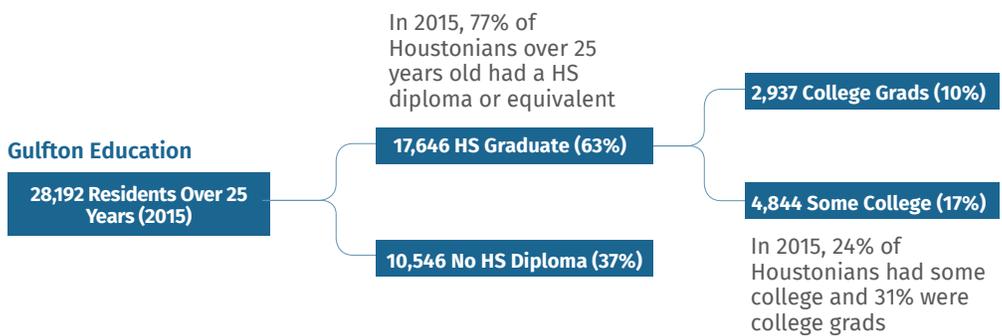
GOAL	PROJECTS	PRIORITY
Expand Job Training PLAN: 	<p>Expand job training resources to increase access to higher paying jobs <i>ACTION STEPS:</i> Partner with HCC’s Gulfton Center, the Alliance for Multicultural Services, BakerRipley, Houston Public Library, and others to expand job training resources in the community; Develop certification programs and training to develop a skilled workforce, including programs for immigrant skilled workers, such as teachers, who need certification in the U.S.</p> <hr/> <p>New jobs <i>ACTION STEPS:</i> Identify strategies to create new jobs and opportunities; Create partnerships with local companies to provide apprenticeships and training opportunities</p>	 
Develop Tools to Expand Economic Opportunities PLAN: 	<p>Explore the potential of a new Tax Increment Reinvestment Zone or expanding the existing zone <i>ACTION STEPS:</i> Work with the City and other partners to determine if the Southwest Tax Increment Reinvestment Zone (TIRZ) #20 can be expanded, or if a new TIRZ could be developed to serve the area and provide public improvements to attract new economic development</p> <hr/> <p>Explore the potential of a new Management District or expanding the existing Southwest Management District’s boundaries <i>ACTION STEPS:</i> Work with partners and the Southwest Management District to explore opportunities for a new management district or expansion of the Southwest District</p>	 
Support Local Businesses PLAN: 	<p>Support and promote area businesses, such as restaurants and auto industries <i>ACTION STEPS:</i> Work with small business owners to expand access to loans and grants and other resources to assist with growing their businesses, including mentorship and training programs; Explore small business banking options and micro-loans to support entrepreneurs</p> <hr/> <p>Gulfton “Restaurant Week” <i>ACTION STEPS:</i> Work with area restaurants to develop a Gulfton “Restaurant Week” to promote and support area restaurants</p> <hr/> <p>Facade improvement program <i>ACTION STEPS:</i> Work with small businesses and additional partners to institute a facade improvement grant program</p>	  

PLAN Legend:

-  Complete Communities Action Plan
-  City of Houston Plans and CIP
-  CONNECT Community
-  Gulfton SNAP / Survey
-  Legacy Community Health Assessment
-  HGAC Special District Study

ECONOMY and JOBS

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Medium (2 - 5 yrs)	<p>16,868</p> <p>Jobs in the Gulfton community by 2023, a 10% increase In 2015, there were 15,334 jobs in Gulfton</p> <p>Source: Longitudinal Employer Household Dynamics, 2015</p>	<p>LEAD: OBO, HPL SUPPORT: Alliance for Multicultural Services, Southwest District, BakerRipley, Workforce Solutions Southwest, St. Michael's Learning Academy</p>	<p>Texas Workforce Solutions, National Building Institute Training Program, Alliance Adult Education and Training Program</p>
Long (5 + yrs)		<p>LEAD: OBO SUPPORT: Southwest District, Area Business Owners, SBDC, LIFT, LISC, SBA</p>	
Medium (2 - 5 yrs)		<p>LEAD: PDD SUPPORT: TIRZ #20, Southwest District, Area Business Owners</p>	
Medium (2 - 5 yrs)		<p>LEAD: PDD SUPPORT: Southwest District, Area Business Owners</p>	
Medium (2 - 5 yrs)	<p>\$40 mil</p> <p>In small business loans each year</p> <p>In 2015, 856 small business loans were granted in Gulfton, totaling \$38.6 million</p> <p>Source: CRA 2015</p>	<p>LEAD: OBO SUPPORT: Southwest District, Area Business Owners, SBDC, LIFT, LISC, Wells Fargo Small Business Loans, SBA</p>	<p>Economic Development Loans, Facebook Digital Skills Program (OBO), Build Up Houston, LiftOff Houston, Business Readiness Program, Wells Fargo Small Business Loans</p>
Short (0 - 2 yrs)		<p>LEAD: OBO SUPPORT: Southwest District, Area Restaurant Owners</p>	<p>Visit Houston</p>
Medium (2 - 5 yrs)		<p>LEAD: OBO SUPPORT: Southwest District, Area Business Owners</p>	<p>Wells Fargo Small Business Grants</p>



EDUCATION

Introduction

High quality educational opportunities available to people of all ages create a complete community. Over the last fifteen years, the number of Gulfton residents over the age of 25 years with a high school diploma has risen steadily from 48% in 2000 to 63% in 2015. Yet, there is an ongoing gap between educational attainment in Gulfton and greater Houston where in 2015, 77% of residents over 25 had a high school diploma. In addition, only 15% of Gulfton residents over the age of 25 had a college degree in 2015, which is far below Houston’s average of 31%.

Gulfton students are served by sixteen community schools, eight of which are public and eight private or charter schools. Every area public school “meets standards” established by the Texas Education Agency. Ser Niños Charter Elementary is performing the best among the neighborhood’s eight elementary schools in STAAR testing. Houston Community College’s Gulfton Center is also sited in the neighborhood, directly adjacent to Burnett Bayland Park, and provides primarily adult language classes.

Education Goals

The five goals for education were developed in a series of community meetings and from existing plans. The goals focus on improving educational success and opportunities for children, expanding library resources, supporting parents, increasing quality



Complete Community Meeting

childcare programs, and expanding higher education opportunities. The goals are summarized here and provided in more detail on the following pages. The education goals are:

Create a Learning Community

Student success is enhanced through access to high performing schools, quality out of school programs, mentorship opportunities, and financial support to transform college dreams into realities. To achieve this goal, leaders will be working in partnership with area schools to identify strategies to close deficiency gaps at the K-12 levels, while also ensuring students have access to mentors, apprenticeships, and enrichment programs. The objective is to ensure all area schools meet or exceed Houston Independent School District averages on STAAR tests.

Expand Library Resources

Neighborhood libraries provide important resources for residents, including summer and after school academic and enrichment programs. Two libraries serve the Gulfton community, the Houston Public Library’s Express Southwest and the recently completed Ser Niños Children’s Library. Yet area libraries struggle to meet the diverse needs of Gulfton’s children and families. Developing multilingual outreach and library promotional materials will assist residents in accessing programs offered at area libraries. In addition, leaders will explore the potential to expand the Express Southwest Library, or construct a new library.

Inform and Engage Parents

Parent involvement in a child’s education increases opportunities for success. As a result, providing parents with the resources they need to be the primary advocate for their children is an important goal. Projects include identifying programs to help families navigate the educational and social service systems, including hosting multilingual informational sessions and outreach. In addition, partnerships

A **complete community** is a **learning community** with enrichment opportunities for children and youth, library resources, informed parents, affordable childcare, and higher education opportunities

with area schools and community organizations will be developed to expand leadership skills, training, and continuing education for parents, including GED, language, citizenship, and financial literacy classes. These programs will provide parents with the necessary tools to support their children in school and enhance the overall well-being of their family.

Increase Access to Quality, Affordable Early Childcare

A child's first years are a time of learning and development. Quality early childcare and education programs positively impact a child's school achievement and lead to the increased likelihood of graduation. Children at Risk reports that over 80% of Gulfton area children with low-income working parents have access to a subsidized early childcare seat. Overall, there are 1,421 "quality" early childcare seats in Gulfton, with 140 of these being Texas Rising Star certified. Over the next five years the objective is to ensure that all low-income working parents have access to affordable and high quality early childcare.

Improve College Resources

Houston Community College's Gulfton Center is located adjacent to Burnett Bayland Park. Gulfton leaders will work together to develop strategies to promote the programs available at HCC's Gulfton Center, while also exploring expanding course offerings. The objective is to ensure that HCC's Gulfton Center meets the needs of area residents.

Early Successes

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 HPL Express Southwest Library to learn more, <http://houstonlibrary.org/location/hpl-express-southwest>.



