

Northern **Third Ward**

neighborhood planning project

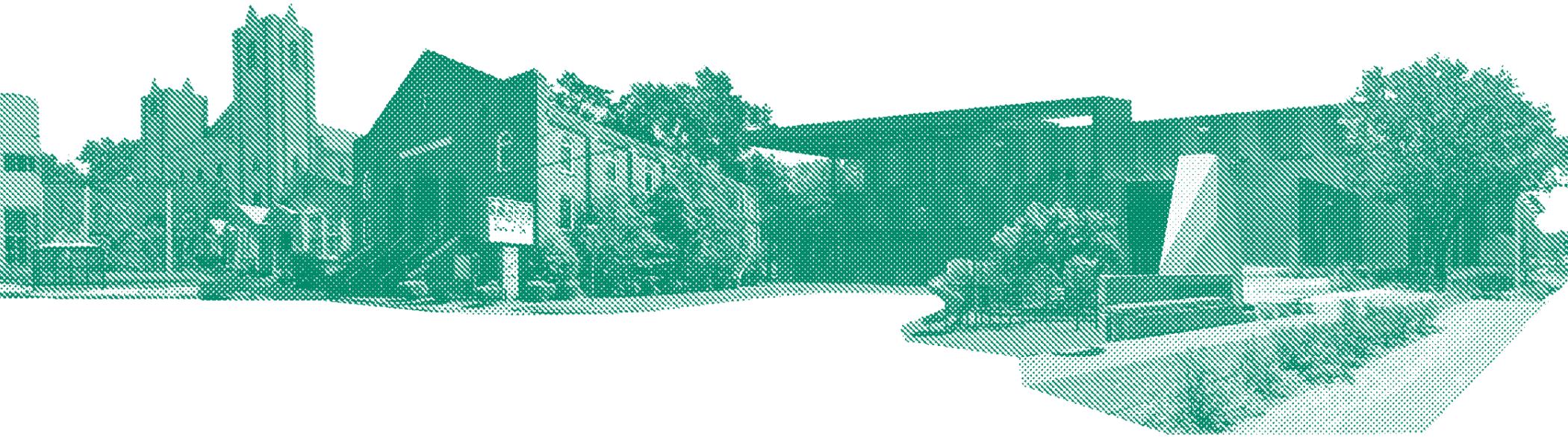


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EXECUTIVE SUMMARY

INTRODUCTION

Funded through a generous grant provided by the Wells Fargo Regional Foundation, the Northern Third Ward Neighborhood Planning Project, identifies critical issues in our neighborhood. Through resident and stakeholder participation, the plan formulates strategies and specific action steps that will lead to the successful development and enhancement of our community.

The 10-month planning process allowed our residents and stakeholders to organize and to develop a plan for strategically addressing the needs that we collectively defined as priorities in the Northern Third Ward, and will help to ensure equitable development practices as we move forward.

This neighborhood plan was developed with the intention that it

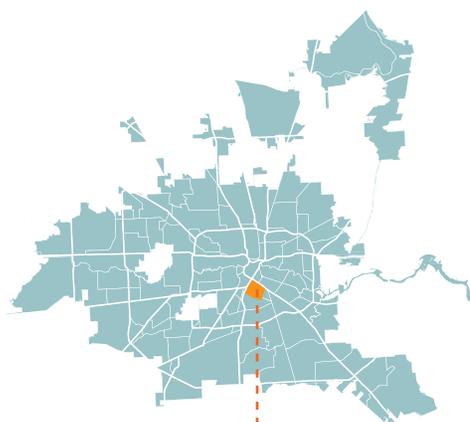
- Build and strengthen the sense of community in our neighborhood through organizing a variety of activities that highlight our unique cultural heritage, encourage social cohesion, create political/economic effectiveness, and honor social diversity.
- Educates our residents and local institutions about community resources, threats, and opportunities.
- Empowers our community through neighborhood planning, inclusion, and advocacy.

Through participation in this open and transparent planning process our residents, business owners, service providers, and other neighborhood stakeholders have ownership of the plan. These stakeholders are now better positioned to advocate for successful implementation over the long term.

Our Changing Community

In the past decade, the low cost of property in our neighborhood and its proximity to downtown Houston has made the Northern Third Ward attractive to developers. While the construction of high end townhouses has rapidly increased, many longtime renters and property owners have been displaced from the neighborhood. As our historic houses are demolished across the neighborhood, we have watched new homes be built that we cannot afford, and that do not contribute to the lively street life and culture of our neighborhood.

The Northern Third Ward Neighborhood Planning Project sets a long-term direction with a measurable action plan for a complete community where everyone—young and old—has the opportunity to grow and thrive.



Northern Third Ward
Focus Area

The plan study area is 2.57 square miles and bounded by US 59 to the west, IH 45 to the north, Cullen Street to the east, and Blodgett Street to the south. The Northern Third Ward is prominent in its proximity to downtown Houston and borders the upscale Midtown neighborhood just west of the area.

NORTHERN THIRD WARD FOCUS AREA

PARKS

- 1 Emancipation Park
- 2 Leroy Park
- 3 Malone Park
- 4 Our Park

PUBLIC INSTITUTIONS

- 5 Blackshear Elementary
- 6 Baylor School of Medicine at Ryan Middle School
- 7 Yates High School
- 8 Texas Southern University
- 9 University of Houston

- Park
- University
- Light Rail
- Bus Route
- Focus Area

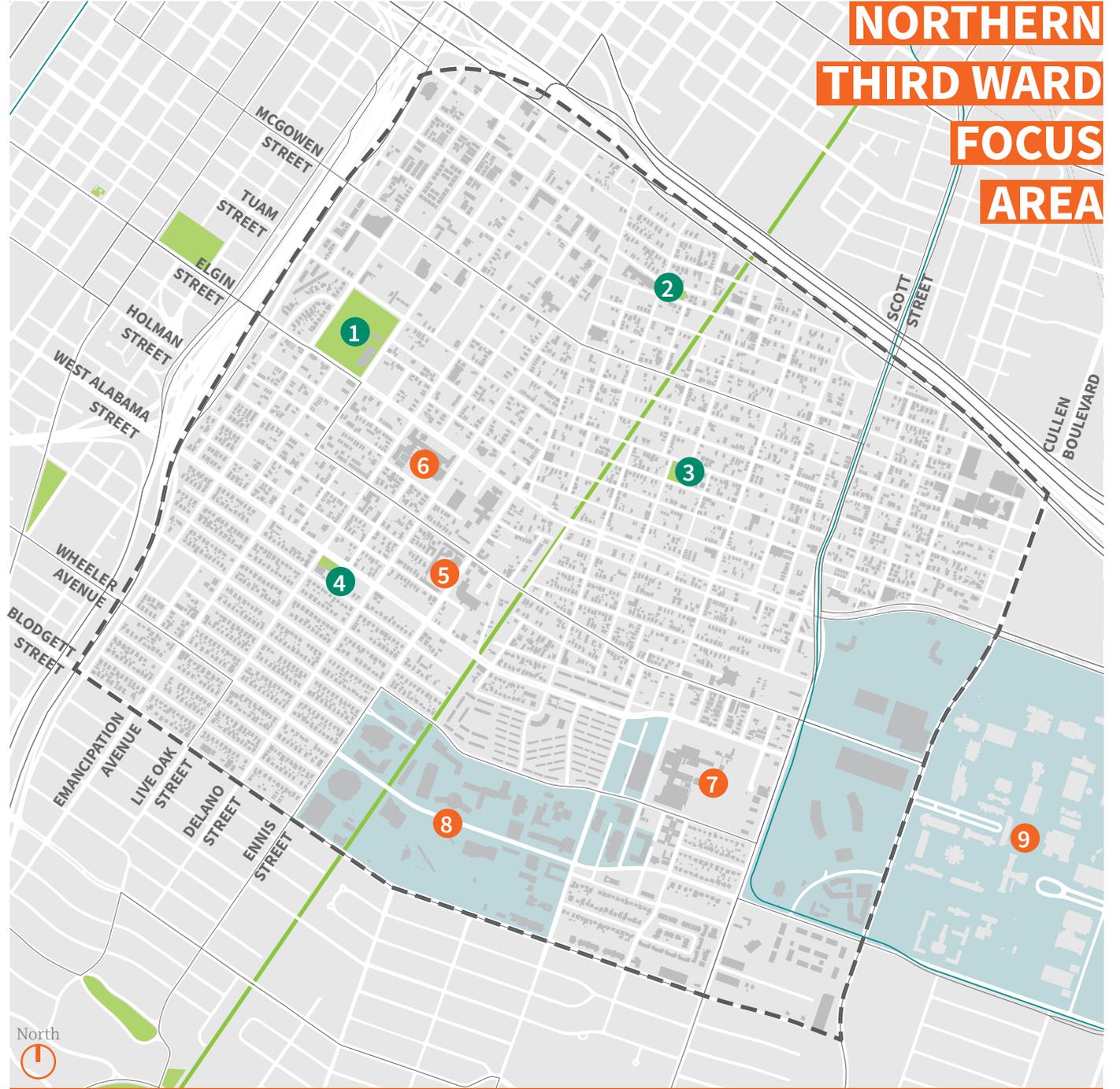


Figure 0.01 | Source City of Houston

The formation of the Emancipation Economic Development Council (EEDC) in 2015 demonstrated the strength of our community when we work together to develop a plan for our collective future. The EEDC boundaries represent only a fraction of our neighborhood, but with this planning effort we have been able to include our entire community in defining a vision for our future.

On April 12, 2017 the Mayor of Houston, Sylvester Turner, announced that the Third Ward would be a pilot neighborhood in the new Complete Communities initiative. This initiative is designed to work with stakeholders in each of the five selected communities to create neighborhoods that are more complete with enhanced access to quality affordable homes, jobs, well-maintained parks and greenspace, improved streets and sidewalks, grocery stores and other retail establishments, high performing schools, and transit options. Complete Communities will focus on Third Ward by supporting community engagement efforts that are already underway by organizations and groups such as our Northern Third Ward Neighborhood Planning Project.

Origins of the Northern Third Ward Planning Project

The Northern Third Ward Consortium was formed in October 2015 to lead a participatory neighborhood-planning effort in response to an invitation from Wells Fargo Regional Foundation to apply for a Neighborhood Planning Grant. The original NTW Consortium members included: Change Happens (social services), Change Happens Community Development Corporation (CDC), Project Row Houses, Row House CDC, University of Houston, Wheeler Avenue Triangle Ministries, Inc., and William A. Lawson Institute for Peace and Prosperity. These organizations are housed in our community, have demonstrated their commitment to place-based work, have a long history of working in the community, and enjoy the respect and trust of our residents. The work of the member organizations — in education, research, workforce development, economic development, affordable housing, community engagement, and a wide range of services to children and families — for over

a combined two centuries, placed them in a privileged position to lead our neighborhood planning effort.

Consortium members selected Change Happens CDC to serve as the lead agency. Its social services' include mental health counseling, homeless support services, substance misuse prevention, and case management - for pregnant women and children. Change Happens CDC provides programs that include: housing rehabilitation and renovation, small business lending and business training, rental assistance, homeownership centers, and other affordable housing options. Change Happens CDC currently rents 26 single family dwellings, with 2 additional units undergoing renovation, and 7 multi-family units designated for development on vacant lots the CDC owns.

The Consortium formed the framework for the Northern Third Ward Neighborhood Steering Committee. The Steering Committee, composed of Consortium members as well as community residents and stakeholders, has the responsibility to:

- design, develop, review, and refine a work plan to execute the resident-driven community plan
- provide support and assure accountability for achieving stated project goals and objectives
- monitor project performance expectations and associated performance metrics
- make decisions that guide the planning process through its various phases.

The Consortium was responsible for convening its initial members to plan, prepare and submit the original application to the Wells Fargo Regional Foundation. The Steering Committee collectively guided and governed the overall planning process, including project staff. At the completion of this plan, the Steering Committee will transition to the Implementation Committee, and partner with other key stakeholders and residents to turn their collective visions into a reality.

NEIGHBORHOOD CONTEXT

PARKS

- 1 Buffalo Bayou
- 2 Brays Bayou
- 3 Emancipation Park
- 4 Hermann Park
- 5 MacGregor Park

INSTITUTIONS

- 1 Texas Medical Center
- 2 Rice University
- 3 University of Houston
- 4 Texas Southern University

- Park
- University
- Downtown Houston
- Highway
- Light Rail
- Focus Area

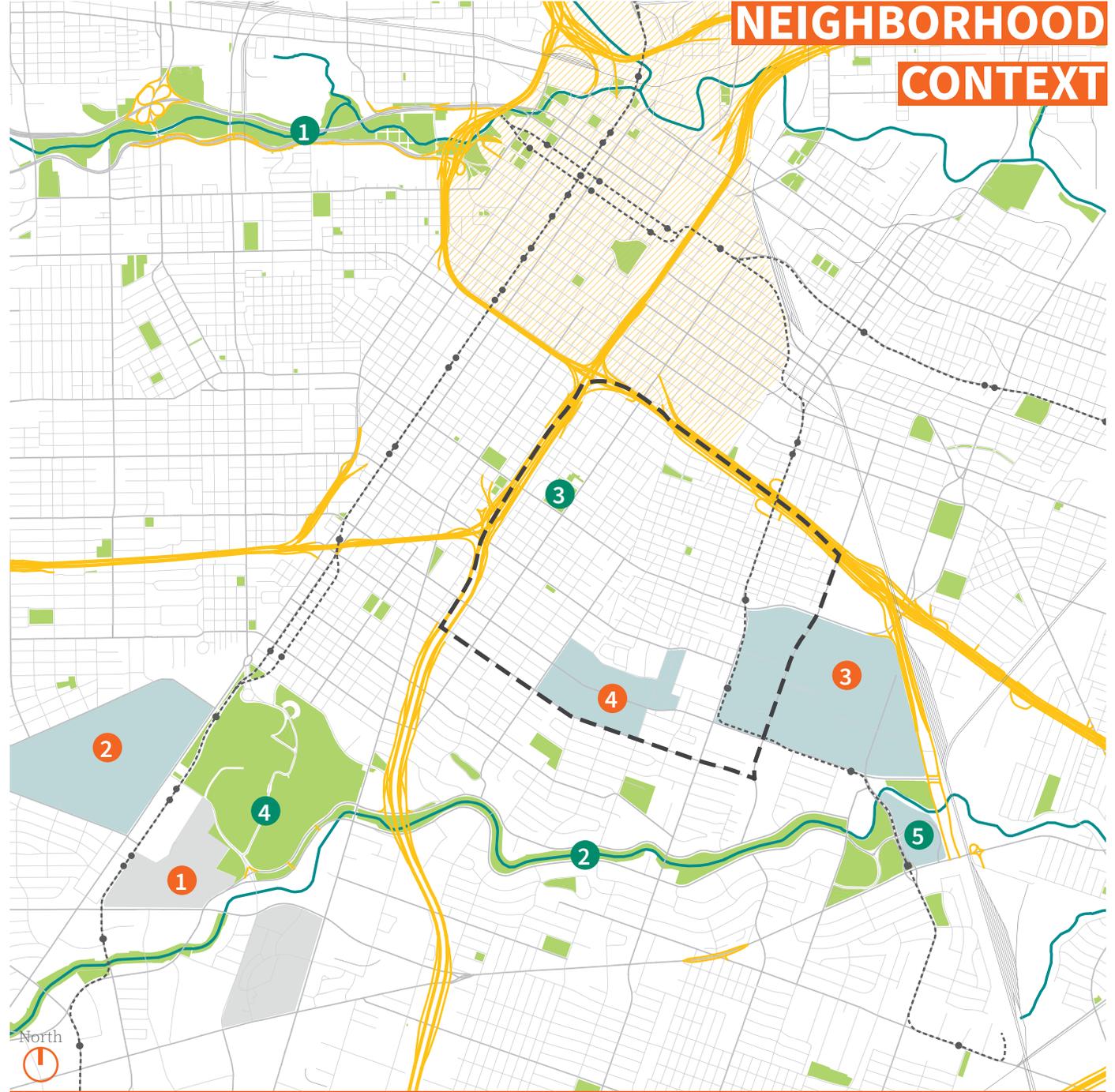


Figure 0.02 | Source City of Houston

SUMMARY OF RECOMMENDATIONS

OUR VISION

Our community is a village, where we nurture and care for one another. We will have access to the opportunities and resources we need to succeed and thrive in the community we have and will continue to call home. The history and culture of our community is celebrated and preserved—and is the foundation upon which we build our future.

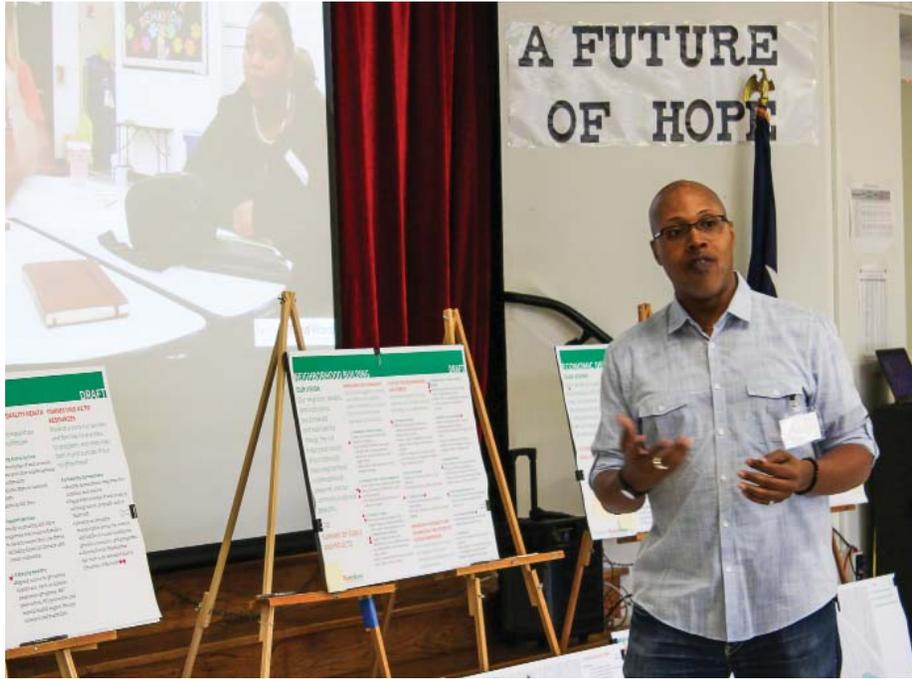
To build the neighborhood that we envision for ourselves, we must strengthen and establish our capacity to work together for positive change. At our final community meeting Open House where we reviewed the complete draft plan, residents were asked to select the goals they felt would make the deepest and most lasting positive impact on our neighborhood. The "Top Ten Priority" goals selected by our residents and stakeholders are listed below, and will be prioritized in our implementation phase. The Steering Committee and Focus Groups also identified goals to rank as a "High Priority" in the implementation of this plan.

OUR TOP FIVE PRIORITIES

- 1.1 Empowering Our Renters**
- 1.4 Saving Our History and Our Homes**
- 3.4 Seed New Community-Owned or Worker-Owned Cooperatives and Businesses**
- 3.6 Hire Local**
- 5.3 Support Services**

OUR HIGH PRIORITIES

- 1.5 New Housing**
- 2.1 Building Our Collective Capacity**
- 2.2 Celebrating Our Community**
- 2.5 Lighting Our Way**
- 2.8 Right-of-Way and Drainage Improvements**
- 2.9 Mobility and Connectedness**
- 2.10 Cleaning Up**
- 3.1 Buy Local / Shop Third Ward**
- 3.2 Facade Improvement Program**
- 3.5 Activate Vacant Storefronts, Historic Buildings and Lots with Pop-Up Shops**
- 4.1 Yates Magnet Program**
- 4.2 Parent Teacher Engagement**
- 4.5 Publicize Out of School Programs**
- 5.1 Connected Generations**
- 5.4 Staying Healthy**



HOUSING

OUR VISION

We will preserve our historic housing and build new housing that reflects the different contexts that characterize our neighborhood. We will focus on affordable housing that meets the needs of our existing residents and prevents displacement.

ADVOCATING FOR OUR FAMILIES

We will work with our families to ensure they are secure in their housing and have the tools and resources necessary to live and thrive in our neighborhood.

1.1 Empowering Our Renters

- Create or support renter assistance programs, including tenant counseling, emergency rental assistance, eviction protection, credit assistance and other financial training and resources, to ensure that existing residents can remain in the neighborhood

1.2 Safeguarding Our Homeowners

- Create a program to support existing home owners with information on property taxes, exemptions, wills, predatory lending and other resources

1.3 Housing Advocacy and Policy

- Create a Northern Third Ward Housing Advocacy team to work with residents, city agencies, property owners and developers to prioritize and advocate for truly affordable housing (30-50% of Area Median Income) that meets diverse needs in our community, builds on the existing character, and minimizes displacement.

PRESERVING AND MAINTAINING EXISTING HOUSING

We will work together to preserve our historic housing

1.4 Saving Our History and Homes

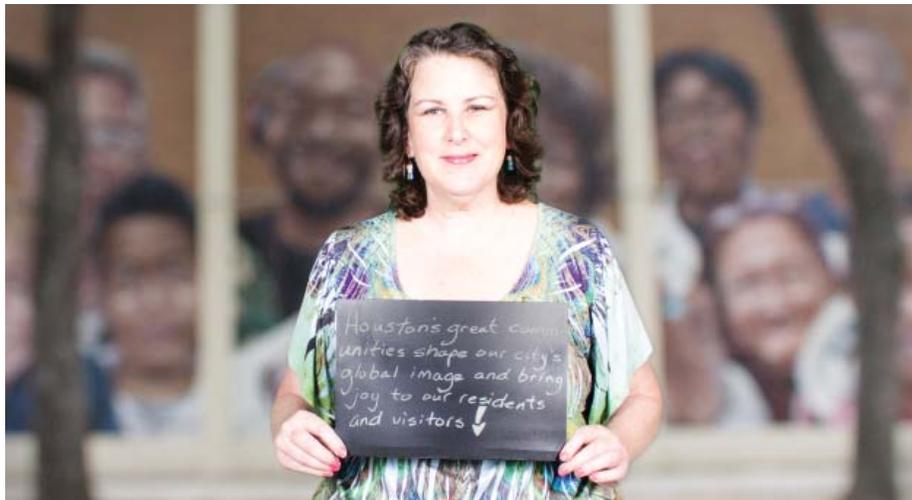
- Preserve existing historic housing by developing or supporting a program to assist with home maintenance and repairs, focus on seniors; Explore the potential for this to be a neighborhood volunteer corps or workforce program for local residents
- Identify historic housing that is at risk of being demolished; create partnerships to move (if necessary) and renovate this housing to provide truly affordable units and infill vacant lots in target areas.
- Acquire vacant or abandoned homes and buildings for new housing

NEW HOUSING THAT MEETS OUR NEEDS

We will advocate for and attract new housing that meets the needs of all of our residents.

1.5 New Housing

- Identify housing trends and market needs, focused on existing residents



- Identify vacant lots, opportunity sites and create a plan for affordable infill housing, rental housing, innovative housing models, and mixed-use housing (Focus on housing at 30 - 50% of Area Median Income)
- Work with partners for the strategic development of mixed-use housing along commercial corridors, with a focus on truly affordable rental housing
- Work with public agencies, churches and CDCs to advocate for truly affordable housing-both renter and owner-that meets our needs for affordability (Median Income below \$30,000, housing at 30-50% of AMI)
- Work with partners for the strategic development of single-family houses that reflects the historic character of the neighborhood, but meets contemporary needs.
- Secure funding to realize housing goals
- Minimize displacement through the development of temporary housing for residents awaiting new or restored homes

1.6 Housing Design Guidelines

- Develop guidelines to regulate the architectural character of new housing as a means to strengthen the context of the different neighborhoods that comprise the Northern Third Ward, particularly for publicly owned or subsidized properties and developments (including facing the street and front porches)

NEIGHBORHOOD BUILDING

OUR VISION

Our neighbors, leaders, and institutions are connected and mobilized for change, the rich history and culture of our historically black neighborhood is celebrated and preserved, and our community is safe and beautiful

MOBILIZING THE COMMUNITY

We will work together to connect and mobilize our neighbors, leaders, institutions, and others to build our political power, organization and leadership

2.1 Building Our Collective Capacity

- Create a Mobilization Team to work in partnership with the Third Ward Community Cloth and other community and faith-based organizations to develop ways to share and improve resources, services and collaboration across the neighborhood.
- Create a grassroots social media campaign and web-based presence to connect neighbors, leaders, businesses, institutions and organizations.
- Develop strong community networks to relay information within the neighborhood by developing a block captain program that will also nurture or create community leaders.

2.2 Celebrating Our Community

- Create a team or committee to develop and implement a grassroots early action grant program, “Community Building Grants” to be available to support schools, students, youth, parent organizations, civic and business groups, and others to organize community events and celebrations,

block parties, clean-ups, fairs, etc.

- Organize an annual neighborhood summit, “State of the Northern Third Ward” to bring everyone together and celebrate and share successes and redefine priorities for the coming year.

2.3 Growing Our Leaders

- Work in partnership with area churches, universities and organizations to create youth leadership opportunities and nurture young neighborhood leaders
- Support existing programs, such as Change Happens Youth Leadership program and work to bring new programs that provide youth leadership opportunities such as Junior Achievement.

2.4 Raising Our Voice (Political Engagement)

- Create an annual public policy agenda and advocacy plan for the Northern Third Ward around issues of gentrification, land control, economic development, public spending and equity. Present this agenda at the annual neighborhood summit.
- Partner with national organizations and leaders to shape this policy agenda to meet our vision and goals
- Work with elected officials and agency representatives, such as the Tax Increment Reinvestment Zone (TIRZ) and Management District,

to forward this agenda

- Support existing political engagement efforts such as voter registration drives, civic club initiatives, and other community building and advocacy efforts

EYES ON THE NEIGHBORHOOD AND STREETS

We will work together to ensure we are secure and share a sense of well-being in our neighborhood

2.5 Lighting Our Way

- Identify and prioritize areas with poor street lighting
- Work in partnership with CenterPoint Energy and others to install LED lighting

2.6 Community Policing

- Develop stronger relationships, build trust and share priorities between residents and police. Advocate for more police on bikes in the neighborhood.
- Organize formal and informal events to bring law enforcement together with residents, such as neighborhood bike rides, and basketball games
- Work together to decrease crime, for example by creating a neighborhood watch program, block walking or block captain program
- Create a campaign to encourage residents to use non-emergency number to report suspicious activity

2.7 Eyes on the Streets

- Work with residents and leaders to identify areas with drug activity or other problems
- Create partnerships to address these areas through collective activities or other alternative means, such as the mobile security trailers with cameras.

ENHANCING THE BEAUTY AND CELEBRATING THE HISTORY OF OUR NEIGHBORHOOD

We will work together to ensure our neighborhood is well maintained and celebrate our rich and diverse culture

2.8 Right of Way and Drainage Improvements

- Evaluate existing drainage and develop a plan for necessary improvements (areas with challenges include Sampson and Drew, Columbia Tap Trail)
- Work with property owners to keep ditches and right-of-ways clean, well-maintained and free of debris or dumping.

2.9 Mobility and Connectedness

- Identify and prioritize areas for sidewalk construction or repair; Work with partners to secure funding and implement
- Develop a neighborhood ride share program or transit bus with a weekly schedule to visit banks, grocery stores, healthcare, etc. Target to seniors and others without transportation
- Expand B-Cycle Stations in Northern Third Ward

NEIGHBORHOOD BUILDING

2.10 Cleaning Up

- Address litter and illegal dumping by encouraging residents to use the city's 311 phone helpline service.
- Work together and with the City to ensure property owners and renters are keeping lots clean and mowed
- Work with METRO and the Houston Southeast to create a public art and youth program to design and install new “ART” trash receptacles in the community
- Organize neighborhood clean-ups

2.11 Re-Purposing Vacant Lots

- Identify and prioritize vacant land to be re-purposed (even temporarily) for mini-parks, plazas or urban gardens that serve as gathering places for formal and informal activities such as barbeques, games and other social events.

2.12 Beautiful Streets

- Identify and prioritize streets for improvements including sidewalks, lighting, and beautification, focusing on the northern section of Emancipation Avenue, Holman, Alabama, Elgin, McGowen and Scott

2.13 Restoring and Re-Using Our Historic Buildings

- Identify historic buildings that are underutilized or vacant
- Partner with area organizations, businesses or others to create plans for re-using these resources



OUR VISION

Our existing local businesses will thrive, new businesses will be attracted to the neighborhood, and we will have increased access to local jobs

GROWING AND SUPPORTING OUR LOCAL BUSINESSES

We will work together to support and grow our local businesses

3.1 Buy Local / Shop Third Ward

- Create a "Buy Third Ward" program to encourage people to shop at locally owned and black owned businesses
- Work in partnership with area publishers and organizations to create a business directory for the neighborhood

3.2 Facade Improvement Program

- Create a storefront improvement program to assist local businesses and provide local jobs, or partner with a youth mentorship program or neighborhood volunteer corps (housing) to improve building facades

3.3 Building the Capacity of Local Businesses

- Expand access to small business support programs including financial support, loans and funding opportunities

- Work in partnership with the Greater Houston Black Chamber (GHBC) and the UH Sure Program to create a mentorship program for locally owned and black owned businesses in organized monthly meetings

BUILDING AN INCLUSIVE AND COOPERATIVE ECONOMY

We will work together to create new business models that grow our amenities, meet our needs, and support local and black entrepreneurship

3.4 Seed New Community-Owned or Worker-Owned Cooperatives and Businesses

- Work together to identify key needs and develop a plan to seed new community-owned or worker-owned co-operative businesses in our community (similar to NuWaters)
- Focus on full service grocery stores, restaurants, basic services, washateria and hardware store, banks and financial services
- Identify sites and key areas for new retail, work spaces and amenities, focus on key neighborhood corridors such as Emancipation Avenue

ECONOMIC DEVELOPMENT AND WORKFORCE

3.5 Activate Vacant Storefronts, Historic Buildings and Lots with Pop-Up Shops

- Spark entrepreneurship by working in partnership with property owners to identify vacant storefronts, historic buildings and lots to activate new pop-up shops at low or no cost.

3.6 Hire Local

- Work with major employers and anchor institutions to create a “Hire Local” program that employs local residents and connects with local businesses
- Identify employer needs, required skills and job training initiatives to meet the needs of local employers

3.7 Job Training

- Increase job-training resources in the neighborhood, including trade programs.



OUR VISION

Our historic neighborhood schools, our families and our children have the resources and support they need to succeed; our many educational institutions—that serve people of all ages—combine their strengths to ensure early and lifelong success for us all.