Gulfton School Map

- Houston Community College Gulfton Center
- 1 Rodriguez Elementary School
- 2 Cunningham Elementary School
- 3 Benavidez Elementary School
- 4 Jane Long Academy
- 5 Las Americas School
- 6 Energized for Excellence Academy
- 7 Braeburn Elementary School
- 8 Amigos Por Vida Charter School
- 9 Ser-Niños Charter Elementary
- 10 The Harris School
- 11 BakerRipley Charter School
- 12 NCI Charter School Without Walls
- 13 YES Prep Gulfton
- 14 KIPP Connect Primary School
- 15 Ser-Niños Charter Elementary II
- 16 Holy Ghost Catholic School
- Park

Data Sources: 2015 ACS (5-yr), 2010 Census, and 2000 Census, Texas Education Agency Report, 2016

EDUCATION

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Short (0 - 2 yrs)		LEAD: MOE, HPARD, HPL, HISD, HCDE SUPPORT: Area schools, YMCA, TRIAD Prevention, Collaborative for Children, CONNECT, St. Luke's, CIS, PAIR Youth, BakerRipley, TUTS	Anti-Gang Task Force, Gulfton Community Youth Development, Gulfton Youth Mentoring, Campo del Sol Summer Day Camp, St. Luke's Summer Clubhouse, Break Through Collaborative Summer, COMET, Kijana Youth
Medium (2 - 5 yrs)	<p>All</p> <p>Area elementary schools will exceed HISD District averages on 4th grade STAAR reading and math by 2023 Source: Texas Education Agency</p>	LEAD: MOE SUPPORT: HISD, BakerRipley, Area Schools, CONNECT, MBK, KIPP, St. Michael's Learning Academy	High School Completion After School Program
Medium (2 - 5 yrs)		LEAD: MOE, DON SUPPORT: HISD, BakerRipley, Area Schools, CONNECT, Workforce Solutions, JUMA, Genesys Works, Alliance for Multicultural Services, YMCA	Hire Houston Youth, DON Summer Youth Internship
Short (0 - 2 yrs)		LEAD: MOE, HISD SUPPORT: Collaborative for Children, Alliance for Multicultural Services, BakerRipley, SN Council, YMCA, Legacy Community Health, LaRosa Family Services, ABC Dental, START	Mayor's Back to School Program
Long (5 + yrs)		LEAD: HPL SUPPORT: HCDD, SN Council, Philanthropic Community, Barbara Bush Literacy Foundation	
Short (0 - 2 yrs)	<p>All</p> <p>Area schools will have active PTA/PTO Organizations Source: HISD</p>	LEAD: HPL, HISD SUPPORT: TRIAD Prevention Program, CHAT, BakerRipley, CONNECT, Escape Family Resource Center, Alliance for Multicultural Services, Legacy Community Health, Collaborative for Children, Council on Alcohol and Drugs, St. Michael's Learning Academy	TRIAD Prevention, HISD Virtual School Department, Healthy Families Healthy Futures
Medium (2 - 5 yrs)		LEAD: MOE, HISD SUPPORT: CHAT, BakerRipley, CONNECT Community, CIS, MBK	HISD FAME Program
Long (5 + yrs)	<p>100%</p> <p>Of low-income working parents will have access to a subsidized early childcare seat by 2023 Source: Children at Risk</p>	LEAD: MOE SUPPORT: Collaborative for Children, Children at Risk, BakerRipley, CONNECT, UT Children's Learning Institute, MBK	Collaborative for Children, College Bound from Birth, Workforce Solutions Childcare Subsidies, Avance Early Head Start Program, Federal Head Start, Texas Rising Star
Medium (2 - 5 yrs)		LEAD: HCC SUPPORT: HISD	

HEALTH

Introduction

A complete community is a healthy community. Over the last several decades healthcare costs have escalated, and sedentary and unhealthy lifestyles have become more pervasive. Combined, these factors are putting prior gains in health and longevity at risk. As a result, there is a new emphasis on the relationship between where we live and our health.

Health Goals

The two health goals were developed in a series of community meetings and from existing neighborhood plans. The goals focus on providing and expanding health resources for residents and expanding opportunities for healthy eating. The goals are summarized here and provided in more detail on the following pages. The health goals are:

Promote Healthy Children and Families

While there are many health services in the Gulfton community, there are numerous barriers to accessing these services, including language, insurance coverage, and affordability. In 2015, only 53% of Gulfton residents had health insurance, compared to 73% in the City of Houston. According to the Complete Communities Health Profile for Gulfton, completed by the Houston Health Department, only 58% of community adults had

an annual checkup with their doctor in 2013-2014, and only 37% went to the dentist.

Expanding access to healthcare will be achieved by creating partnerships to increase enrollment in health insurance through the Affordable Care Act, improving outreach and preventative care through health fairs and education, and promoting available children's health services. Existing children's health services include the Memorial Hermann Clinic at Jane Long Academy and the Texas Children's Mobile Clinic program, which visits several area schools weekly. Each of these projects will be developed and implemented in multiple languages and at locations where people already are, including at area schools, apartment complexes, or other community gathering places.

In addition, working in partnership with the Code Enforcement Division, leaders will identify and address potential environmental hazards created by area light industrial uses and auto shops.

In the next five years, the objective is to increase access to health insurance, health services, and resources across the community, to ensure all of Gulfton's children and families are healthy.



Southwest Multi-Service Center

53% Of Gulfton residents had health insurance in 2015

73% Of Houston residents had health insurance in 2015

Data Sources: ACS 2015 (5-yr); Complete Community Health Profile, Gulfton 2013-2014, Houston Health Department

A **complete community** is a **healthy community** with access to affordable and high quality healthcare and fresh and nutritious food

Encourage Healthy Eating

The dense and compact Gulfton community is well-served by grocery stores. There are six grocers in the neighborhood, including major retailers such as Walmart, Fiesta, and Sam’s Club. The neighborhood is not a food desert, yet food insecurity and barriers to healthy eating are prevalent. In 2015, 42% of area households lived on incomes below the federal poverty level.

To address food insecurity and encourage healthy eating a number of projects were identified through the Complete Communities planning process. The projects include establishing a weekly farmers market at Burnett Bayland Park, where there is currently a small community garden, and exploring the possibility of an outdoor kitchen at the park to provide cooking and nutrition classes. Additional projects to expand access to healthy food are through Can Do Houston’s Healthy Corner Stores initiative and working with area churches, apartment complexes, and land owners to expand community gardens across the neighborhood. The objective is to host a weekly farmers market at Burnett Bayland Park by 2023, or before.



Map of Grocery Stores

- Grocery Store
- 1/2-mile radius
- Convenience Stores



Health Services

- + Hospitals
- + Health Clinics

58% Of Gulfton adults (18+) received a routine check-up in 2013-2014

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



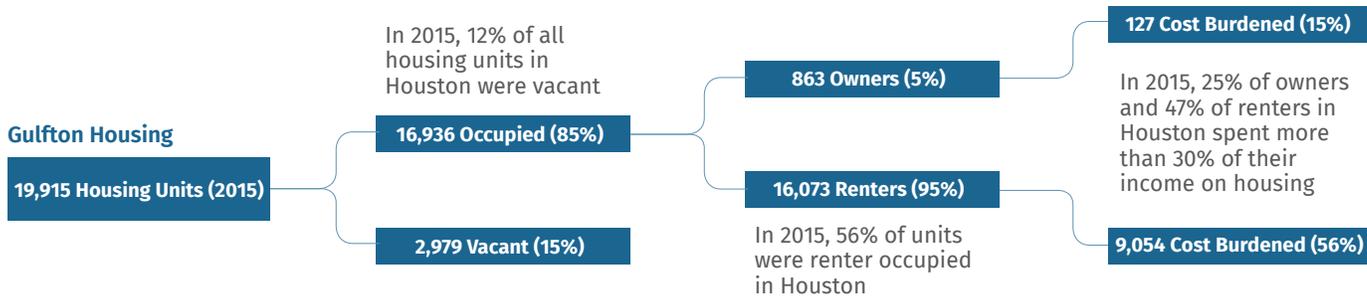
GOAL	PROJECTS	PRIORITY
	<p>Provide preventive healthcare, including multilingual health fairs at area schools and apartment complexes <i>ACTION STEPS:</i> Work in partnership with the Houston Health Department and others to provide health education, outreach, and fairs on priority topics identified by the community; Partner with the Houston Health Department to host chronic disease self-management and prevention education workshops; Expand pre-natal care and other health initiatives for mothers</p>	
	<p>Expand health insurance coverage <i>ACTION STEPS:</i> Work with partners to develop a multilingual outreach campaign to expand knowledge of existing health insurance opportunities; Expand enrollment in health insurance through the Affordable Care Act</p>	
<p>Promote Healthy Children and Families</p>	<p>Expand access to primary care services in the community <i>ACTION STEPS:</i> Work with the Houston Health Department to ensure that quality primary care services are available in the community, including mental health services; Expand knowledge of healthcare services available in the community through additional outreach and visibility initiatives</p>	
	<p>Children’s health <i>ACTION STEPS:</i> Expand knowledge of and access to Memorial Hermann Clinic at Jane Long Academy; Texas Children’s Mobile Clinic Program (weekly destination at Cunningham ES; Sylvan Rodriguez ES; Benavidez ES) and other programs for children in the community</p>	
<p>PLAN: </p>	<p>Address environmental and air quality challenges related to area auto body shops <i>ACTION STEPS:</i> Partner with the City Code Enforcement office to ensure that health and safety regulations are being followed at area auto shops and light industrial sites</p>	
<p>Encourage Healthy Eating</p>	<p>Farmers market and community kitchen <i>ACTION STEPS:</i> Identify partners to host a regular farmers market at Burnett Bayland Park; Develop an outdoor kitchen at the park to support the urban garden program and provide cooking and nutrition classes, including healthy snacks at the park</p>	
<p>PLAN: </p>	<p>Expand healthy food options and community gardens <i>ACTION STEPS:</i> Partner with Can Do Houston for Healthy Corner Stores; Work with area churches, apartments, and land owners to build additional community gardens</p>	

PLAN Legend:

- Complete Communities Action Plan
- City of Houston Plans and CIP
- CONNECT Community
- Gulfton SNAP / Survey
- Legacy Community Health Assessment
- HGAC Special District Study

HEALTH

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS	
Short (0 - 2 yrs)	<p>73%</p> <p>Of residents will have health insurance by 2023, equal to Houston overall</p> <p>In 2015, 53% of residents had health insurance</p> <p>Source: ACS 2015 (5-yr)</p>	<p>LEAD: HHD, ProSalud</p> <p>SUPPORT: Harris Health, YMCA, Legacy Community Health, Memorial Hermann, Ibn Sina Foundation, Alliance for Multicultural Services, MCNA Dental, DentaQuest, ABC Dental, Hispanic Health Coalition, Community Health Choice, MOLINA, ECHOS-Houston</p>	American Heart Association, LISC Small Grants	
Short (0 - 2 yrs)		<p>LEAD: HHD</p> <p>SUPPORT: Harris Center for Mental Health, Harris Health, Legacy Community Health, CHAT, Community Health Choice, MCNA Dental, DentaQuest, ABC Dental, Bee Busy Wellness Center, Community Health Choice, ProSalud</p>		
Medium (2 - 5 yrs)		<p>LEAD: HHD, Legacy Community Health</p> <p>SUPPORT: Harris Health, Clinica Para Niños, MCNA Dental, DentaQuest, ABC Dental, Hispanic Health Coalition, Bee Busy Wellness Center, ECHOS-Houston</p>	CIS Mental Health Initiative, NAMI Greater Houston, UT Health	
Short (0 - 2 yrs)		<p>LEAD: HHD, ProSalud</p> <p>SUPPORT: Collaborative for Children, Memorial Hermann, Texas Children's Hospital, MCNA Dental, DentaQuest, ABC Dental, Legacy Community Health, Latin Clinic, Bee Busy Wellness Center, Episcopal Health Foundation, ECHOS-Houston</p>	Memorial Hermann Clinic at Jane Long Academy, Texas Children's Mobile Clinic Program at Cunningham, Rodriguez and Benavidez ES, Texas Health Steps Agency, Maximus Medicaid and CHIP	
Medium (2 - 5 yrs)		<p>LEAD: HHD</p> <p>SUPPORT: Harris Health, Air Alliance Houston</p>		
Medium (2 - 5 yrs)		<p>Weekly</p> <p>Farmers Market at Burnett Bayland Park by 2023</p>	<p>LEAD: HHD, HPARD</p> <p>SUPPORT: Harris Health, Houston Health Foundation, Plant it Forward Farms, Urban Harvest, Recipe for Success</p>	Get Moving Houston Farmers Market, GRO1000, Brighter Bites
Medium (2 - 5 yrs)			<p>LEAD: HHD</p> <p>SUPPORT: Can Do Houston, Plant it Forward Farms, HPARD, Urban Harvest, Recipe for Success, Houston Food Bank, Hunger Free Texans</p>	Can Do Houston Healthy Corner Store Initiative, Brighter Bites



HOUSING

Introduction

The Gulfton Complete Community is a dense and diverse neighborhood with two small subdivisions of single-family homes and about 90 large apartment complexes built in the 1960s and 1970s. As a result of how the community developed, today Gulfton is the most densely populated neighborhood in Houston.

In 2015, there were 17,000 apartments in Gulfton located in buildings with ten or more units. The majority of residents in the community rent, representing 95% of all households, while 5% are homeowners. As the apartments have aged they have become increasingly affordable, with a median rent of \$726 per month in 2015. Yet, in the same year, nearly 9,000 Gulfton households with a median income less than \$35,000 spent more than 30% of their income on housing. Almost all (99%) renters who made less than \$20,000 were housing cost burdened, while 84% of those making less than \$35,000 were cost burdened.

Developing strategies to improve the quality of life in the area’s aging apartment complexes, ensuring renters know their rights, creating pathways to homeownership, and building new housing will help to stabilize the neighborhood and maintain affordability in the long-term.

Housing Goals

The four housing goals were developed at a series of community meetings and from existing neighborhood plans. The goals focus on improving the quality of multi-family housing, protecting renters, creating new homeowners, and building new housing. The goals are summarized here and provided in more detail on the following pages. The housing goals are:

Safeguard Quality Affordable Apartments to Call Home

The majority of the apartment complexes in Gulfton were originally developed to house young, single professionals. In the last thirty years, the demographics of the community have changed and

the apartments are now home to more families than singles, including many immigrant and refugee families. As a result, two challenges have emerged in the neighborhood. First, as Gulfton area apartments have aged, maintenance and repairs have been delayed, and health and safety concerns are rising. Second, because the apartments were developed for single professionals, there are few amenities for children and families.

Gulfton leaders will work in partnership with the City and area apartment owners to ensure proper maintenance and health and safety requirements are met at the complexes, including security concerns. In addition, projects to improve the quality of life in area complexes, including developing playgrounds, green spaces, and other amenities, will also be pursued. There is a necessary balance between needed improvements and maintaining the affordability of housing into the future.

Secure Renters

Many households in the Gulfton community face everyday challenges, including paying their rent or utilities and understanding the complex relationships between tenant and landlord. More than half of residents in the community face language barriers that make this challenge even more difficult.

Gulfton leaders will be working with the City, apartment owners, and other partners to develop outreach materials in multiple languages to ensure that both tenants and landlords know their rights. The intent is to create more trusting relationships between renters and property owners. This includes expanding awareness of Fair Housing regulations and methods to report infringements of this law, including the Fair Housing Call Line. Finally, strategies to provide organized emergency assistance to renters in need will be developed through partnerships with the many agencies serving the Gulfton community.

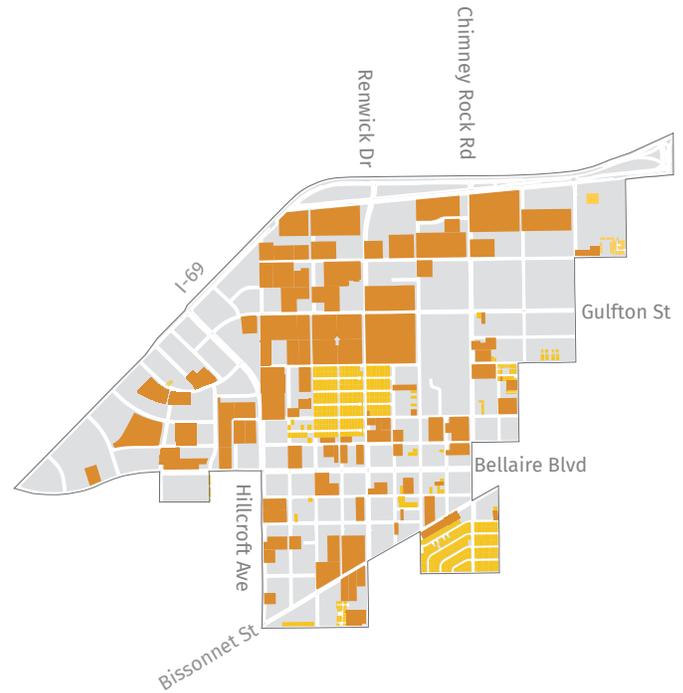
A **complete community** is an **affordable community** with high quality housing that is safe and healthy for families

Support New Homeowners

Gulfton is a community of renters, where many new arrivals to the United States get their start. As a result, it is also a transitional community. In 2016, more than 69% of residents had lived in the neighborhood for less than five years. Preparing families to move from rental housing to a home of their own will help to secure their future. This goal will be achieved by creating partnerships to connect area renters to homebuyer education programs and workshops, and first time homebuyer assistance programs, including downpayment and closing cost assistance. The objective is to enroll 50 eligible families in homebuyer education workshops by 2023.