STRENGTHENING OUR HISTORIC LOCAL SCHOOLS AND INSTITUTIONS

Our neighborhood is home to educational pathways of choice, building upon historic and strong institutional and community relationships

4.1 Yates Magnet Program

- Advocate for strengthening the communication and maritime magnet programs at Yates HS

4.2 Parent Teacher Engagement

- Build relationships between parents and teachers to ensure academic success, including increasing participation in school activities and PTA/PTOs. Work to provide holistic staff, parent and faculty resources

4.3 Strong Historic and Local Schools

- Support Yates High School and its feeder institutions to enhance their success and support parents' voices in shaping the future of the schools, including support groups to fundraise, supervise field trips, and advocate for improvements
- Create a strategy to engage leaders and teachers at Yates, Blackshear and other feeder institutions to

better understand their needs and where support is needed from the community

4.4 Partnerships for Progress

- Inventory all organizations and institutions working in Northern Third Ward Schools, ensure partners are working together and holistically to support neighborhood schools
- Work to build strong relationships and partnerships between organizations, local schools and universities to create a holistic education system in the neighborhood and encourage residents to go to local schools

EXPANDING AFTER-SCHOOL AND SUMMER ENRICHMENT

Our children and youth will have access to programs and resources they need to succeed

4.5 Publicize Out of School Programs

- Create a directory of after-school and summer enrichment programs for children and youth, ensure that this information is reaching residents
- Target University summer programs for youth to Northern Third Ward schools

EDUCATION

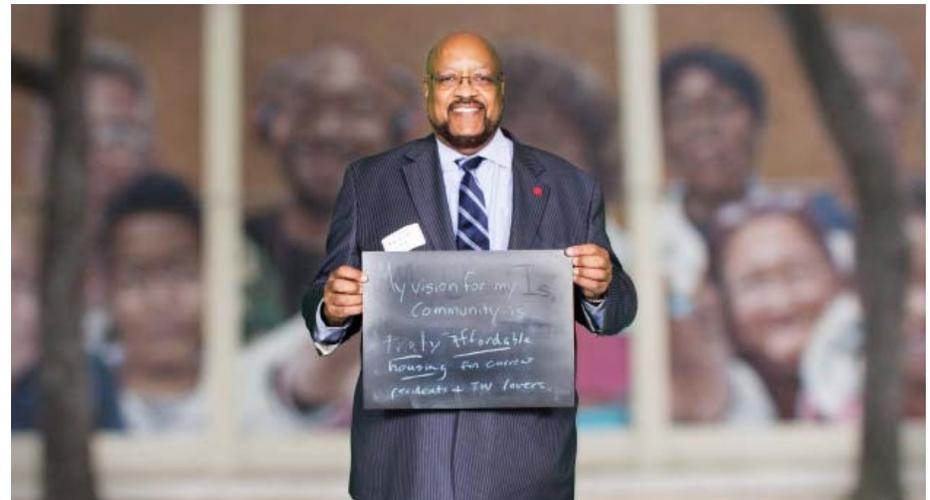
4.6 Expanding Out of School Enrichment Programs

- Work in partnership with community centers, non-profit organizations, and parks to expand and grow after-school and summer enrichment programs for children and youth such as S.H.A.P.E. Center's summer civil rights freedom tour
- Focus programs on motivating students to increase academic performance and to set high career goals
- Expand knowledge of after-school zone programs provided by the Smith Family library



4.7 Youth Mentorship

- Develop youth mentorship programs with local leaders and role models, including churches, universities, and the Hermann Park Rotary program.
- Create a college-bound experience program with area universities



OUR VISION

Our seniors, children and families will thrive in a neighborhood that is connected, informed and rich with opportunities and resources.

STRONG FAMILIES

Support the strength and connectedness of our families and seniors through knowledge and services

5.1 Connected Generations

- Build a stronger community of support through inter-generational gatherings and events

5.2 Directory of Family and Senior Services

- Create a directory of services and programs in multiple formats (printed, web, app) to ensure families are connected to the available resources in the neighborhood, including those at Shape Community Center and Change Happens

ACCESS TO QUALITY HEALTH CARE

Improve and expand our access to healthcare

5.3 Support Services

- Provide counseling and other supportive resources, including financial literacy and credit counseling, to families in need to ensure they can thrive

5.4 Staying Healthy

- Expand access to preventive healthcare, such as diabetes awareness programs, HIV prevention, STD prevention, and mental health support through outreach and health fairs
- Expand knowledge of and access to healthcare and other health services in the community, such as behavioral and substance abuse services (e.g. Central Care Clinic, UH Eye Institute, DAWN Center)
- Expand and improve outreach programs

PLANNING CONTEXT

It is important to recognize ongoing and previous planning efforts made in the immediate neighborhood as well as at the regional level. Each one incorporates specific goals and strategies, and many overlap with the Northern Third Ward Neighborhood Planning Project. By acknowledging these undertakings, we eliminate redundancy in the plan, and reinforce and expand revitalization efforts that build on the neighborhood's existing strengths.

It would be most efficient to coordinate with three existing entities that are nested within or include the Northern Third Ward, these include: the Emancipation Economic Development Council (EEDC); OST/Almeda Redevelopment Authority; and Houston Southeast Management District (HoustonSE). The EEDC is made up of residents and other community stakeholders of the Third Ward area, and aims to create a thriving neighborhood that also pays respect to the history of the community. The OST/Almeda Redevelopment Authority covers a larger area and as a tax increment financing district, has financed specific infrastructure improvements in the Northern Third Ward and surrounding areas. HoustonSE is a management district and focuses on four key topics: transportation; public safety; business and economic development; and positive perception. HoustonSE boundaries include a number of neighborhoods in southeast Houston, including the Northern Third Ward, and have recently completed a comprehensive plan.

In addition, the greater Third Ward was recently named as one of Mayor Turner's five pilot Complete Communities. The Complete Communities Initiative will provide support to the pilot communities in a number of ways.

First, each community will have the benefit of a team of dedicated staff across several City departments that will work with the neighborhood to identify priority projects and develop implementation strategies. Second, the City will implement quick-delivery projects that demonstrate its commitment to this initiative. Examples of these projects could include more focused heavy trash sweeps, enhanced weed abatement, repairs to our parks and community centers, or education for residents on City tools for preserving neighborhood character. Third, the City will develop a "Neighborhood Toolbox". The toolbox will identify – in one place – all City programs that neighborhoods and the City can use to enhance all of Houston's communities. Fourth, the City is looking at its own uncommitted discretionary funding sources and exploring how to focus this funding to create a more significant long-term impact in these areas. And finally, the City will ask organizations outside the City to be our partner in finding long-term solutions for strengthening these neighborhoods.

Emancipation Economic Development Council

The Emancipation Economic Development Council is comprised of residents and other community stakeholders to address strategies for creating a resilient, dynamic and economically prosperous community where people live, work, and thrive in a historically and culturally rich African-American neighborhood. The EEDC tackles the topics of economic development, affordable housing, political engagement, community wealth building and creating partnerships with nearby anchor institutions, like the University of Houston and Texas Southern University. Its focus is entirely within the Third Ward (see figure 0.03), and its work in housing and economic development ties directly into the Northern Third Ward Neighborhood Planning Project.

CONTEXT MAP

//// Southeastern Management District

— Northern Third Ward Study Area

Emancipation Economic

— Development Council
Study Area

PLANNING CONTEXT

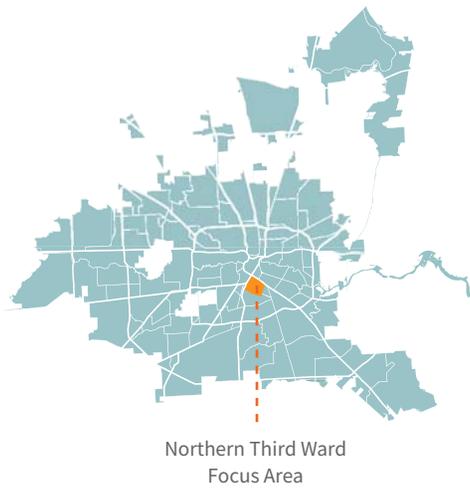


Figure 0.03 | Source City of Houston

OST/Alameda Corridors Redevelopment Authority (TIRZ #3)

The OST/Alameda Corridors Redevelopment Authority is a tax increment reinvestment zone (TIRZ) that has financed infrastructure improvements in the Northern Third Ward, including the current redevelopment of Emancipation Park. It was created by the Houston City Council.

Houston Southeast

Houston SE was created by the state legislature to preserve the history and heritage of one of the city's most vibrant communities while enhancing economic opportunities for those who live here. The HoustonSE Management District has completed a number of studies, including a Residential Trends Study, Economic Development Study, and pedestrian and bicycle study.

Coordination with Aligned Planning Initiatives

The following is a brief summary of the key opportunities identified in previous plans that align with the goals and implementable strategy in this plan.

Houston

Plan Houston [2015]

The City's general plan, Plan Houston, includes many goals such as: sustaining quality infrastructure nurturing safe and healthy neighborhoods, ensuring mobility and adequate transportation systems, promoting economic development, supporting education, ensuring access to affordable housing, and protecting the environment.

Houston Parks and Recreation Department Master Plan [2015]

Sector 15

The City of Houston's Parks and Recreation Department has created a Master Plan for the entire city, and the Third Ward falls within Sector 15.

Pedestrian and Bicycle Special Districts Study

Third Ward Pilot Project [2004]

The Houston-Galveston Area Council studied areas in 2004 that could become more pedestrian- and bike-friendly, and included the Third Ward. The study provide plans for what the community would need to become a neighborhood where residents could feel comfortable walking and bicycling.

Houston Southeast

Houston SE Plan [Forthcoming]

The Greater Houston Management District (Houston SE) has completed a planning process that encompasses the entirety of the Third Ward, and also includes the Museum District, the Texas Medical Center, and the MacGregor Park Super Neighborhood.

Midtown Redevelopment Authority (MRA)/Tax Increment Reinvestment Zone No. 2 (TIRZ)

The MRA was created to redevelop the area; aid , assist, and act on behalf of the city in governmental functions; and to provide an operating and financing vehicle for implementing the TIRZ Project and Financing Plan.

Third Ward

Emancipation Park Neighborhood [2016]

Strategies for Community-Led Regeneration in the Third Ward

The Massachusetts Institute for Technology (MIT) developed and presented research in partnership with the EEDC titled "Emancipation Park Neighborhood - Strategies for Community-Led Regeneration in the Third Ward." The publication emphasizes history, preserving nature through its integration with the built environment, empowering residents, ensuring dynamic development, and leveraging the neighborhood's existing assets. The research serves as framework for any future planning in this unique Emanicipation Park area.

Emancipation Park [2015]

The Department of Urban Planning and Environmental Policy at Texas Southern University prepared priorities for community connectivity to Emancipation Park for Project Row Houses.

Third Ward Redevelopment Plan [2005]

In 2005, the City of Houston's Land Assemblage Redevelopment Authority (LARA) completed the Third Ward Redevelopment Plan with the goals to increase awareness about affordable housing and develop design recommendations for new housing in conjunction with the LARA program. The LARA programs makes tax delinquent properties available for the development of affordable housing in six Houston neighborhoods, including a pilot program in the Third Ward. The program returns abandoned tax delinquent properties to productive use while providing an increase in affordable housing. Since 2004 354 affordable homes have been constructed on LARA lots across the participating neighborhoods. Approximately two dozen of these units were constructed in the Northern Third Ward. LARA was able to contribute to the sale of 9 affordable homes in the Northern Third Ward. There are approximately 15 additional lots that LARA plans to develop in the near future. The Northern Third Ward Neighborhood Planning Project reflects the plan's efforts to increase the supply of affordable housing.

The Greater Third Ward Community Plan [1995]

A Greater Third Ward Community Plan was completed in 1995 by Roberta Burroughs & Associates (RFB&A) for the Third Ward Redevelopment Council (no longer in existence). Elements of the plan's goals and objectives were achieved, including the creation of a tax increment reinvestment zone that finances public improvements. RFB&A have been engaged by HoustonSE, the management district that serves the area, and has recently completed a comprehensive planning process that will update the previous plan.



Figure 0.04 | Emancipation Park



Figure 0.05 | Historic Holman Street Reconstruction | Source Asakura Robinson

A COMMUNITY DRIVEN PROCESS

Resident involvement is at the core of the Northern Third Ward Neighborhood Planning Project. The community engagement process was designed by our planning partners to ensure that our residents and stakeholders participated in meaningful ways, and to build consensus and momentum for the implementation of the plan.

The process encouraged our community members to express their ideas, concerns and aspirations for our neighborhood, as well as to listen to the ideas of their neighbors. We uncovered and discussed a broad range of concerns and aspirations, and then gradually built consensus within our community around key issues facing our neighborhood. We developed a **vision** for our neighborhood, and created a set of **goals** that would assist in turning our vision into reality. Finally, we developed **actions items**, concrete steps that our community can take to achieve our goals.

Resident Survey

We conducted a Resident Survey by talking to 362 of our residents. The survey consisted of collecting accurate demographic information and the perceptions of our residents about the neighborhood. Our committed volunteers and hired local residents conducted this survey by walking door to door to directly interact with our community members.

Meet and Greet Community Events

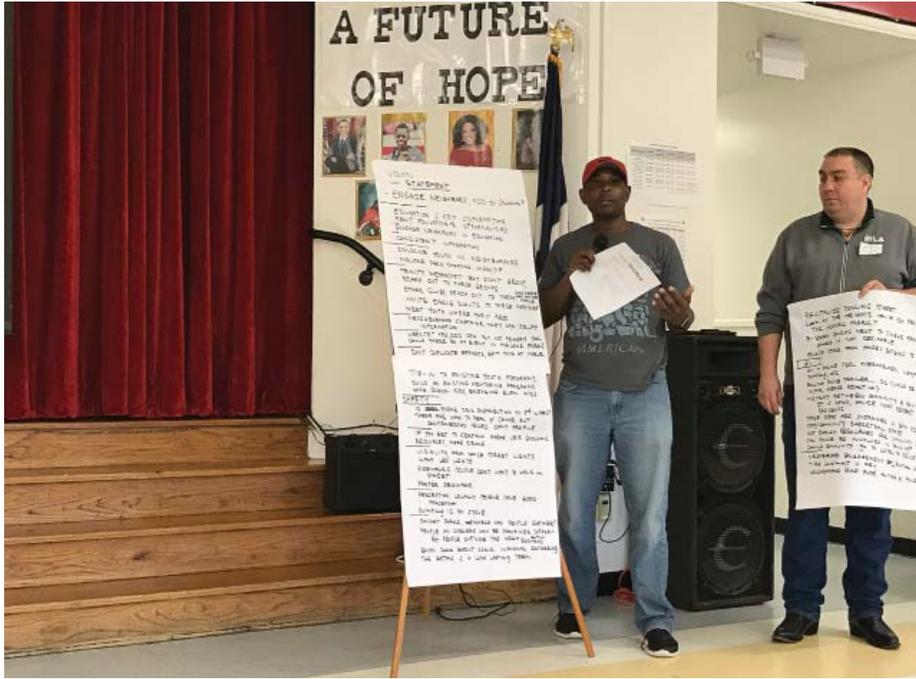
Before beginning our series of four community meetings, our Northern Third Ward Neighborhood Planning Project Steering Committee hosted smaller meet and greet events. The first of these events was held on Texas National Night Out, and allowed us to share our visions of the community

with some of it's youngest members. In December, we hosted a community-wide engagement event at the Library Coffee and Wine House to enhance community building and increase awareness of the resident-driven neighborhood survey process. Later that month, another community engagement event was hosted at Malone Park. The purpose of this event was to further expand neighborhood engagement and increase awareness of the project. In addition, the Steering Committee members distributed informational materials, provided refreshments, and distributed toys and meals in a backpack to area children. Steering Committee members, a local area school, and local businesses donated the toys and meals distributed at this event.

Community Meetings

The bulk of the community engagement process was conducted over a series of four community meetings. These meetings allowed face to face discussions about our concerns and aspirations for the neighborhood. All of the community meetings were held at Blackshear Elementary School since it is centrally located in the community and is seen as a trusted gathering place for residents.