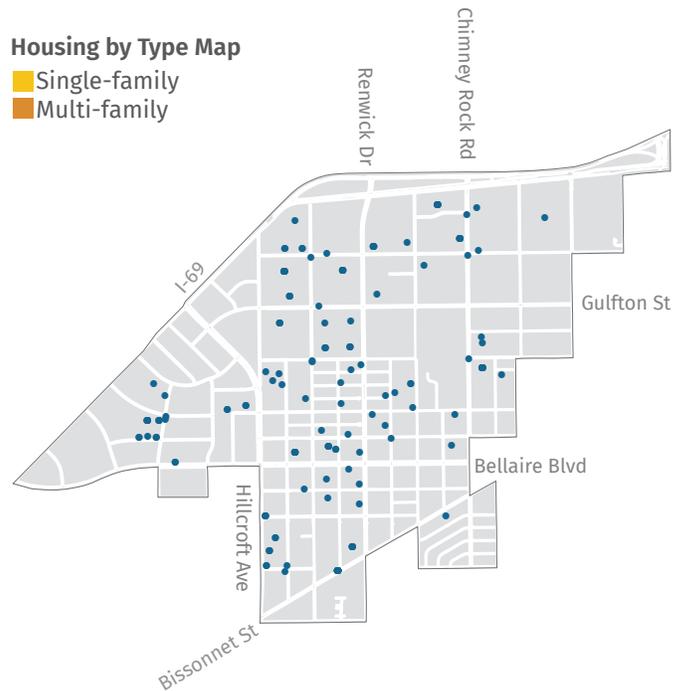
Build New Housing

Gulfton has very little new housing and very little vacant land for development. Since 2000, only 751 units of new housing have been constructed, representing 4% of all housing. Many apartment sites in the community are 30-acres or more, and there is fear that a redevelopment program could be initiated that would displace many residents. As a result, Gulfton leaders will be working in partnership with non-profit housing developers, private developers, and the Housing and Community Development Department to develop concepts and strategies for new housing that minimizes the potential of displacement, including exploring the potential of the former hotel site at I-69 and Sandspoint Drive. The objective is to build 300 new units of affordable housing by 2023.



Housing by Type Map

■ Single-family
■ Multi-family



Multifamily Habitability Violation Calls, 2016

● 311 Service Calls

56%

Of Gulfton renters paid more than 30% of their income on housing in 2015

15%

Of Gulfton homeowners paid more than 30% of their income on housing in 2015

Data Sources: 2015 ACS (5-yr), 2010 Census, and 2000 Census, HCAD Public Data 2016, City of Houston 311 Data, 2016



GOAL	PROJECTS	PRIORITY
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Safeguard Quality Affordable Apartments to Call Home	Improve the quality of life in area apartments <i>ACTION STEPS:</i> Partner with the City’s Multi-Family Habitability Task Force and Code Enforcement to address challenges in area apartments, including maintenance, health, and safety issues; Review Code Enforcement policies and processes to improve multi-family housing conditions; Explore improvements to create a better quality of life, including adding new amenities, green spaces, play spaces, or resource centers (also see SAFETY)	
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PLAN: 	Apartment renovation and upgrading <i>ACTION STEPS:</i> Explore programs and funding, including fast track permitting, to renovate area housing while maintaining affordability; Identify and make necessary repairs post Hurricane Harvey; Encourage sustainable and energy-efficient retrofits	
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Secure Renters	Develop an outreach program to ensure tenants know their rights <i>ACTION STEPS:</i> Provide multilingual workshops, forms, and information on tenant and landlord rights, including leasing terms and Fair Housing laws; Encourage residents to call the Fair Housing Call Line to report problems	
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PLAN: 	Support community renters <i>ACTION STEPS:</i> Connect area renters who need assistance to organizations and programs providing emergency help, including rental and utility assistance and other resources	
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Support New Homeowners PLAN: 	Pathways to home ownership <i>ACTION STEPS:</i> Develop partnerships and programs to assist with moving area tenants to homeownership, including information on first time homebuyer assistance programs, homebuyer education programs, downpayment and closing cost assistance	
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Build New Housing PLAN: 	Build new housing in the community <i>ACTION STEPS:</i> Partner with non-profit housing developers, private developers, and the Housing and Community Development Department to develop concepts and strategies for new housing; Explore the opportunities on the former hotel site at I-69 and Sandpoint Dr; Seek funding and partners for implementation	
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PLAN Legend:

-  Complete Communities Action Plan
-  City of Houston Plans and CIP
-  CONNECT Community
-  Gulfton SNAP / Survey
-  Legacy Community Health Assessment
-  HGAC Special District Study

HOUSING

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Medium (2 - 5 yrs)	<p>50%</p> <p>Reduction in multi-family habitability violations by 2023 In 2016, 185 violations were reported Source: City of Houston 311 Data</p>	<p>LEAD: HCDD, Code Enforcement SUPPORT: HPD, DON, HFD, SN Council, Alliance for Multicultural Community Services, Houston Refugee Consortium, Connect Volunteer, Collaborative for Children, All Kids Alliance, Youth Advisory Committee TRIAD, CONNECT Community, HPB, Apartment Managers and Owners, CHAT, HAA</p>	<p>KaBOOM! Grants, Multi-Family Habitability Task Force, C.O.M.E.T Program</p>
Medium (2 - 5 yrs)		<p>LEAD: HCDD SUPPORT: HUD</p>	
Short (0 - 2 yrs)	<p>5</p> <p>Multilingual workshops will be conducted to ensure tenants know their rights, one each year until 2023</p>	<p>LEAD: HCDD, DON SUPPORT: AARP, SN Council, Alliance for Multicultural Community Services, BakerRipley, HAA, Christian Community Service Center, Catholic Charities</p>	<p>Fair Housing Call Line, Lone Star Legal Aid</p>
Short (0 - 2 yrs)		<p>LEAD: HCDD SUPPORT: Alliance for Multicultural Community Services, BakerRipley, Christian Community Service Center, Catholic Charities</p>	
Medium (2 - 5 yrs)	<p>50</p> <p>Area renters will attend homebuyer education workshops by 2023</p>	<p>LEAD: HCDD SUPPORT: Alliance for Multicultural Community Services, BakerRipley, CONNECT Community, LISC, Covenant Community Capital</p>	<p>Homebuyer Assistance Program, My First Texas Home, Mortgage Credit Certificate Program, Five-Star Texas Advantage Program, Houston Money Week</p>
Long (5 + yrs)	<p>300</p> <p>Units of affordable housing will be constructed by 2023</p>	<p>LEAD: HCDD SUPPORT: CONNECT Community, Covenant Community Capital, Seeds of Sharpstown</p>	

MOBILITY and INFRASTRUCTURE

Introduction

Gulfton is well-served by public transit. Seven METRO bus routes serve the area, three of which are high frequency lines, running every 10-15 minutes. While Gulfton is well-connected to the city through the bus system, the neighborhood's streets and sidewalks need improvements to enhance safety, walkability, and connectivity. Overall, the mobility and infrastructure goals work to improve safe and reliable access to opportunities across the city in education, recreation, jobs, and public services.

In 2015, 16% of Gulfton area households did not own a vehicle, compared to 9% in the City overall. As a result, 30% of workers over the age of 16 years used alternative transportation methods, other than a car, to get to work. Specifically, 10% rode transit, 5% walked or biked and 15% carpooled in 2015. In Houston overall, 19% used these alternatives.

Mobility and Infrastructure Goals

The four mobility and infrastructure goals were compiled from existing Gulfton plans and a series of community meetings. The goals focus on creating safe streets, sidewalks, and bike routes, improving drainage and flood resiliency, and enhancing public transit. The goals are summarized here and provided in more detail on the following pages. The mobility and infrastructure goals are:

Build Safe Streets and Sidewalks

In 2016, there were 117 pedestrian accidents in Gulfton, one of the highest rates of crashes in any Complete Community. New and improved sidewalks, crossings, and streetlighting will create enhanced pedestrian safety across the neighborhood.

Gulfton leaders will be working in partnership with the City to identify sidewalk and lighting improvements, focusing on projects adjacent to area schools, the neighborhood's resource hub adjacent to BakerRipley,



Pedestrian and Bicycle Accidents 2016

- Pedestrian Accidents
- Bicycle Accidents
- Schools
- Parks

16% Of Gulfton households are without a vehicle, 2015

9% Of Houston households are without a vehicle, 2015

Data Sources: ACS 2015 (5-yr), City of Houston Planning and Development Department, Crash Incident Mapping 2016

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

and the park. Priority sidewalk projects include: Elm Street; Dashwood Drive; Atwell Street; and Renwick Drive. Future sidewalk projects include: Alder Drive and Westpark Drive (see map to the right).

In addition to creating a complete network of sidewalks, improving pedestrian safety across the community is also a priority. Leaders will work with Houston Public Works to explore additional traffic signals and other pedestrian improvements on Hillcroft Avenue and advocate for improved crossings adjacent to area schools, including high-visibility markings. Traffic calming measures such as speed bumps, or reducing traffic lanes are also critical to improve pedestrian safety. The overall objective is to create safe and complete streets and sidewalks.

Provide Safe Biking Routes

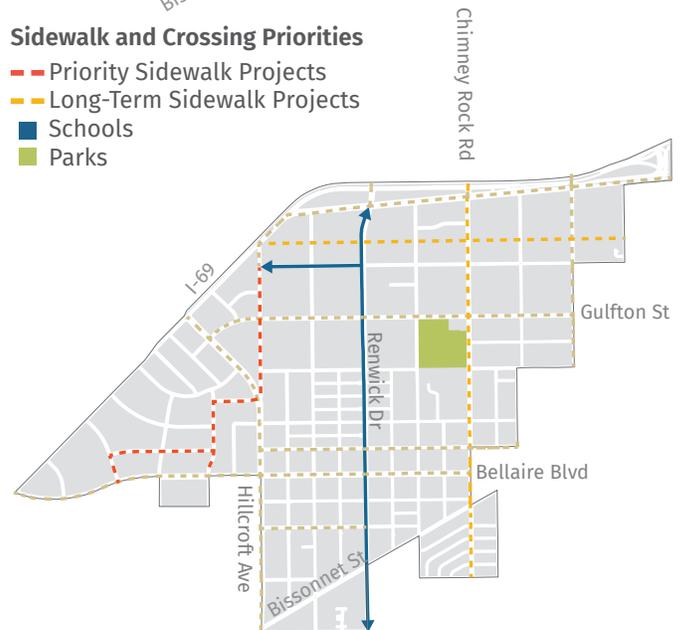
Improving biking amenities, including bike lanes, creates greater mobility and safety for area cyclists. New bike facilities and lanes should be focused on connecting to area bus routes, schools, and area destinations. In 2016, there were 32 accidents between cyclists and vehicles in the Gulfton community. These crashes were concentrated along Hillcroft Avenue, Bellaire Boulevard, and Renwick Drive, where there is an existing bike lane (see map to the right).

Currently, Gulfton has two bike lanes, both of which are defined in the Houston Bike Plan as “low comfort.” The lanes travel along Renwick Drive, running north and south, and Glenmont Drive, running east and west. Priority bike lane projects identified by the community focus on creating greater accessibility to area grocery stores, schools, Baker-Ripley Neighborhood Center, the transit center, and area parks. The priority projects include: Rookin Street, from De Moss to High Star, and then along High Star to Westward terminating at the Hillcroft Transit Center; and along De Moss from Blintiff Drive to Rookin Street.



Sidewalk and Crossing Priorities

- Priority Sidewalk Projects
- Long-Term Sidewalk Projects
- Schools
- Parks



Bike Lanes

- Existing Low Comfort
- Short-Term Priority Projects
- Long-Term Priority Projects
- Long-Term Projects (Houston Bike Plan)
- Parks

The Houston Bike Plan identifies a number of additional long term projects that combined would create a connected community. Civic leaders will work in partnership with the City and the Houston Parks Board to explore the longer term priorities for bike lanes along Chimney Rock Road and hike and bike trails in the CenterPoint easement.

Civic leaders will also work with the City to identify locations for B-Cycle stations in the community and to install bike racks at area destinations, including St. Luke’s, Foodtown, and Walmart. The objective is to construct a minimum of ten miles of new protected bike lanes or trails over the next five years.

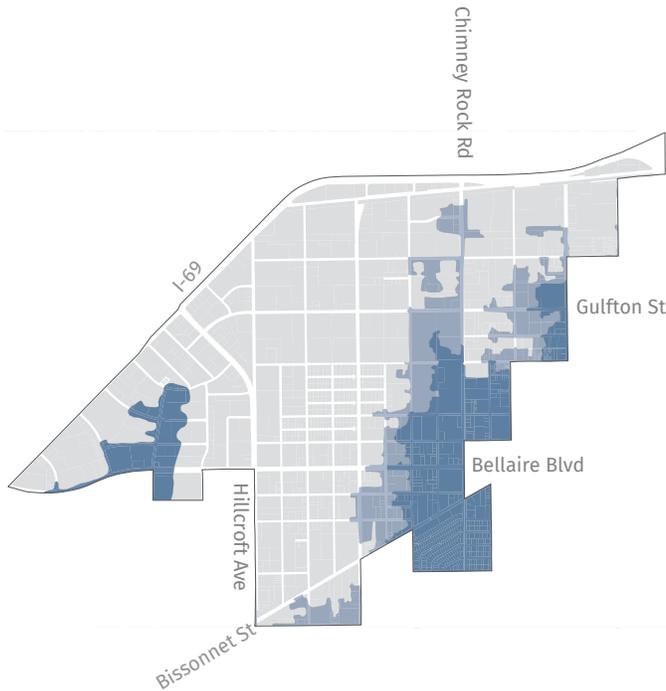
Increase Flood Resiliency

The Gulfton Complete Community has substantial land and buildings inside the 100 and 500-year flood plains. These areas are concentrated in the southeast and southwest portions of the neighborhood. Current priority drainage improvement projects include Rampart, Glenmont, and Atwell culverts. In addition, Gulfton leaders will be developing a campaign to encourage property owners to properly maintain area ditches and drainage systems to ensure that flood risks in the community are minimized.

Improve Transit Amenities and Information

Gulfton is well served by public transit, with seven bus routes weaving through the community. However, only 10% of residents take public transit to work. To increase transit ridership in the neighborhood civic leaders will be working with partners to improve area bus stops, including installing amenities, such as shelters, benches, and trash receptacles and developing a “how-to” ride the bus guide in multiple languages. The objective is to install new amenities at ten area bus shelters over the next five years to further encourage transit ridership.





Flood Zone Map

- 500-Year
- 100-Year



Bus Routes Map

- Red Line (High Frequency)
- Blue Line (Medium Frequency)

10%

Of Gulfton 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 Source: ACS 2015 (5-yr)

Early Successes

Houston Public Works has prioritized bike lanes along De Moss Drive from Blintiff Drive to Rookin Street and a route that travels north to south along Westward, High Star and Rookin Street.

The Houston Health Department will be working with civic leaders to identify locations for bike racks. Community preferred locations are at St. Luke’s, Foodtown, and Walmart.



GOAL	PROJECTS	PRIORITY
Build Safe Streets and Sidewalks PLAN:	New street lighting <i>ACTION STEPS:</i> Improve streetlighting and repair broken lights; Focus streetlights improvements adjacent to the Southwest Multi-Service Center, Bering Ditch, Renwick (in Shenandoah), and I-69/Westpark intersection	●
	New and improved sidewalks <i>ACTION STEPS:</i> Work in partnership with Houston Public Works (HPW) to identify priority sidewalk projects; Current HPW project priorities include: Elm St. (priority as connects to the park); Dashwood; Atwell (Elm to Bissonnet; Renwick Dr. (Westpark to Elm St.); Explore improved sidewalks on Alder from Bellaire to Elm St.; Westpark Dr; Clarewood Dr from Renwick Dr to Chimney Rock Rd; CenterPoint Easement Hike and Bike Trail; Prioritize sidewalk projects adjacent to the park and area schools	●
	Safe pedestrian crossings <i>ACTION STEPS:</i> Work in partnership with Public Works to explore additional pedestrian crossings on Hillcroft between High Star and Bellaire Blvd. and also on Chimney Rock (long distances between traffic signals); Promote safe walking routes, school shuttle services, and crossing-guards; Evaluate the light timing at High Star and Hillcroft for safe pedestrian crossings	●
	Improve streets <i>ACTION STEPS:</i> Explore opportunities to construct speed bumps and other traffic calming devices on area residential streets; Explore reducing traffic lanes on Hillcroft and Complete Streets; Improve area streets, priority projects include Mullins (Elm to Bissonnet) and Glenmont (Rampart to Chimney Rock)	◐
Provide Safe Biking Routes PLAN:	New bike lanes <i>ACTION STEPS:</i> Focus bike lane projects on connecting area grocery stores, Baker-Ripley, the transit center, and area parks; Work in partnership with Public Works on the proposed priority projects, which include De Moss Drive from Blintiff Drive to Rookin Street and a route that travels north to south along Westward, High Star and Rookin Street; Evaluate potential of a bike lane on Chimney Rock Rd	◐
	New hike and bike trails <i>ACTION STEPS:</i> Explore the creation of hike and bike trails along the Bering Ditch and CenterPoint Easement, including a connection to the Hillcroft Transit Center	○
	New bike facilities <i>ACTION STEPS:</i> Identify potential locations for new B-Cycle stations in the community; Provide new bike racks at St. Luke's, Foodtown, and Walmart	○
Increase Flood Resiliency PLAN:	Improve drainage <i>ACTION STEPS:</i> Work in partnership with Public Works to evaluate priority drainage projects, which include Rampart (Bissonnet to Clarewood), Glenmont (Rampart to Chimney Rock), Atwell Culverts (Elm to Bissonnet); Develop a campaign to encourage property owners to keep drainage systems clean	◐
Improve Transit Amenities and Information PLAN:	Improve area bus stops <i>ACTION STEPS:</i> Add trash receptacles and benches to area bus stops, focus on Routes 2, 25, 46, and 20; Explore where additional bus shelters could be installed; Explore larger bus shelters at Bellaire and Hillcroft stops	○
	Increase transit ridership <i>ACTION STEPS:</i> Work to increase transit ridership by creating a “how-to” guide for using the bus system in multiple languages; Provide the guide at the Southwest Multi-Service Center and other area destinations	○