The first meeting discussed issues at the broadest scale, and focused on our vision for future. At this meeting the results of our Resident Survey were shared, this provided updated demographic information about our neighborhood, and confirmed a deeply felt sense of community. This first meeting also began to build a dialog among the participants, laying the groundwork for consensus building in later meetings.



OUR PROCESS

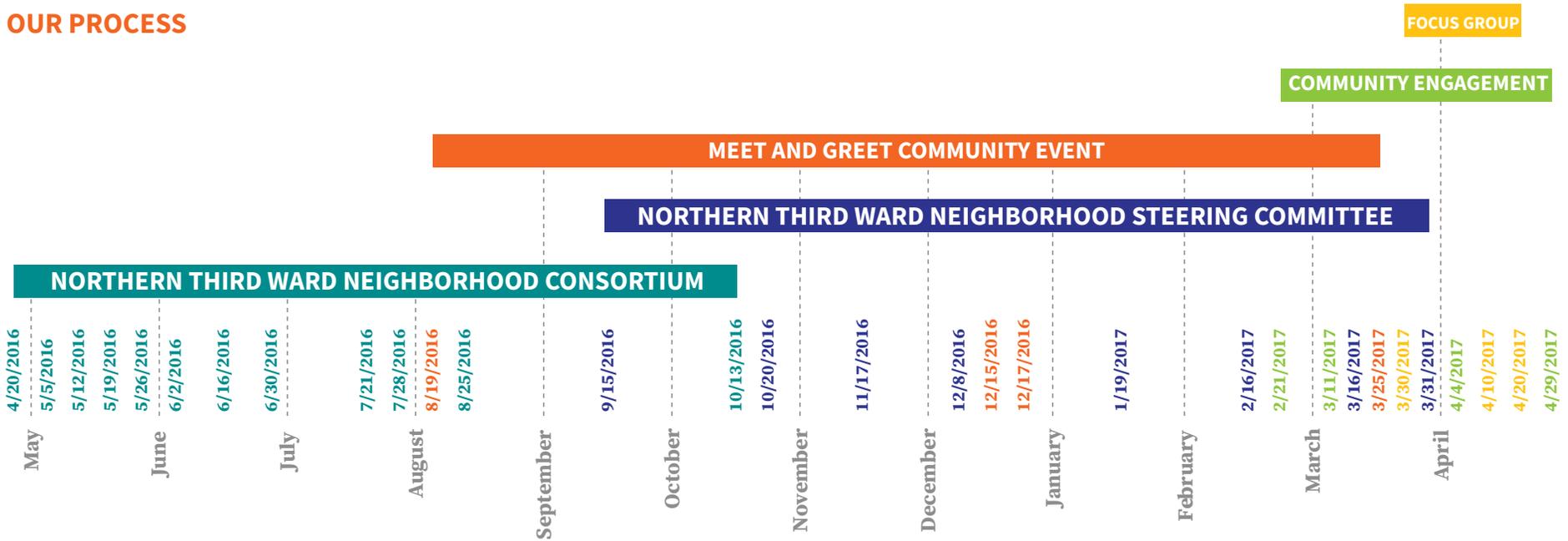


Figure 0.06 | Source NTWNPP Community Meetings

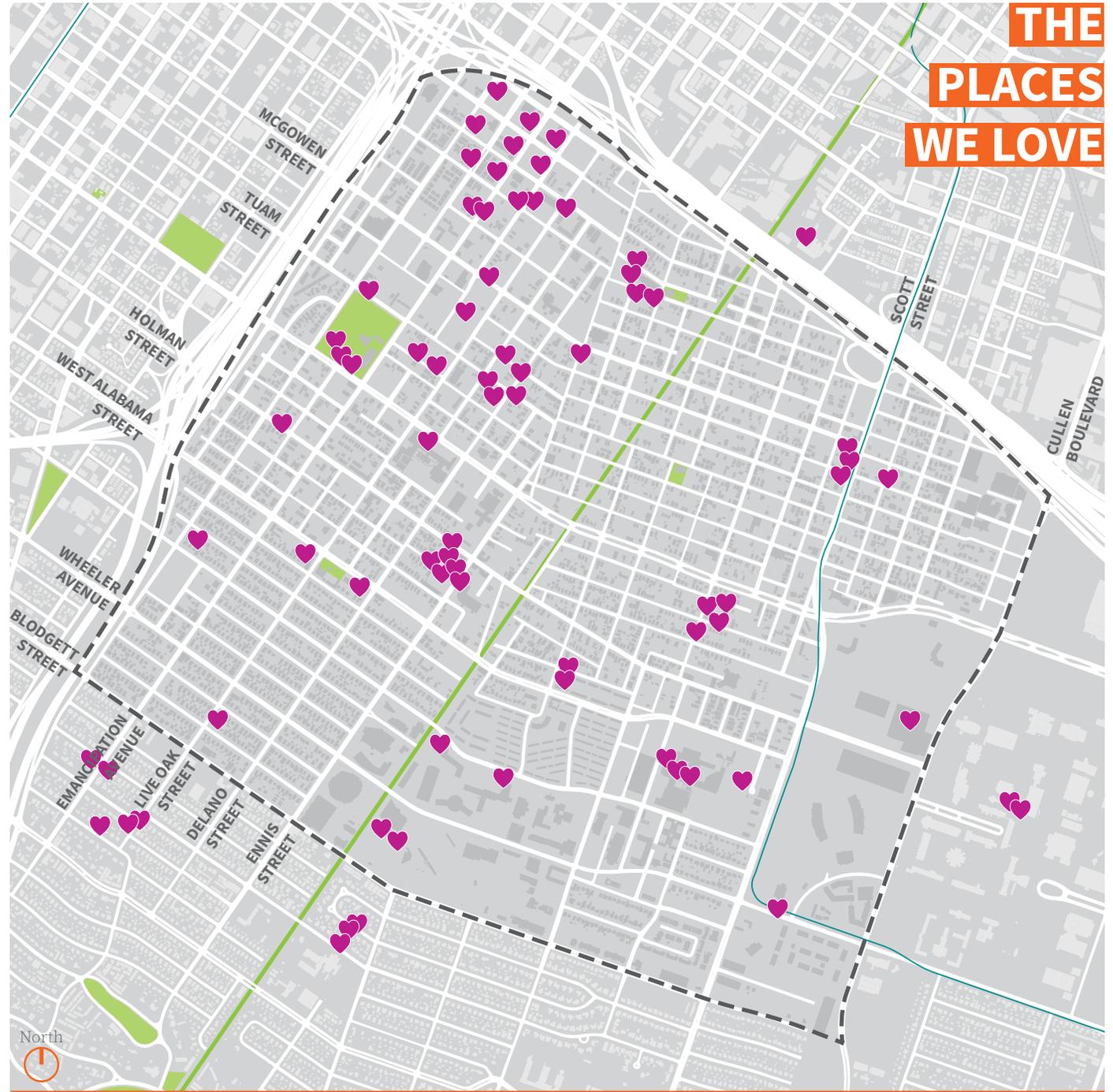
The second and third community meetings brought the issues established in the first meeting into focus. The second meeting looked back at the vision and goals put forward in the first meeting, and residents began to prioritize these issues and clarify the goals. At the second meeting, specific projects and programs began to be put forward for discussion. We broke into tables organized by theme and worked to develop projects and programs to achieve the vision and goals.

The goal of the third meeting was to review work to date, and to further develop projects by prioritizing and developing place-based strategies for our ideas. This meeting included participatory mapping exercises and engaged students from Texas Southern University's Department of Urban Planning and Environmental Policy. The students worked with our planning partners and served as assistant facilitators. The third meeting built upon the first two meetings, focused on concrete, actionable projects, and programs. This meeting took these ideas and focused on where and how they might be

implemented in our community. An outline of an overall plan for the future, with specific projects and programs, began to come into focus, as well as ways to measure our progress.

Between the third meeting and the Open House, our planning team developed a draft plan for our neighborhood as a method of achieving our visions, goals, projects and programs. The draft vision, goals and action items were reviewed and priorities for implementation were established.

THE PLACES WE LOVE



In each of our first two community meetings, residents identified the places and spaces they love in our neighborhood. We compiled the data (heart-shaped stickers) from each of these meetings and were left with the following map. It's important for us to reference this map as we evolve the planning process, remembering the intrinsic value in spaces around our community.

Figure 0.07 | Source NTDWPP Community Meetings

WOULD YOU RATE THE FOLLOWING ASPECTS OF THIS COMMUNITY AS GOOD OR VERY GOOD?

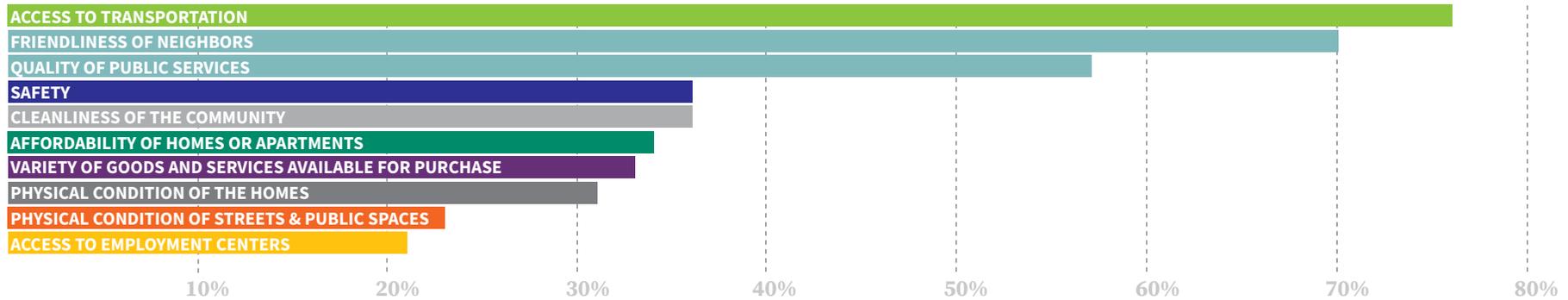


Figure 0.08 | Source NTWNPP Resident Survey 2016

Focus Groups

Three separate focus group meetings were convened in connection with our planning process. These meetings were facilitated by Dr. Jeffrey Guidry, with use of a moderator's guide and an assistant present to record. Each group consisted of 5 participants and lasted between 60-90 minutes. The central theme of each respective meeting were Education (held at Change Happens, Inc.), Faith (also at Change Happens, Inc.), and Seniors (held at Third Ward Multipurpose Center).

Overall, the focus groups were excellent in providing information on Community Engagement, Safety, Neighborhoods, Housing, and Education. We also discussed various ways to increase engagement within our community. All three groups agreed the key components needed for a good neighborhood should be led through grassroots engagement. Future interventions should provide collective understanding to the community on how to address its major problems. Safety is a major concern among all

groups. The changing housing market (affordability) and gentrification are major issues in the targeted community. More engagement with (and from) local educational institutions in the neighborhood was also of importance to each focus group. The focus groups concluded that ongoing qualitative input from other gatekeepers such as law enforcement, property owners/managers and civic clubs is needed to foster opportunity for more collective engagement and a comprehensive understanding throughout the community.

Open House

At the Open House, the draft plan was enlarged and presented to our community for their feedback. During previous community meetings we learned from residents that they did not know about some of the available services and programs within our community. As a first response to this, we invited community-based organizations to participate in a resource fair so that they could share information about programs and services. Representatives from local school, health professional organizations,

and other community-based organization set up tables and distributed information to participants about their programs and services. In addition, a Story Telling Video Documentation was set up. This video documentation captured stories of residents, key leaders, and other stakeholders – sharing information about their vision for the community. Organizations who participated in the open house are as follows:

- A+ Up Charter School
- Houston Health Department
- ACA Navigator Program (a program operated by Change Happens)
- Blue Triangle Community Center
- Baylor College of Medicine Academy at Ryan Middle School
- Harris County Constable Precinct 7
- 3rd Ward Community Watch Program
- Blackshear Elementary

Steering Committee

The Northern Third Ward Neighborhood Steering Committee’s role in the community building process was one of facilitating ongoing community collaboration through effective dialogue, democratic decision making, and strategic action. The Steering Committee also met numerous times to review the progress of the plan and provide direction and input into the goals and action items that had emerged, including their comprehensive knowledge of what programs and services were already available in the community.

THINKING ABOUT THE NEXT THREE YEARS, HOW WOULD YOU SAY THIS COMMUNITY IS LIKELY TO CHANGE?

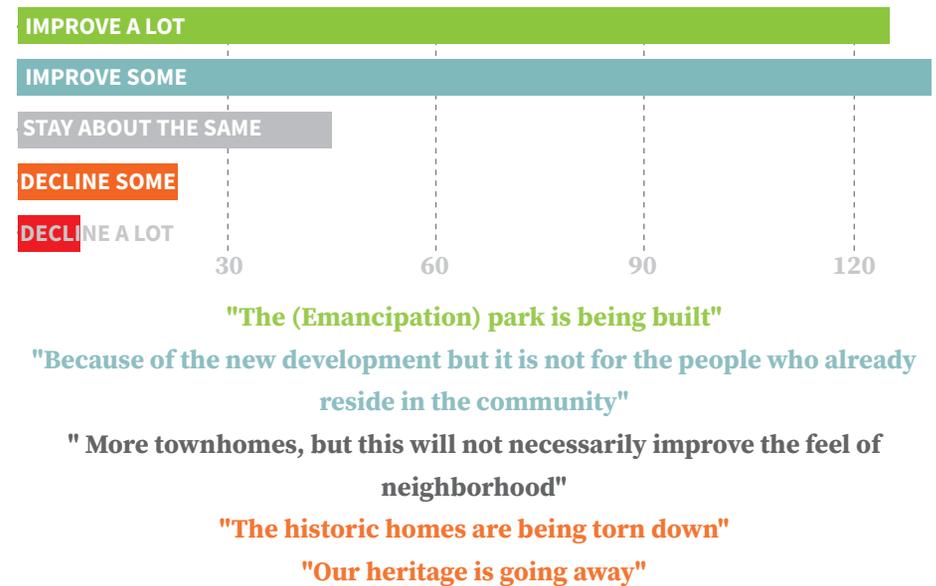


Figure 0.09 | Source NTWNPP Resident Survey 2016



OUR PLAN

OUR NEIGHBORHOOD

The Third Ward, one of Houston's original six political districts, is a historic neighborhood and an important center of African-American culture and history. The first four wards of Houston met at Main Street and Congress Street. As the city grew, an additional two wards were added. The historic Third Ward consisted of the area east of Main Street and south of Congress Street. It became home to many important institutions, African-American owned businesses, and other focal points of Black culture.

Neighborhood History

Settlement of the Third Ward began after the end of the Civil War, when former slaves from in and around Houston began to move in. At the time, African-Americans were forced to live in enclaves of the wards in the outskirts of the city, but as Whites left, Blacks filled the gap with their own communities. They attained the properties Whites sold, and built their own homes in a range of styles, with the most notable being the shotgun house. Though the shotgun house is of undetermined origin, it is known to be a common style in black communities. The house style is recognizable by its one-room width, its one-story height and by a front door which perfectly aligns with the back door. In an effort to celebrate African-American culture, the non-profit Project Row Houses has preserved 22 of these shotgun houses in the Third Ward.

Our Historic Schools

In addition to assembling a culture of housing, the Third Ward neighborhood also emphasized education of its residents. Though the Texas Legislature only allowed the creation of Black schools starting in 1870, the Third Ward School had one hundred students by 1879. While there is a Yates High School today,

it is different from the first Yates High School located on Elgin Street (now Baylor College of Medicine Academy at Ryan Middle School). The original Yates High School was only the second high school in the city of Houston which African-Americans could attend. Additionally, Blackshear Elementary was established in 1916 and still stands today on Ennis Street.