PLAN Legend:

- Complete Communities Action Plan
- CONNECT Community
- Legacy Community Health Assessment
- City of Houston Plans and CIP
- Gulfton SNAP / Survey
- HGAC Special District Study

MOBILITY and INFRASTRUCTURE

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Short (0 - 2 yrs)		LEAD: HPW, CenterPoint SUPPORT: SN Council, Civic Clubs, Southwest District	HPW Streetlight Survey Program
Short (0 - 2 yrs)	5 Miles of new sidewalks constructed or improved by 2023 Source: PWE	LEAD: HPW, HPB SUPPORT: SN Council, Civic Clubs, Southwest District, CONNECT Community, METRO	Safe Routes to Schools, METRO Capital Projects and Engineering, Adopt an Esplanade Program, CIP
Short (0 - 2 yrs)	5 Miles of improved streets by 2023 Source: PWE	LEAD: HPW SUPPORT: SN Council, Civic Clubs, Southwest District, CONNECT Community, METRO	CIP, Safe Routes to Schools
Long (5 + yrs)		LEAD: HPW SUPPORT: SN Council, Civic Clubs, Southwest District, CONNECT Community	CIP
Medium (2 - 5 yrs)		LEAD: HPW, HPB SUPPORT: SN Council, Civic Clubs, Area Schools, Southwest District, Bike Houston, Freewheels Houston, LINK Houston	Houston Bike Plan, HPB Beyond the Bayous Initiative
Medium (2 - 5 yrs)	10 Miles of new safe bike routes constructed by 2023 Source: PWE	LEAD: HPW, HPB SUPPORT: SN Council, Civic Clubs, Southwest District, Bike Houston, Freewheels Houston	HPB Beyond the Bayous Initiative, Cigna Sunday Streets
Short (0 - 2 yrs)		LEAD: PWE, HHD SUPPORT: SN Council, Civic Clubs, Southwest District, Bike Houston	Houston Health Department Bike Rack Donation Program, B-Cycle
Medium (2 - 5 yrs)		LEAD: HPW SUPPORT: SN Council, Civic Clubs, Area Property Owners	
Short (0 - 2 yrs)		LEAD: METRO, HPW SUPPORT: SN Council, Southwest District, LINK Houston	METRO Next
Medium (2 - 5 yrs)	10 Bus shelters have new amenities by 2023 Source: METRO	LEAD: METRO SUPPORT: PDD, HHD, SN Council, LINK Houston	

NEIGHBORHOOD CHARACTER

Introduction

A complete community is a connected community with a strong sense of identity and culture; it is a place that celebrates its diversity and its strengths. Gulfton is one of the most diverse communities in Houston. It is home to people from around the world and nearly six of every ten residents were born outside of the United States. Expressing the culture and diversity of the community through public art will strengthen the character of the neighborhood and build pride of place.

Neighborhood Character Goals

The two goals established to strengthen the character of the neighborhood focus on beautification and celebrating the diversity and culture of the community by expanding public art initiatives. The goals developed through a series of public meetings and existing community plans are summarized here and provided in more detail on the following pages. The neighborhood character goals are:

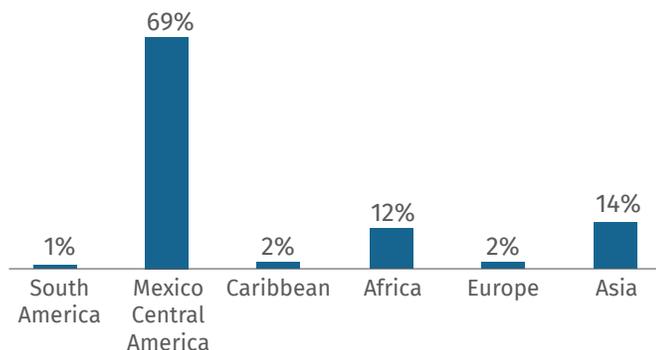
Beautify the Neighborhood

Gulfton leaders will work together to ensure the neighborhood is clean and beautiful. Specifically, civic leaders and organizations will identify funding and strategies to address littering by expanding the number of trash receptacles in the community and

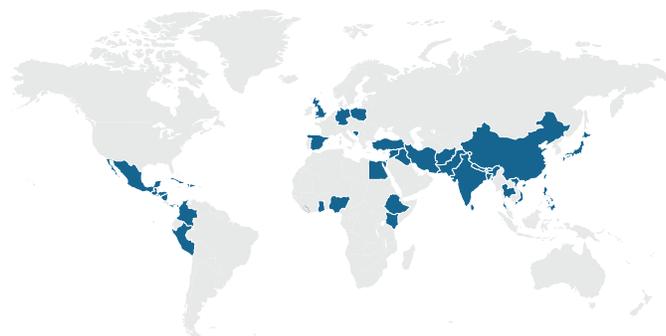
organize regular neighborhood cleanups. In addition, leaders and area businesses will create a partnership to identify and implement creative solutions to the challenge of abandoned shopping carts in the community, such as providing cart stations at area apartment complexes. The objective is to organize a minimum of two neighborhood clean-ups each year.

Create Art Everywhere

The arts are an integral part of enhancing a neighborhood’s character and identity. A key priority of Houston’s recent Arts and Cultural Plan is to “develop strategies to deliver arts and culture programs, arts education and public art into neighborhoods.” To this end, Gulfton leaders will be working in partnership with the Mayor’s Office of Cultural Affairs, the Houston Arts Alliance, the Super Neighborhood Council, and others to expand public art and arts programming across the community. Specific projects include identifying sites for both temporary and permanent public art, providing art programming for people of all ages, including out of school programs in the visual arts, dance and music, organizing community festivals and events to celebrate culture and diversity, and identifying sites for mini-murals. The objective is to install a minimum of ten new public art projects in the community by 2023.



Gulfton Residents Country of Origin by Percent, 2015



Gulfton Residents Country of Origin, 2015

A **complete community** is a **beautiful community** with public art that celebrates culture and enhances the neighborhood's character and identity

Map of Potential Public Art Sites

- 1 Burnett Bayland Park
- 2 Southwest Multi-Service Center
- 3 Baker-Ripley Neighborhood Center
- 4 Jane Long Academy
- 5 Fire Station #51
- 6 Bellaire Boulevard
- Crosswalk Projects
- Bus Shelter Projects
- Parks
- Schools



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, a Resident Artist Program (R.A.P.), creative writing workshops, and a Neighborhood Poetry Project by Houston Poet Laureate, Deborah 'DEEP' Mouton.

Data Source: 2015 ACS (5-yr)





GOAL	PROJECTS	PRIORITY
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	<p>Organize neighborhood clean-ups <i>ACTION STEPS:</i> Work with the Super Neighborhood Council, the Department of Neighborhoods and other partners to organize and carry out regular neighborhood clean-ups</p>	
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<p>Beautify the Neighborhood</p>	<p>Reduce littering <i>ACTION STEPS:</i> Provide additional trash receptacles throughout the neighborhood, particularly at bus stops, to prevent littering; Provide public recycling bins; Revise dumpster ordinances regulating enclosures to minimize litter</p>	
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	<p>Shopping cart program <i>ACTION STEPS:</i> Develop a creative program to minimize abandoned shopping carts in the neighborhood, for example by working with area apartments to install shopping cart stations, or by partnering with local businesses to provide reusable, folding carts to carry groceries and laundry that also provide information to area residents</p>	
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PLAN:


	<p>Expand art programs for people of all ages across the community, including visual arts, dance, festivals <i>ACTION STEPS:</i> Partner with the new YMCA/KIPP HS and others to create and implement art and cultural programming across the neighborhood; Provide art programming for people of all ages, including out of school programs in the visual arts, dance, music, etc.; Celebrate the community through festivals and events</p>	
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<p>Create Art Everywhere</p>	<p>Explore sites and fund public art projects throughout the community <i>ACTION STEPS:</i> Work in partnership with Mayor’s Office of Cultural Affairs, the Houston Arts Alliance, CHAT, the Super Neighborhood Council and others to bring new programs and expand existing ones in each Complete Community; Projects 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; Identify potential public art sites and projects, including Fire Station 51, Jane Long Elementary fence, area bus shelters, crosswalks, and Bellaire Boulevard; Develop both permanent and temporary art projects and installations</p>	
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PLAN:


PLAN Legend:

-  Complete Communities Action Plan
-  City of Houston Plans and CIP
-  CONNECT Community
-  Gulfton SNAP / Survey
-  Legacy Community Health Assessment
-  HGAC Special District Study

NEIGHBORHOOD CHARACTER

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Short (0 - 2 yrs)		LEAD: DON, SN Council SUPPORT: Area Schools, Civic Clubs, CHAT, Madres del Parque, Apartment Owners and Managers	Keep Houston Beautiful, DON Spring Cleaning
Short (0 - 2 yrs)	2 Neighborhood clean-ups organized each year by 2023	LEAD: METRO, PDD, HPW SUPPORT: Southwest Management District, SN Council, Civic Clubs, HPD-DRT, HISD, Apartment Owners and Managers, Local Businesses, Philanthropic Organizations	
Medium (2 - 5 yrs)		LEAD: DON, PDD SUPPORT: SN Council, HPD-DRT, Area Apartment Owners and Managers, Area Grocery Stores, Local Business Owners	
Medium (2 - 5 yrs)		LEAD: YMCA/KIPP HS SUPPORT: MOCA, HAA, SN Council, BakerRipley, CONNECT Community, CHAT, Young Audiences of Houston, ReVision, PAIR Youth, Islamic Art Foundation	National Endowment for the Arts Grants, MOCA + HAA Grants, LISC Small Grants, Visit My Neighborhood Grant
	10 New public art projects in the community by 2023		
Medium (2 - 5 yrs)		LEAD: MOCA, HAA SUPPORT: SN Council, CHAT, BakerRipley, CONNECT Community, METRO	UP / Mini-Mural Project, National Endowment for the Arts Grants, MOCA + HAA Grants, Neighborhood Matching Grants, LISC Small Grants, Adopt a Shelter / Bus Shelter Art

PARKS and COMMUNITY AMENITIES

Introduction

The Gulfton study area is densely built, with little vacant land or green space, and only one public park. Burnett Bayland Park, located at Chimney Rock Road and Gulfton Street, is a 33-acre park with numerous amenities. Only 40% of Gulfton’s 47,000 residents are within a 10-minute walk of a park. According to the Trust for Public Land’s ParkScore Map the areas with the highest park needs in Gulfton are in the western sections of the neighborhood. Based on standards developed in the 2015 Houston Parks and Recreation Master Plan for neighborhood, community, and pocket parks, the Gulfton community needs 119 acres of parks. Burnett Bayland Park accounts for 27% of this recommended park area. An additional 86 acres of parks are needed to meet the standards developed in this plan.

Parks and Community Amenities Goals

The two goals to enhance parks and community amenities focus on expanding and improving Burnett Bayland Park, as well as identifying opportunities to build new parks and share open spaces, and planting additional trees and landscaping. The goals, developed through a series of public meetings and existing community plans, are summarized here and provided in more detail on the following pages. The parks and community amenities goals are:

Build Great Parks and Open Spaces

The Gulfton community has an exceptional need for parks and open spaces. The neighborhood is served by a single public park, Burnett Bayland Park. The park has a number of amenities, including soccer fields, a community center, skatepark, splash pad, and community garden. Yet, because of the lack of parks and open spaces in the community this vibrant and active park is over-used.

The first project is to improve and expand Burnett Bayland Park. Las Madres del Parque (The Mothers of the Park), a local community organization, has been working with the Parks Department to improve the community garden, playground, splash pad, and lighting. Leaders will continue to advocate for additional improvements, including walking trails, benches, games, trees, native plants, and lighting. Improving security and maintenance of the park are also key projects. In addition, leaders will be developing partnerships to explore the potential to bring healthy food vendors to the park, a market area, outdoor kitchen, and expanded community gardens. Finally, expansion of the park is also being pursued.

Improving access to open spaces, particularly in the neighborhood’s western section, and building new parks will require creative thinking and partnerships.



Burnett Bayland Park

40%

Of Gulfton 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

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

This includes, exploring sites such as apartment complexes, vacant retail lots, utility easements, and right-of-ways for new green spaces, while also working with the Houston Health Department to expand the green space amenities at the Southwest Multi-Service Center. Additional opportunities include working with area schools, institutions, and public facilities to share green spaces for children and adults across the community. The objective is to ensure that all of Gulfton’s residents are within a 10-minute walk of a park.

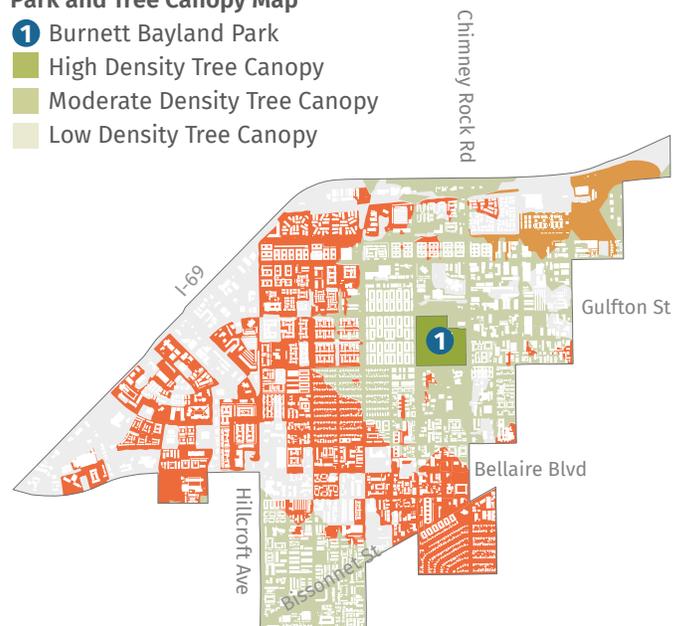
Create a Green Community

The Gulfton study area is a dense neighborhood with very little greenery or trees (see map to the right). Gulfton leaders will work in partnership with the Planning and Development Department and others to plant additional street trees throughout the community, while also exploring other landscaping strategies, including native plantings. The objective is to plant a minimum of 100 new trees by 2023 to improve the environmental quality, provide shade, and reduce the urban heat island effect.



Park and Tree Canopy Map

- 1 Burnett Bayland Park
- High Density Tree Canopy
- Moderate Density Tree Canopy
- Low Density Tree Canopy



ParkScore Map

- Trust for Public Land*
- 1 Burnett Bayland Park
 - Area Served by Parks
 - High Need for Parks
 - Very High Need for Parks



Ashford Crescent Oaks Apartments

PARKS AND COMMUNITY AMENITIES

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Medium (2 - 5 yrs)		LEAD: HPARD, Las Madres del Parque SUPPORT: HPB, SN Council, Center Point, Boy Scouts of America	Texas Parks and Wildlife Local Parks Grant Program, Urban Outdoor Recreation, Adopt an Esplanade Program, Eagle Projects
Long (5 + yrs)		LEAD: HPARD, HPB, Las Madres del Parque SUPPORT: SN Council, Philanthropic Organizations	Texas Parks and Wildlife Local Parks Grant Program, Urban Outdoor Recreation, CDBG Funding, HPB Beyond the Bayous Initiative
Long (5 + yrs)	<p>100% Of residents will be within a 10-minute walk of a park or open green space by 2023 Currently, 40% (or 18,750 people) are within a 10-minute walk Source: City of Houston GIS</p>	LEAD: HPARD, HPB, SPARK Parks SUPPORT: SN Council, Apartment Managers and Owners, Land Owners, Philanthropic Organizations	SPARK Park Program, KaBOOM! Grants, Texas Parks and Wildlife Local Parks Grant Program, Urban Outdoor Recreation, HPB Beyond the Bayous Initiative
Short (0 - 2 yrs)		LEAD: HHD SUPPORT: SN Council, HPB, Urban Harvest, CONNECT Community, Texas Children in Nature	HHD Gardening Classes, HPB Beyond the Bayous Initiative
Medium (2 - 5 yrs)		LEAD: CONNECT Community, HPARD SUPPORT: HISD, Jane Long Academy, YES Prep, SN Council, Texas Children Initiative	
Medium (2 - 5 yrs)	<p>100 New trees planted in the community by 2023</p>	LEAD: PDD SUPPORT: Harris County Flood Control, Center Point Energy, SN Council, Southwest Management District, Trees for Houston, River Oaks Garden Club, Apartment Complexes, Land Owners	Trees for Houston Scenic Houston

SAFETY

Introduction

Safety is an important key to building a healthy and thriving community. Gulfton is served by HPD's South Gessner Division, and includes all of Beat 17E10. Crime statistics compiled for Beat 17E10 illustrate that the property crime rate in Gulfton is 26% lower than in Houston overall, while the rate of violent crime per 100,000 residents is 29% higher than in Houston. The area with the highest concentration of crime in Gulfton is close to the intersection of High Star and Hillcroft Avenue.

A complete community is a safe community, where law enforcement agencies and the community work together to reduce crime and create safe streets and places.

Safety Goals

The three goals to enhance safety in the Gulfton Complete Community focus on creating a safe and secure neighborhood, with informed residents who work in partnership with local law enforcement to reduce crime. The goals, developed through a series of public meetings and existing community plans, are summarized here and provided in more detail on the following pages. The safety goals are:

Create a Safe and Secure Neighborhood

Gulfton residents want to feel safe in their neighborhood. A number of community challenges are impacting their sense of safety. These include gang activity, gun violence, and loitering in area parks and public places. While crime has declined in recent years, the perception that the community is very unsafe remains prevalent.