Most notable of the educational institutions within the Third Ward is Texas Southern University. It was initially the Houston College for Negroes, and its first classes were held in the original Yates High School. The university received great support from residents as well as academics from other parts of the country. This historically black college was founded in 1947 after a Supreme Court decision determined that African-Americans had to have an equivalent of the University of Texas School of Law. Texas Southern University's foundation in the fight for civil rights for African-Americans was further displayed by a sit-in arranged by students at the Almeda Street Weingarten's deli counter, which helped lead to the eventual end of legal segregation in Houston. Today, TSU retains an important role in the Third Ward.

Riverside Hospital

Yet another first in the Third Ward was the foundation of Riverside Hospital, known as the Houston Negro Hospital when it opened in 1926. Despite the existence of eleven hospitals in the city of Houston at the time, none of them appropriately served the black community. The foundation of the hospital and its eventual expansion meant that many more African-Americans could receive comprehensive healthcare. Additionally, Riverside Hospital provided many jobs and helped educate numerous black physicians and nurses.

EXAMPLES OF HISTORIC SITES

- 1 Emancipation Park
- 2 Eldorado Ballroom
- 3 Houston Negro Hospital (Riverside Hospital)
- 4 Site of Houston's First Sit-In
- 5 NAACP
- 6 Trinity United Methodist Church
- 7 Dr Rupert Roett + Dr Catherine Roett House
- 8 Baylor College of Medicine Academy at Ryan Middle School (site of original Jack Yates High School)
- 9 Texas Southern University
- 10 Project Row Houses - 22 preserved shotgun homes



Figure 0.10 | Source City of Houston

Riverside General Hospital is closed today, along with the adjacent nursing school, but restoring these historic buildings is an important goal for the community.

Our Historic Churches

The churches in the area have played a significant role throughout the history of the Third Ward. At one time there were more than ninety churches, the buildings acted as centers for public gathering and many community leaders were ministers. Trinity United Methodist Church, founded in 1848, helped with the foundation of Texas Southern University as well as Wiley College, and many of the educators worshipped or served at the local churches. Similar to black churches throughout the nation, Third Ward congregations also helped energize the civil rights movement with events like voter registration drives.

Emancipation Avenue (formerly Dowling Street)

Despite the nearby downtown area having a black district, Dowling Street, now Emancipation Avenue was once lined with black-owned businesses. It hosted many different types of enterprises, including job training opportunities and entertainment in the form of theatres and the El Dorado Ballroom which once hosted legends like Count Basie, B.B. King, and Sam Lightnin' Hopkins.

Civil Rights Movement in the Third Ward

On March 4, 1960 Houston's first sit-in was led by seventeen Texas Southern University students who marched one mile, starting at a flagpole on TSU's campus end arriving at Weingarten supermarket with one simple objective: to be served at the lunch counter. The students, who were members of TSU's Progressive Youth Association, were not served a meal that day, but their bold and non-violent resistance cracked wide open Houston's legalized black code. By the end of that summer, supermarkets, drugstores, and hotels in Houston had all secretly desegregated. This moment is noted as Houston's first sit in,

and the spirit of self-reliance is still very much alive in the community.

Emancipation Park

Many African American communities in Texas began to regularly commemorate "Juneteenth" soon after the June 19, 1865 reading of the Emancipation Proclamation. In 1872, a group of African American ministers and businessmen in Houston, led by Reverend Jack Yates, collected \$800 to purchase ten acres of open land to be used as a site for their Juneteenth celebration, and — in honor of their freedom — named the land Emancipation Park. Since then Emancipation Park has acted as the location for the annual Juneteenth celebration of the abolition of slavery in Texas. This year's Juneteenth celebration will also be the re-dedication celebration of Emancipation Park, which recently received a \$33 million dollar upgrade, including a new sports facility, playgrounds, and swimming pools.



Figure 0.11 Houston's First Sit-In | Source Houston Chronicle



Figure 0.12 | Riverside Hospital



Figure 0.13 | Trinity United Methodist Church



Figure 0.14 | Emancipation Park



Figure 0.15 | Emancipation Park

1980



Figure 0.16

Source City of Houston GIS

2017



Figure 0.17

Source City of Houston & NTWNPP Parcel Survey 2017

Recent History

In the 1950s, more than 30,000 people lived in the Third Ward, but today just over 15,000 call the district home. With the suburbanization and desegregation of the 1960s and 1970s a significant percentage of our population was either displaced or chose to move from the Northern Third Ward. Our community was divided by two major freeways, the first in the 1950s and the second in the 1980s, resulting in further blight and disinvestment. Losing half of our population from the 1950's to the present day has resulted in the demolition of nearly 40% of our historic buildings, which is shown on the maps to the left. With the recent interest in downtown, our property values have more than doubled, taxes have increased and residents are at great risk of being displaced. Many residents are aware of the changing demographics and recent development projects, which have led to an increase in the cost of housing and concerns about gentrification destroying the cultural fabric throughout the neighborhood.

Despite these challenges, we still identify with the rich history of our community, and are dedicated to advocating for development which will allow for the cultural legacy, traditions and sacred spaces to remain intact, while supporting new development and attracting new residents and businesses to be a part of our community.

Residents recently joined together to successfully advocate for the renaming of Dowling Street to Emancipation Avenue, as they felt the name would more accurately represent the rich heritage of the neighborhood. City Council unanimously approved changing the name. The highly anticipated renaming ceremony will coincide with the re-dedication of Emancipation Park at this year's Juneteenth Festival. This is only one example of our community coming together to create positive change in our neighborhood.

LAND USE

- Residential
- Commercial
- Mixed Use
- House of Worship
- Industrial
- Institutional
- Park
- Vacant
- Parking Lot

PROPERTY TYPE

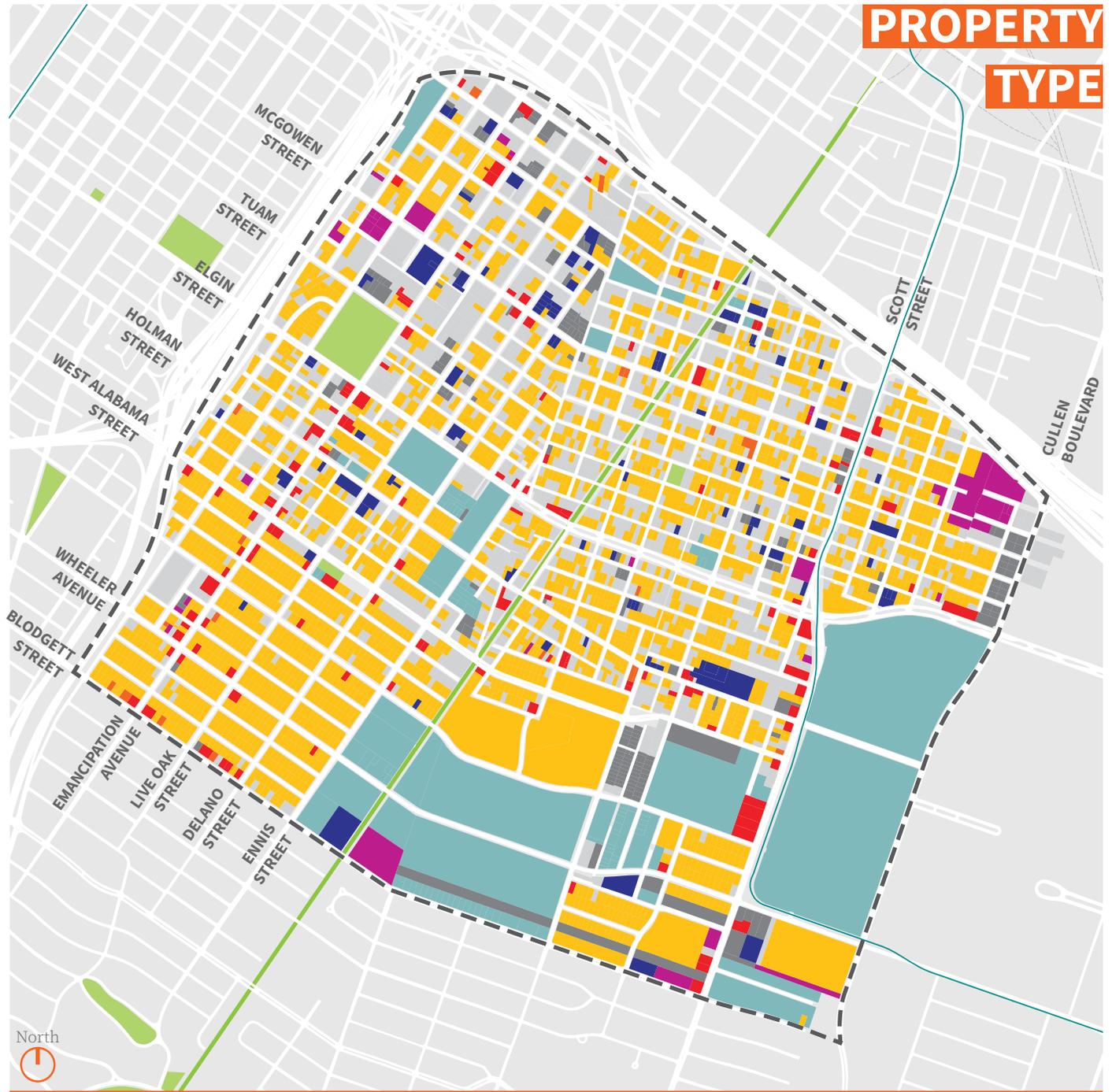


Figure 0.18 | Source NTWNPP Parcel Survey 2017



Row House Community Development Corporation

HOUSING

HOUSING

OUR VISION

We will preserve our historic housing and build new housing that reflects the different contexts that characterize our neighborhood. We will focus on affordable housing that meets the needs of our existing residents and prevents displacement.

History is woven into the built fabric of the Northern Third Ward. The buildings and context of our neighborhood tell a rich story of both people and place. Preserving this context, including our historic housing, is essential to preventing the displacement of our residents and the loss of our history. We believe that expanding access to affordable housing in our neighborhood is the most important key to realizing this vision.

Affordable housing is one of the most critical needs in the Northern Third Ward. There is a sustained and widening gap between the number of available affordable units and the number of residents with moderate and low incomes. Development pressure is accelerating the loss of affordable housing as many older homes are demolished and replaced by new high-end single-family homes and townhomes. Property values are soaring, with appraisals rising 10% on average (the maximum) each year since 2013, which could create property tax burdens for owners. The median sales price of area homes has nearly doubled since 2009, rising from \$91,000 to \$168,000. Finally, the number of units available to renters is declining.

As we move forward, our housing goals will address the challenges facing renters in our community (who make up 75% of all households), work to preserve and maintain our existing housing, and build new housing to meet our needs.

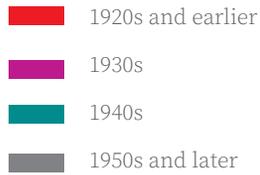


Figure 1.01 | Texas State Representative Garnet Coleman stands in Houston's Third Ward Neighborhood | **Source** Interview on National Public Radio. WBUR 90.9 - September 17, 2009

OUR GOALS

- **Advocating for Our Families**
We will work with our families to ensure they are secure in their housing and have the tools and resources necessary to live and thrive in our neighborhood.
- **Preserving and Maintaining Existing Housing**
We will work together to preserve our historic housing
- **New Housing that Meets Our Needs**
We will advocate for and attract new housing that meets the needs of all of our residents

AGE OF STRUCTURE



Texas State Representative Garnet Coleman (figure 1.01), the son of a Third Ward physician, is convinced that most of the residents of the new townhomes are likely to be affluent and white. And he is not ready for the poorer residents of this area, many of them renters, to be squeezed out. He noted that places like Philadelphia have cordoned off sections of the city, to protect Independence Hall’s historical importance from being diluted by modern development. “Why isn’t culture historical?” Coleman asked.

PHYSICAL CONDITION OF HOMES

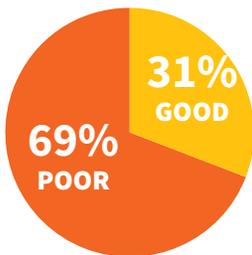


Figure 1.02 Percent of respondents who rate the condition of area homes as “very good” or “good” | **Source** NTWNPP Resident Survey 2016

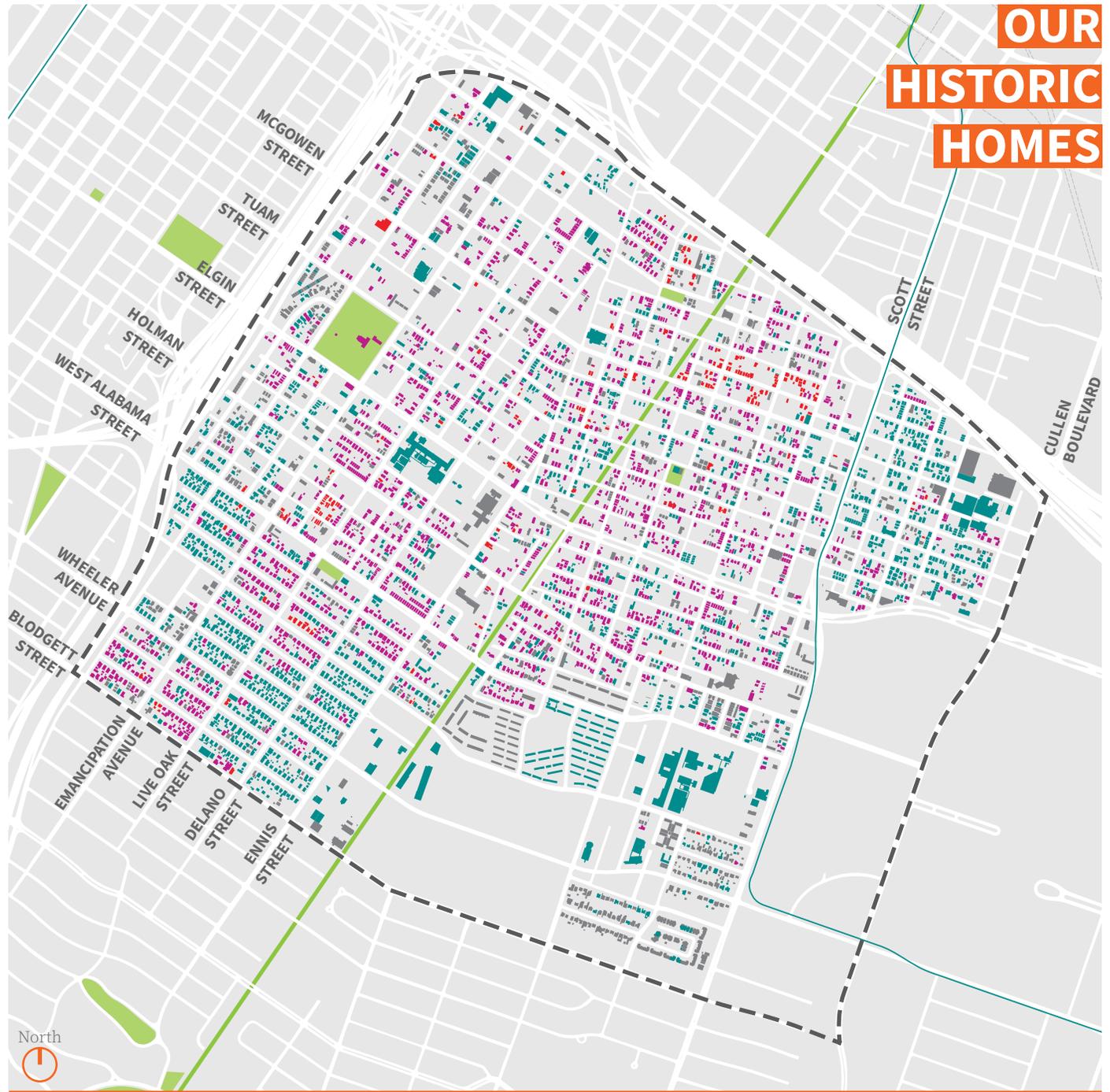


Figure 1.03 | **Source** HCAD, 2016

OUR HISTORIC HOMES

WHAT ELSE WE HEARD

In addition to our four public community meetings—where we established our visions, goals, projects and priorities—we also conducted a resident survey and a series of focus groups. These activities were incorporated into our planning process to ensure we reach a broad cross section of our community. The resident survey and focus groups gave us the opportunity to talk one-on-one with residents about the assets and the challenges of the community. What we heard through these processes further supported the goals and projects developed through our public community meetings.