Civic leaders will work in partnership with the Houston Police Department to increase the visibility of patrols, including in area apartment complexes, address gangs, gun violence, and loitering in public places. This work will be combined with projects to increase safety in area apartments, including encouraging owners to join the Blue Star certification program, and conducting safety audits throughout the neighborhood. In addition, a "safe zone" will be developed at the HPD Storefront for people to securely conduct online transactions. The objective is to reduce the rate of violent crime by 25% over the next five years.

Support Active Residents

A challenge for the Gulfton neighborhood, with the transitional flow of residents with diverse backgrounds and the presence of criminal gangs, is the hesitation to report crime or other safety issues, such as human



Complete Community Meeting

1,320 Violent crime rate per 100,000 in Gulfton, 2016

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

Data Sources: Beat 17E10 Crime Statistics 2016, HPD; UCR Crime Statistics for Houston, 2016

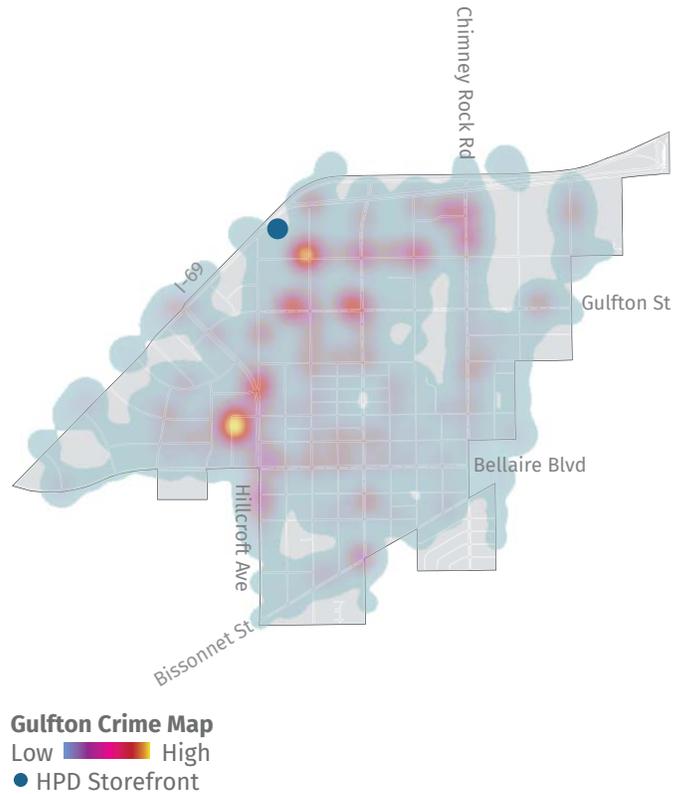
A **complete community** is a **safe community** where the community and law enforcement work together to reduce crime and increase the sense of security throughout the neighborhood

trafficking, to law enforcement agencies. Language barriers, fear of police, and other impediments stand in the way of many residents reporting criminal activity.

Developing multilingual outreach materials, in print and local broadcast forms, to better inform residents of the anonymous ways to contact the police and secure other services and resources, is the first step in eliminating fear and other barriers to enhancing safety.

Build Strong Community-Police Relations

Working towards a safe and connected neighborhood requires strong partnerships between local law enforcement agencies and community members. To strengthen these relationships civic leaders will attend regular meetings of HPD’s Positive Interaction Program. These meetings provide an opportunity for community leaders to share their top safety concerns with police, and to work in partnership to solve these issues. The goal is to have an action request report submitted to HPD’s South Gessner Division annually. Creating trust and understanding between police officers and residents will help to build bridges between the community and law enforcement.



3,217 Property crime rate per 100,000 in Gulfton, 2016

4,321 Property 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.

The Houston Police Department launched a bike patrol program in Gulfton in early 2018.

Data Sources: Beat 17E10 Crime Statistics 2016, HPD; UCR Crime Statistics for Houston, 2016



GOAL	PROJECTS	PRIORITY
Create a Safe and Secure Neighborhood	Reduce gang activity and gun violence <i>ACTION STEPS:</i> Work in partnership with HPD to develop a targeted program to reduce gang activity and gun violence, including expanding the gang task force in the community	
	Increase the visibility and presence of police in the community <i>ACTION STEPS:</i> Expand police patrols in the neighborhood, including foot and bike patrols; Improve and expand the HPD storefront; Partner with area civic clubs and the Super Neighborhood Council to establish neighborhood watch programs	
	Create a safety zone for online transactions <i>ACTION STEPS:</i> Work with HPD to create a safety zone at the HPD Storefront	
	Safety audits <i>ACTION STEPS:</i> Work in partnership with HPD, the Super Neighborhood Council, apartment managers, and others to conduct safety audits throughout the community; Develop strategies to increase safety, including implementing Crime Prevention Through Environmental Design (CPTED) strategies in partnership with HPD’s CPTED Program	
	Reduce loitering <i>ACTION STEPS:</i> Develop partnerships to address the challenges of loitering, homeless needs, and panhandling, particularly at area bus stops and shelters and Burnett Bayland Park	
	Address safety and security at area apartments <i>ACTION STEPS:</i> Work in partnership with HPD’s Apartment Enforcement Unit to identify and address security in area apartment complexes, particularly those with high crime; Encourage apartment owners to join the Blue Star certification program that represents owner’s and manager’s commitment to keep their complexes safe	
PLAN: 	Reduce domestic violence <i>ACTION STEPS:</i> Increase outreach, information, and services for victims of domestic violence in multiple languages	
Support Active Residents	Develop a public service safety campaign for 311/211/911 in multiple languages <i>ACTION STEPS:</i> Create outreach materials and a public service campaign on 311/211/911 in multiple languages; Materials would include information on the ways to contact the police, including email, fax, in person, phone, NextDoor, Facebook, etc; The campaign would be promoted through local Spanish-language media, radio, TV, area apartment complexes, newsletters, and other area sources; The goal is to eliminate any fear of reporting crime and/or using city services for those who are undocumented	
Build Strong Community-Police Relations	Build trust and relationships between the community and police <i>ACTION STEPS:</i> Encourage civic clubs and Super Neighborhood Council leaders to attend monthly Positive Interaction Program (PIP) meetings; Communicate with HPD the top safety issues in the community regularly at the PIP meetings or through an “Action Request”	

PLAN Legend:

-  Complete Communities Action Plan
-  City of Houston Plans and CIP
-  CONNECT Community
-  Gulfton SNAP / Survey
-  Legacy Community Health Assessment
-  HGAC Special District Study

SAFETY

TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS	
Medium (2 - 5 yrs)	<p>25% Reduction in the violent crime rate by 2023 In 2016, Gulfton had a violent crime rate 29% above the City average Source: HPD and UCR Data 2016</p>	LEAD: HPD, Mayor's Anti Gang Office SUPPORT: SN Council, Southwest District, Police and Clergy Alliance, ReVision, MBK, Area Non-profits	Anti-Gang Task Force, Positive Interaction Program, The GREAT Program, Weed and Seed	
Short (0 - 2 yrs)		LEAD: HPD SUPPORT: SN Council, Southwest District, Gulfton Citizens Advisory Council	Keep Houston SAFE Initiative, Gulfton Festival, Positive Interaction Program	
Short (0 - 2 yrs)		LEAD: HPD SUPPORT: SN Council, Southwest District	Positive Interaction Program	
Short (0 - 2 yrs)		LEAD: HPD, SN Council SUPPORT: Civic Clubs, Gulfton Citizens Advisory Council, Area Apartments, Area Schools	HPD CPTED Training, Positive Interaction Program	
Short (0 - 2 yrs)		LEAD: HPD, HPARD SUPPORT: SN Council, Southwest District, METRO Police, Star of Hope	Positive Interaction Program	
Short (0 - 2 yrs)		LEAD: HPD, Apartment Enforcement Unit, DON SUPPORT: SN Council, Apartment Owners and Managers, Blue Star Program, Alliance for Multicultural Services	Blue Star Program, HPD CPTED Training Program, HPD Differential Response Teams, Positive Interaction Program	
Medium (2 - 5 yrs)		LEAD: HPD, DON SUPPORT: BakerRipley, Alliance for Multicultural Services, Houston Women's Center, DAYA Houston	Positive Interaction Program	
Short (0 - 2 yrs)		LEAD: HPD, DON SUPPORT: Super Neighborhood Alliance, SN Council, Mayor's Office Advisor on Human Trafficking, Houston Area Council on Human Trafficking, METRO, Alliance for Multicultural Services	United Way Community Building Grants, Positive Interaction Program	
Medium (2 - 5 yrs))		<p>Annual Action Request submitted to HPD by 2023 Source: HPD</p>	LEAD: HPD SUPPORT: SN Council, Southwest District, Area Apartment Owners and Managers	Positive Interaction Program, HPD Police Athletic League (PAL) 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 Gulfton Neighborhood Support Team. 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 Gulfton Neighborhood Support Team 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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Complete Community Meeting