Resident Survey

Through our neighborhood survey we asked residents a series of questions about the quality of housing in the neighborhood and the community overall. In general, the responses were positive. For example, surveyed residents were asked if they would like to continue to live in the community and 81% of respondents said yes. We also asked why they would stay in or leave the community. Out of respondents who said they would stay, the top three reasons for staying were the location, the fact that the neighborhood is home, and to be close to family. For those who said they would leave the

neighborhood, crime was cited as the top reason. Additional findings from the resident survey are included throughout the housing chapter and the plan overall.

Focus Groups

The Northern Third Ward Neighborhood Planning Project team conducted a series of focus groups around key questions with selected groups active in the Northern Third Ward community. These groups included education, faith-based organizations and seniors. Dr. Jeffrey Guidry facilitated these groups. Faith-based leaders shared that new development in the neighborhood was changing the dynamics of the community and that the lack of resources for renovations and affordable housing needed to be addressed. They also identified community assets such as the Metro rail, and proximity to universities, downtown and other important locations. The seniors' focus group shared similar thoughts. Seniors believed that the lack of low income and affordable housing was impacting and changing the community. In addition, seniors wanted to address the lack of programs and resources available to assist residents renovate and repair their homes. Both groups cited the spirit of the community as an asset, and the need to better connect residents as an important goal.

IF YOU HAD THE CHOICE, WOULD YOU CONTINUE TO LIVE IN THIS COMMUNITY?



WHY?



Figure 1.04 | Source NTWNPP Resident Survey 2016

PARCEL CONDITION

- Excellent / Clean / Maintained
- Poor / Bad

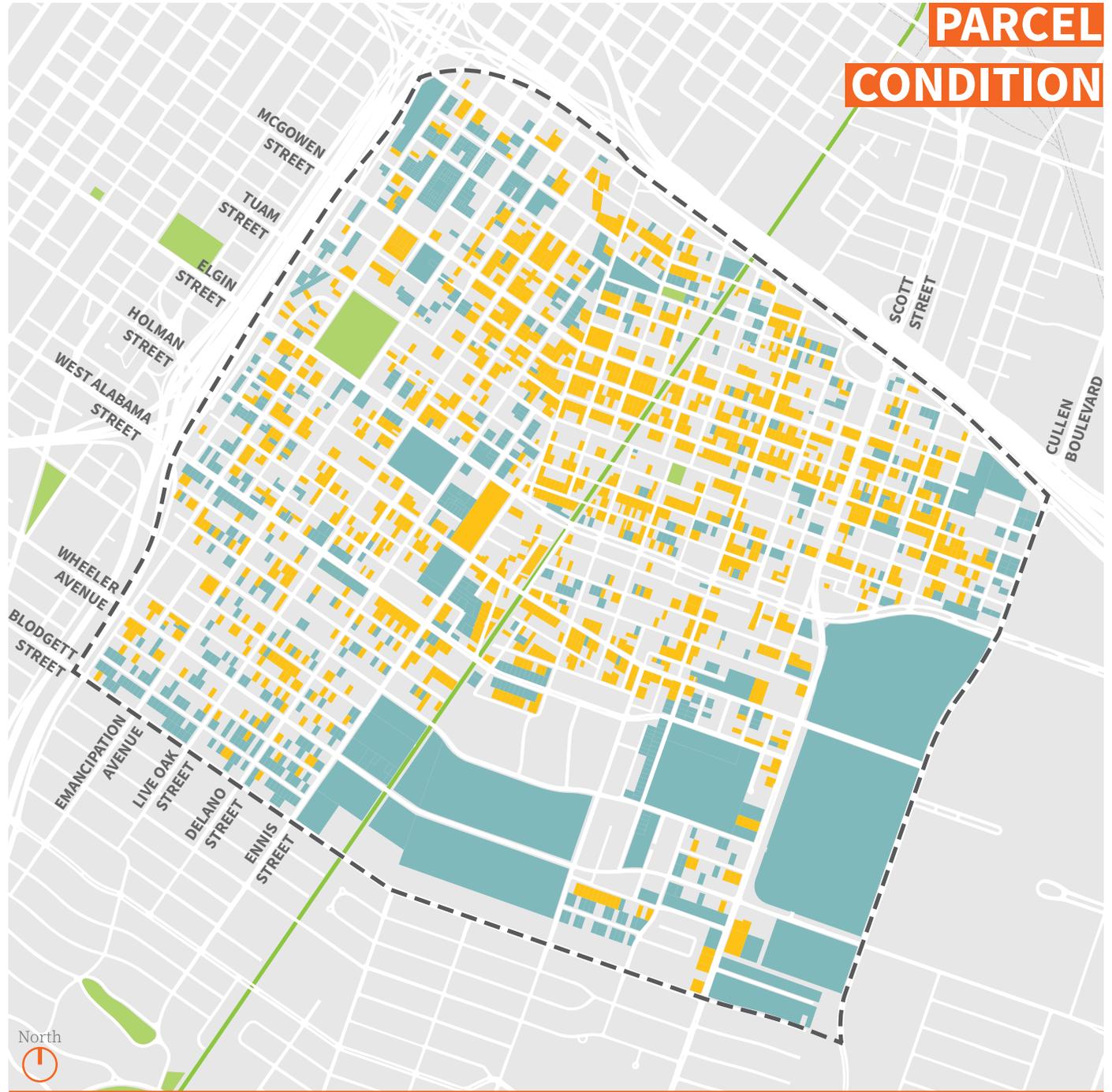


Figure 1.05 | Source NTDWNP Parcel Survey 2016

ADVOCATING FOR OUR FAMILIES

OUR VISION

We will work with our families to ensure they are secure in their housing and have the tools and resources necessary to live and thrive in our neighborhood.

1.1 Empowering Our Renters

Far more families in our neighborhood rent their homes than own. Some of these families have been in the neighborhood for generations, building strong community ties and histories in a place they have, and would like to continue to, call home. Yet the challenges facing our renters are mounting, rents are rising, affordable housing is disappearing as new high-end development replaces historic housing, and there are few resources available to protect those who rent. According to Census data, since 2000 there have been 900 units taken off the market in our small neighborhood, representing 16% of our total housing units. Over 500 of these were demolished and nearly 400 sit vacant. The result is that in 2015 we had 780 fewer renter households in our community than in 2000. The rate of evictions in the Northern Third Ward are also alarmingly high, impacting 25% of all households in 2016 (see

the heat map of area evictions to the right). Evictions are concentrated in the University Village neighborhood east of Scott Street and north of Elgin where there have been substantial demolitions; and in the Alabama corridor where there is a high concentration of multi-family housing, including Cuney Homes a Houston Housing Authority complex. Finally, the percent of our renters that are burdened with high housing costs, spending more than 30% of their income on housing, was over 50% in 2015.

Ensuring that our renters are not displaced from our community is one of our top priorities. As a result, we will work with our renters to understand their needs and challenges and design assistance programs around these needs. Stabilizing our renter families, so that they are secure in their housing, will also help us strengthen our local schools and attract new businesses and investment.

Create or support renter assistance programs to ensure that existing residents can remain in the neighborhood, including tenant counseling, emergency rental assistance, eviction protection, credit assistance and other financial training and resources.

CHECK IN

1.1 Stabilize the displacement of our renter households and maintain the number of rental units at or above 3000.

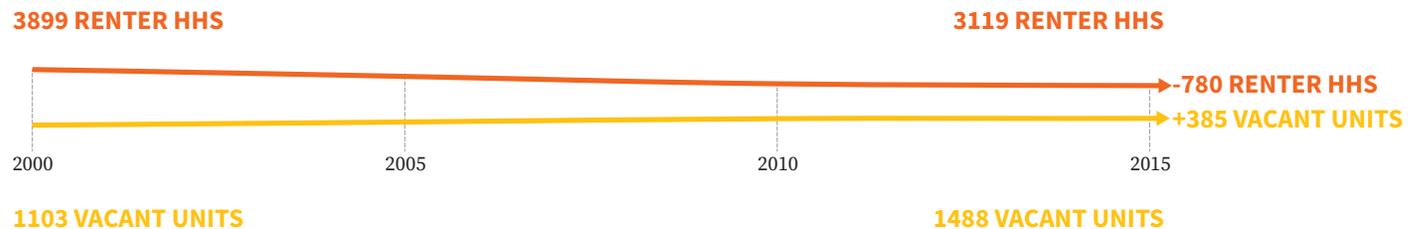


Figure 1.11 Renter Households and Vacant Units | Source Census 2000, 2010, ACS 2015

EVICTION HEAT MAP



WHAT % OF RESIDENTS OWN VS. RENT IN THIRD WARD?

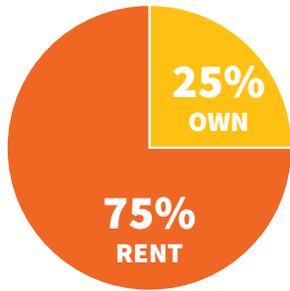


Figure 1.12 | Source ACS 2015

IF YOU DON'T OWN YOUR HOME, WOULD YOU LIKE TO BUY A HOME IN THE NEIGHBORHOOD?

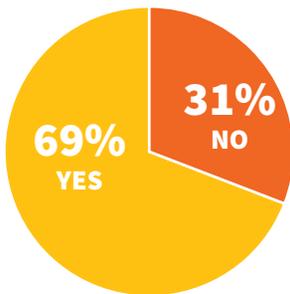


Figure 1.13 | Source NTWNPP Resident Survey

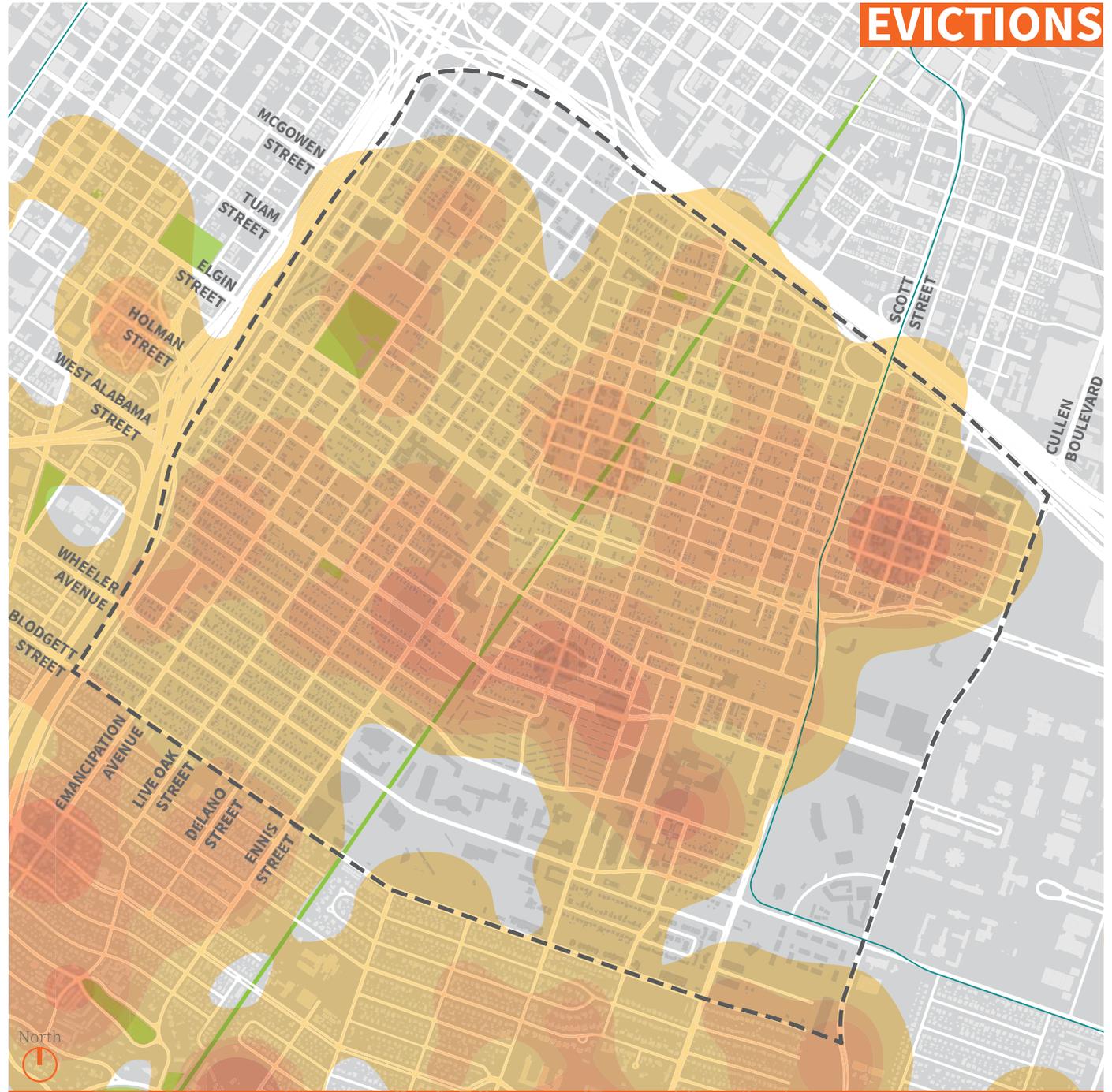


Figure 1.14 | Source Harris County Justice Court Records, January 2015 - June 2016

1.2 Safeguarding Our Homeowners

Currently we have 1,049 owner--households in the neighborhood. Of those owners, 26% struggle with housing cost burdens, spending more than 30% of their income on housing. Since 2000, the number of owner households has declined by 128 units. When reviewing data on the number of housing units over time, we found that one of our largest losses is in single-family detached housing—which declined by 173 units between 2000 and 2014.

Average home sales prices in the Northern Third Ward increased from \$90,608 in 2010 to \$167,758 in 2014, an 85% increase. The northwest corner of the neighborhood, where the majority of new development is occurring, saw the largest increases in sales prices rising from \$193,300 in 2010 to \$299,520 in 2014.

As redevelopment pressure, rising property values and gentrification take hold in our neighborhood we will work directly with our existing homeowners to help them safeguard their investment and their future in the neighborhood. This includes ensuring that our families have information on available programs that could assist them if they are experiencing financial burdens with their housing costs or other economic hardships. For example, securing homestead or senior exemptions from the Harris County Appraisal District limits the amount that appraisals can rise each year. We want to protect and safeguard our owners before a crisis arises.

Create a program to support existing homeowners with information and assistance on property taxes, exemptions, wills, predatory lending and other resources to safeguard their homes and their investment.

Currently a limited number of housing counseling services are available to residents, but there are no such services offered within the community's boundaries. The National Association of Real Estate Brokers provides

mortgage delinquency and default resolution counseling and predatory lending education workshops. In addition, the Houston Area Urban League provides financial management and budget counseling, mortgage delinquency and default resolution counseling. Finally, Gulf Coast Community Services provides foreclosure prevention counseling among other services.

We will be conducting outreach to our homeowners to ensure they are connected to the services that can help them remain in our community, while we also pursue the creation of a program in the Northern Third Ward with our partners.



\$91k

**2000
Home sales price**

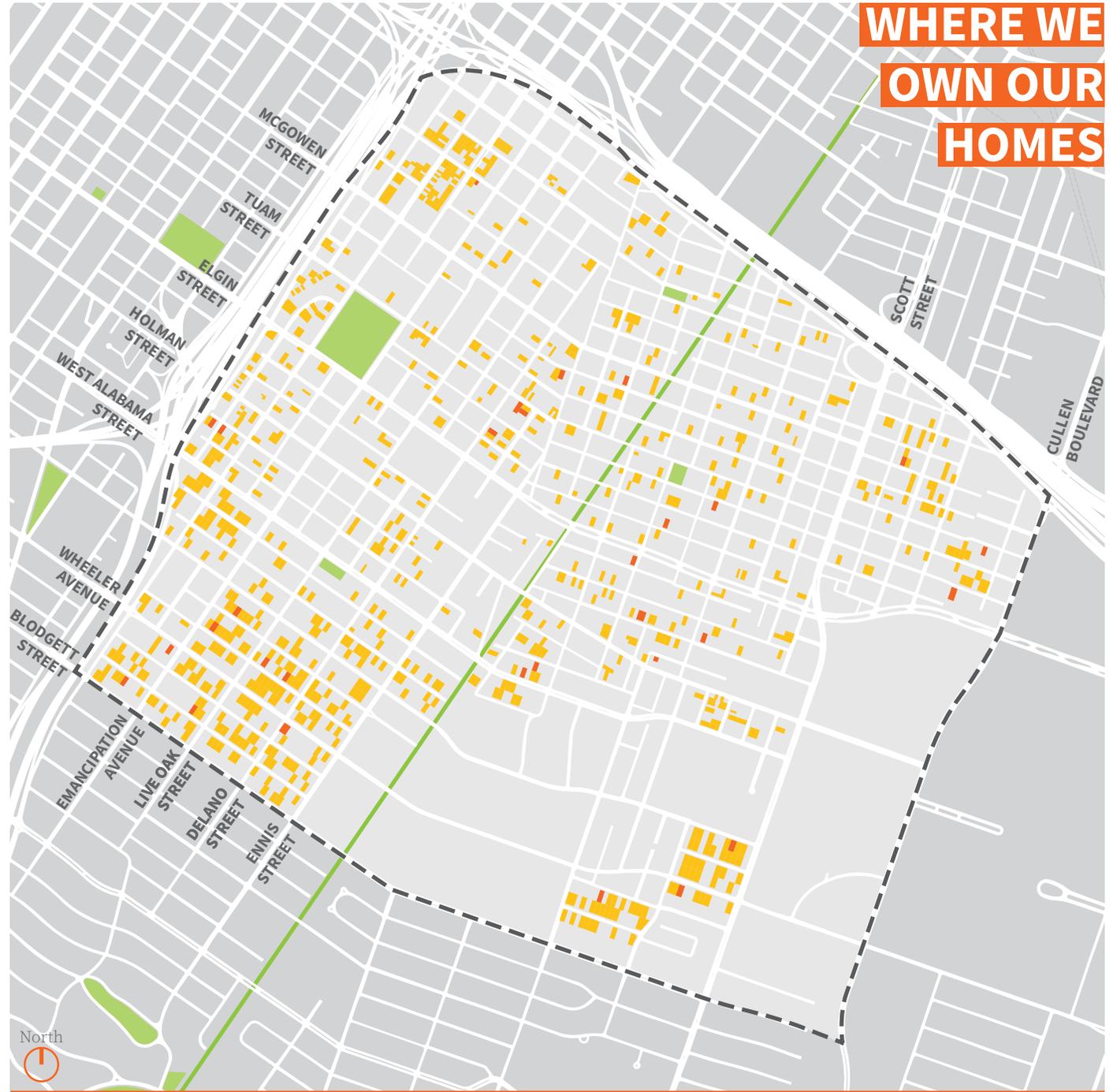
\$168k

**2014
Home sales price**

Figure 1.21 Median Sales Prices, 2000 and 2014 | **Source** Reinvestment Fund Pre-Planning Memo

HOMESTEAD EXEMPTIONS

- Homestead Exemption
- Veteran Homestead Exemption



**WHERE WE
OWN OUR
HOMES**

Figure 1.22 | Source HCAD Parcel Data 2016

1.3 Housing Advocacy and Policy

The larger Third Ward community was recently selected as one of five neighborhoods for targeted housing and infrastructure investment as part of the City of Houston's Complete Communities Initiative. The Initiative will focus affordable housing dollars and capital improvement spending within the boundaries of the five chosen neighborhoods. This effort provides an important impetus to develop a housing agenda for the Northern Third Ward that could lead to innovative affordable housing. In addition, the Midtown Tax Increment Reinvestment Zone has been acquiring vacant land in the Third Ward for over 20 years. These properties combined with land owned by area churches and community development organizations has the potential to be addressed together through a targeted affordable housing advocacy plan and policy agenda.

Create a Northern Third Ward Housing Advocacy team to work with residents, city agencies, property owners and developers to prioritize and advocate for truly affordable housing (30-50% of AMI) that meets diverse needs in our community, builds on the existing character, and minimizes displacement.

As we move forward, the organizations that comprise the Northern Third Ward Neighborhood Planning Project will be working in collaboration with the Emancipation Economic Development Council and other area advocacy organizations to pursue innovation in the planning, design and construction of affordable housing in the Northern Third Ward. This will include pursuing sustainable, energy efficient housing, community land trust models, innovative rental housing and other strategies that meet the needs of our residents and their families.

GUADALUPE NEIGHBORHOOD DEVELOPMENT

Guadalupe Neighborhood Development Corporation (GNDC) is a non-profit organization with over 35 years of service to its community as an affordable housing provider to families from East Austin. Since its inception in 1981, GNDC has rehabilitated over 50 homes, enabled over 50 families to purchase homes, developed over 50 single-family rental units and in 2008 completed La Vista de Guadalupe, a 22-unit multi-family project that is prominently located near the historic French Legation and downtown Austin.

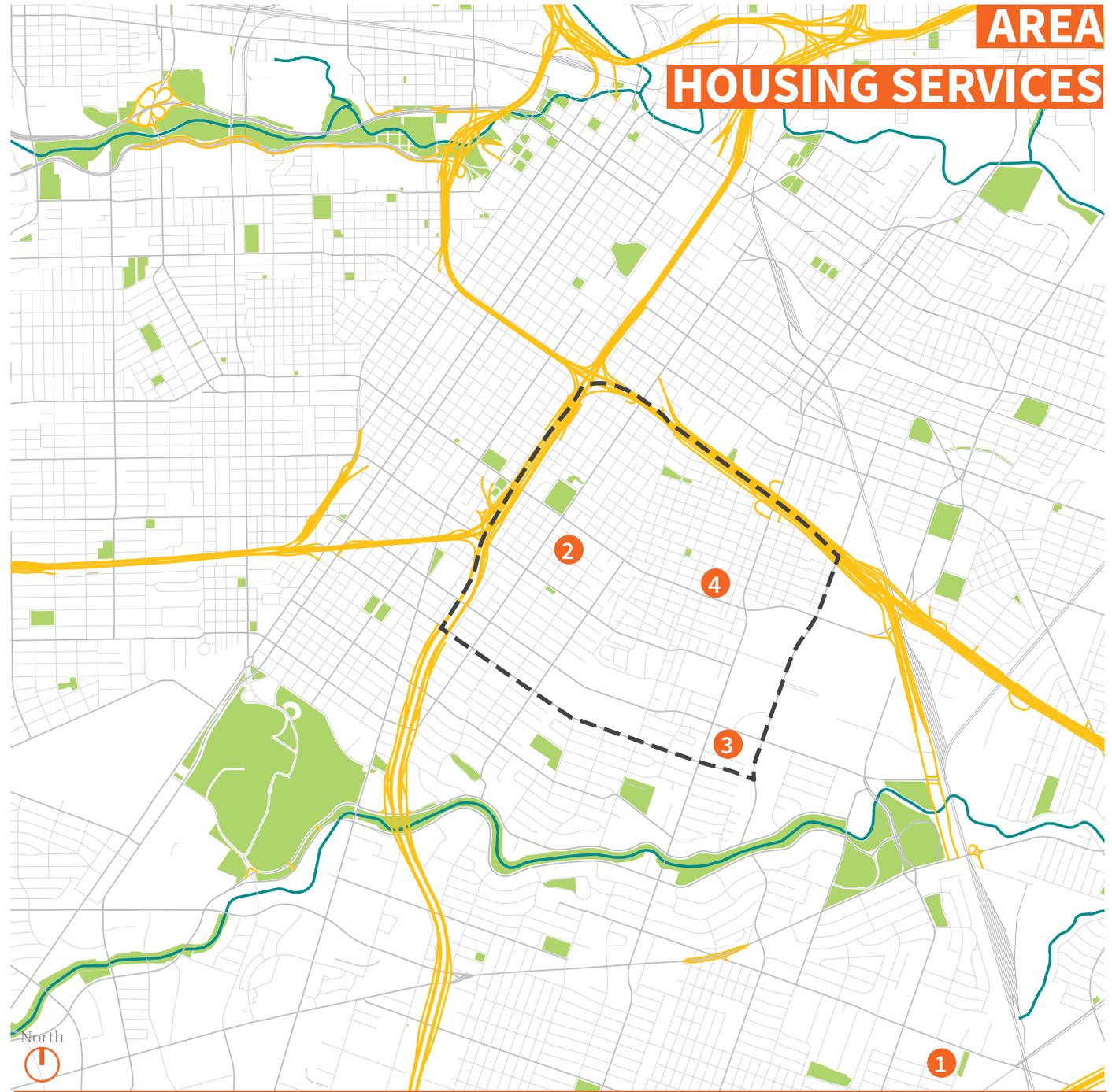
GNDC is developing the first Community Land Trust home (new construction) in the State of Texas. The project, Guadalupe-Saldaña Net Zero Subdivision, is the cornerstone of the land trust. The innovative project merges sustainable design and supportive social services with affordable rental and home ownership programs. The project will provide 125 units of "super-green," long-term affordable housing in the East Austin community.



HOUSING SERVICES

- 1 Houston Area Urban League
- 2 Row House CDC
- 3 Wheeler Avenue Triangle Ministries
- 4 Change Happens CDC

AREA HOUSING SERVICES



AFFORDABILITY OF HOMES OR APARTMENTS

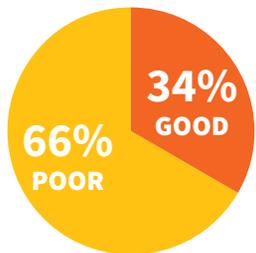


Figure 1.31 Percent of respondents who rate the affordability of housing as “very good” or “good” | **Source** NTWNPP Resident Survey

Figure 1.32 | Area Housing Services

PRESERVING AND MAINTAINING EXISTING HOUSING

OUR VISION

We will work together to preserve our historic housing

1.4 Saving Our History and Our Homes

According to the Department of Housing and Urban Development 40 to 50 years is the average life span of a house without significant annual maintenance. Our neighborhood dates back more than 100 years, with the majority of our housing constructed in the early twentieth century. Only a small percentage (1%) of our housing was built after 2010. This means many of our houses have passed their original prime, but are also of historical value.

One of the largest threats currently facing our community is the loss of the history and character of our neighborhood through the demolition

of our housing. As development pressures rise, the destruction of our historic housing accelerates. Between 2011 and 2016, 513 homes were demolished. Not only does this threaten the character of the neighborhood, but it also displaces our residents and decreases the number of affordable housing units available to our most vulnerable residents. To stem the tide of demolitions we will develop a home

improvement program or support and expand Rebuilding Together Houston's program. Our goal is to assist homeowners with maintenance and repairs to ensure our housing does not deteriorate. The program would focus on our seniors and our most vulnerable homeowners, and as the program develops we will also pursue the potential for it to become a workforce or job training program for area residents.

Preserve existing historic housing by developing or supporting a program to assist with home maintenance and repairs; explore the potential for this to be a neighborhood volunteer corps or workforce program for local residents.

As a means to support our overall goal to save our homes and our history, we will also be pursuing a program to move historic housing units threatened with demolition to vacant infill lots in historic areas of our neighborhood. To accomplish this we will work in partnership with the city to identify properties at risk of being demolished and work with land owners and developers to move this housing to vacant lots in other areas.

Identify historic housing that is at risk of being demolished; create partnerships to move (if necessary) and renovate this housing to provide truly affordable units and infill vacant lots.

We will also be working to identify abandoned and vacant homes that are available for renovation. This will allow us to save our historic homes and provide affordable housing for our residents. To accomplish this project we will work in partnership with area housing organizations, the City of Houston Housing and Community Development Department and the Midtown TIRZ to identify, secure, preserve and restore our historic housing.

CHECK IN

1 *Volunteer home repair event each year*

DEMOLITIONS

● 2011 - 2016

RECENT HISTORY OF DEMOLITIONS IN HOUSTON

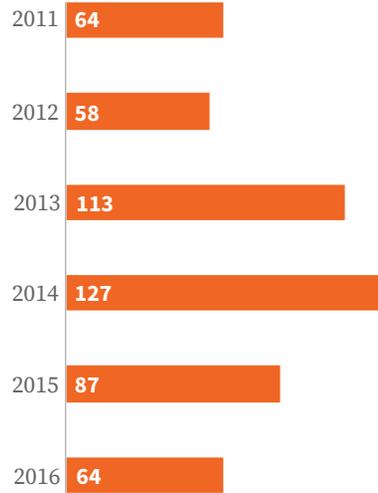


Figure 1.41 | Source City of Houston ILMS

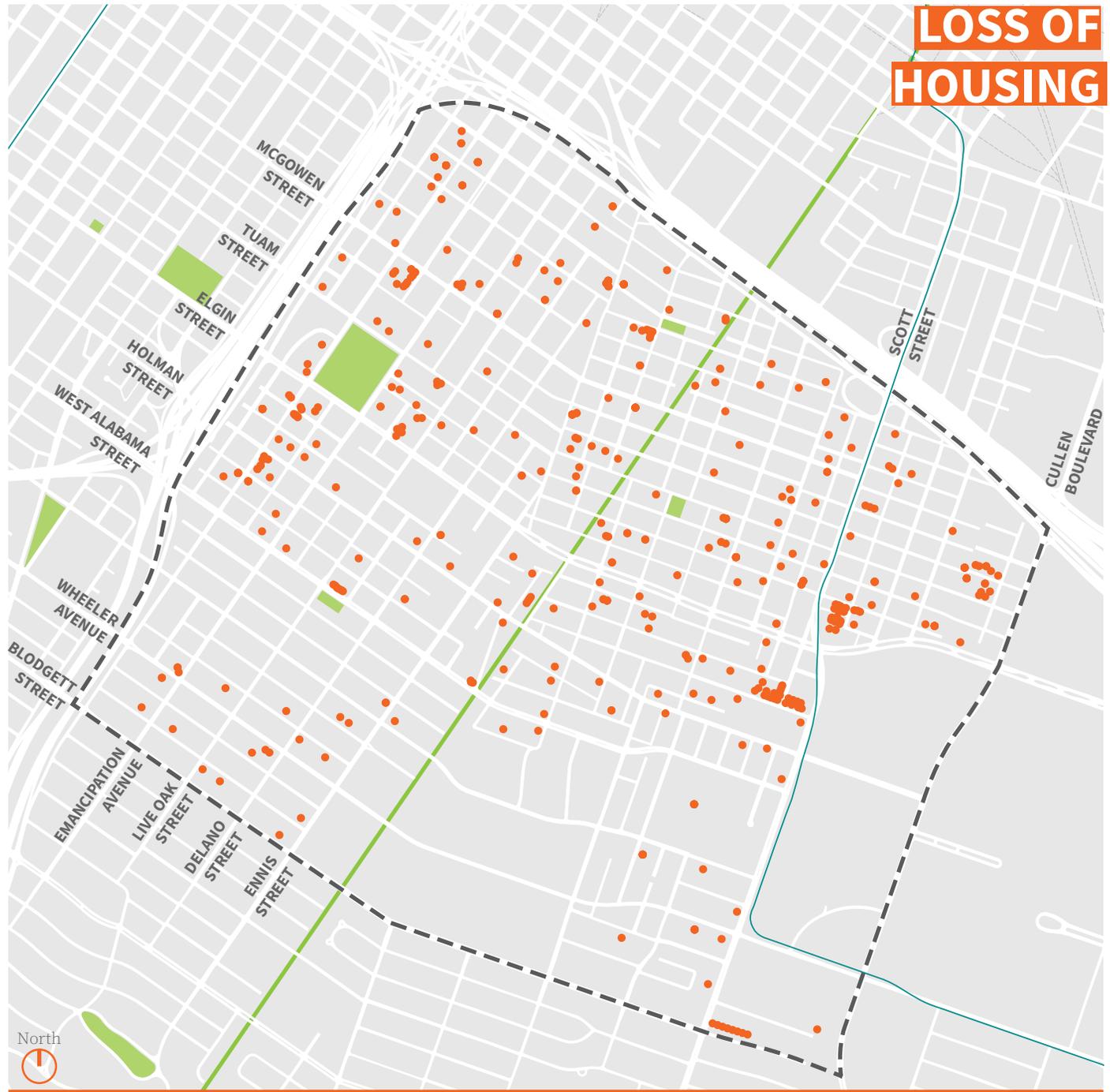


Figure 1.42 | Source City of Houston ILMS

Acquire vacant or abandoned homes and buildings for new housing.

Working to secure vacant or abandoned homes and buildings would assist us in preserving our built history and providing additional affordable housing. The project would focus on renovating the historic housing on site or relocate the housing to vacant lots in areas with a high density of traditional housing. Over the last 25 years Row House CDC and Project Row Houses have preserved over two dozen historic homes, mostly traditional shotgun structures. Over a dozen of these structures provide much needed affordable housing. To explore the potential of this project we have developed infill scenarios highlighted on the map to the right.



MILWAUKEE BUILDS

Northcott Neighborhood House has become a major center of job training for the construction trades with the Milwaukee Builds program for adults. Milwaukee Builds participants, adults aged 24 and older, are taught construction skills by an experienced supervisor and work on rehabbing foreclosed homes, deconstructing homes with raze orders and various community improvement projects. In addition to construction training, crewmembers receive various certificate trainings in Asbestos, Lead Safe Renovator, Hazardous Materials and others.

www.northcotthouse.org

REBUILDING TOGETHER

Rebuilding Together Houston restores hope and revitalizes neighborhoods by repairing homes at no cost for low-income elderly homeowners. Through the work of volunteers and with the support of public- and private-sector initiatives, we enhance the quality of life for deserving seniors, strengthen the communities in which they live, and build a brighter future for Houston.

For more than three decades in Greater Houston, Rebuilding Together has repaired the homes of low-income, elderly homeowners—along with those of veterans and people with recognized disabilities. In so doing, we've restored hope to individuals, rekindled community spirit, and built a better Houston by assisting over 11,000 families. Today we assist about 365 homeowners a year—one every calendar day. Our critical repairs change lives and lessen burdens.

www.rebuildinghouston.org



POTENTIAL INFILL LOTS

- Church Owned Vacant Lot
- TIRZ Owned Vacant Lot



Figure 1.43 Existing Vacant Land
 Source HCAD Ownership Parcel
■ Vacant Lot

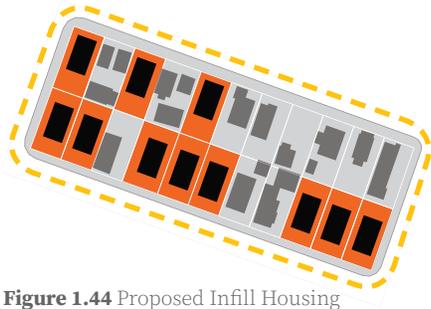


Figure 1.44 Proposed Infill Housing
 Source HCAD Ownership Parcel
■ Historic Home or New Home

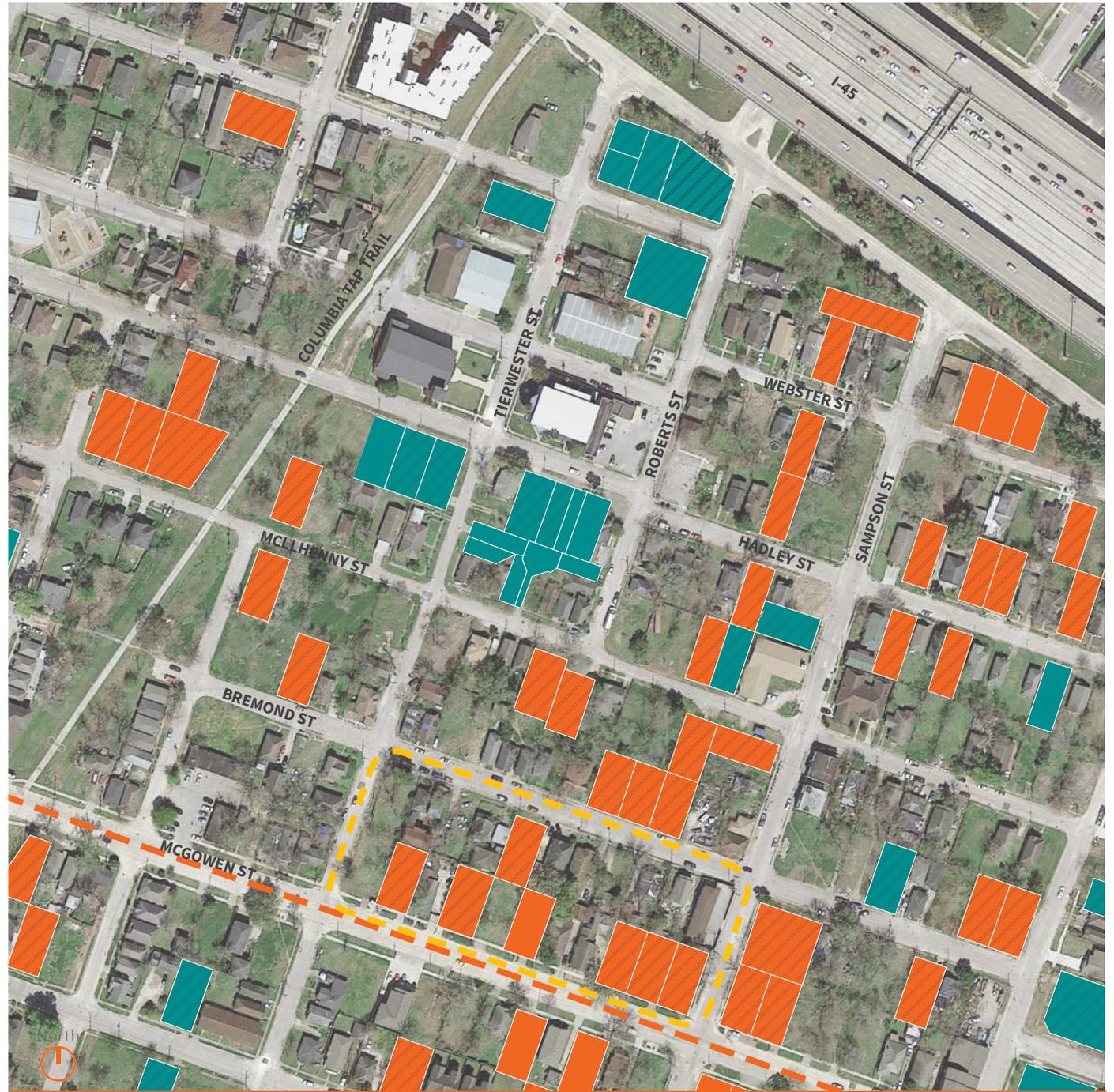


Figure 1.45 | Source HCAD Ownership Parcel Data

NEW HOUSING THAT MEETS OUR NEEDS

OUR VISION

We will advocate for and attract new housing that meets the needs of all our residents.

1.5 New Housing

Our most important goal for the Northern Third Ward is to build new housing that meets the needs of our residents. Without new affordable housing we will continue to see displacement and the demolition of our historic housing. In order to accomplish this goal we will be working in partnership with all area community development organizations, land owners, the City of Houston and many others. We have developed a three-step strategy to meet our goal of building new housing: the first step is to identify the types of housing most needed in our neighborhood as a means to serve our existing residents, including pursuing innovative housing models; second is to create a plan for affordable housing based on vacant lots, transit, land ownership and other key factors; third, to work in partnership with public agencies, churches, developers, non-profit organizations and others to secure funding for new housing and to build. Over the long-term, we will stabilize the loss of housing in our neighborhood and ensure that our residents can remain in the neighborhood. To achieve this goal we will explore a number of different housing typologies that build on the existing context while also working to develop innovative models and strategies to construct housing that is sustainable and remains affordable over time.

Identify housing trends and market needs, focused on existing residents.

The 2015 American Community Survey data indicates an example of such a trend: we have nearly twice as many renter households with incomes below \$24,000 as we have units that are affordable to them; to be affordable, the units would need to cost less than \$500 a month. At the same time, we have an excess of units that rent for around \$750 a month, nearly seven times



Figure 1.51 Number of Renter Households by Income and Rental Units by Costs | **Source** 2015 ACS

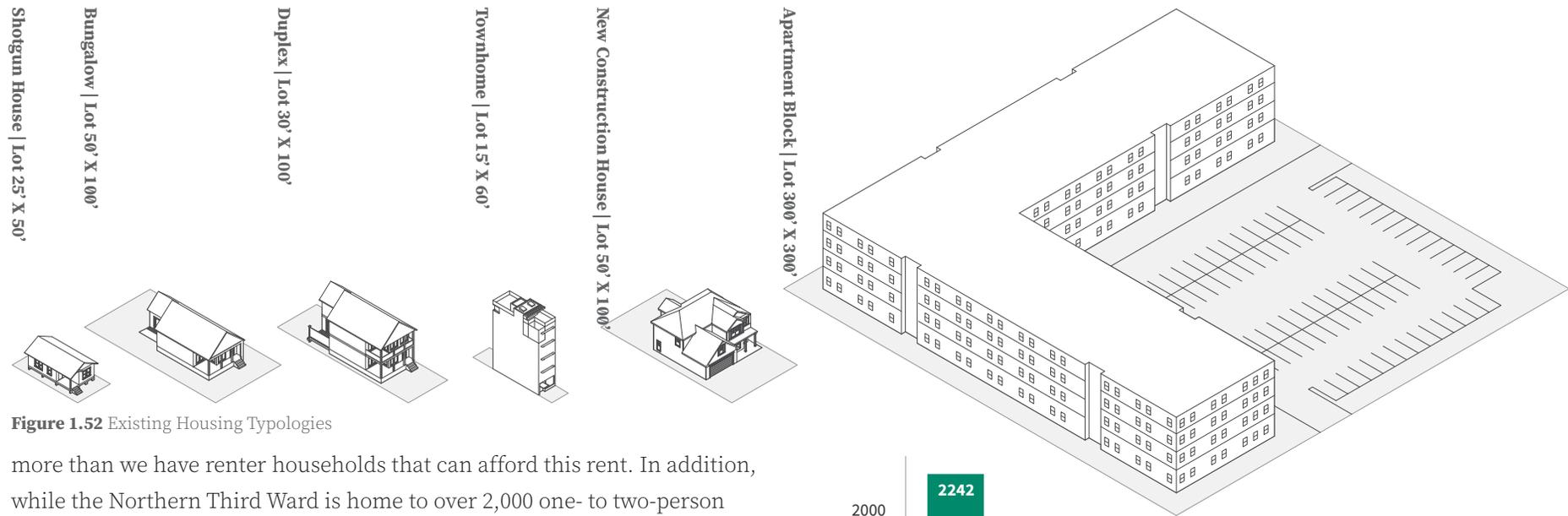


Figure 1.52 Existing Housing Typologies

more than we have renter households that can afford this rent. In addition, while the Northern Third Ward is home to over 2,000 one- to two-person households, there are only 748 efficiency or one bedroom units. However, there is more than twice the number of two-bedroom units than there are households with two or three people. By identifying trends such as these, where rent and unit sizes conflict with our needs, we will better understand housing needs in the Northern Third Ward.

While these existing mismatches need to be addressed, we also want to ensure that families have a place in our neighborhood. The number of children has declined steeply in recent years and we suspect that this a factor of our families being displaced from the neighborhood.

In the long-term our goal is to provide housing that is affordable to our existing renters, which includes subsidized units renting for \$500 or less. Market rate housing is most prominent near the mid-town area west of HWY 59 boundary (where gentrification is most prominent), as well as the area south of Elgin starting at West Alabama to the Blodgett Boundary. All other areas are classified as affordable, but are not always quality. Indeed, 80% of affordable housing is of poor quality as per parcel observations.

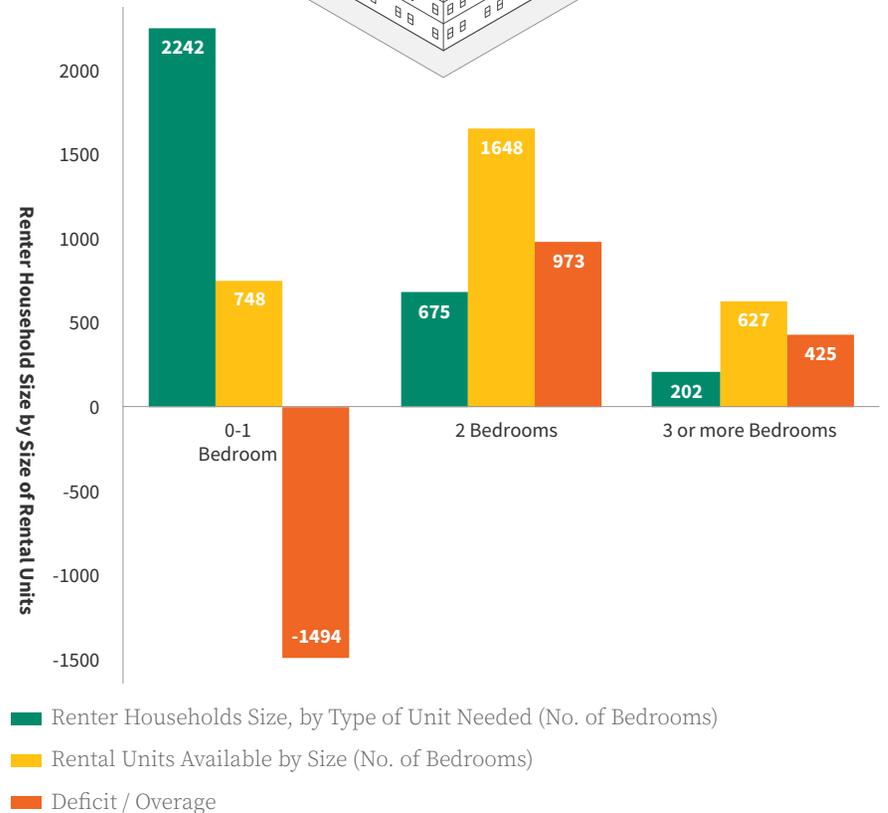


Figure 1.53 Renter Household Size by Units | Source 2015 ACS

A comprehensive housing plan for the Northern Third Ward neighborhood would provide a guide to the future of housing in the area and also be an agreement under which all stakeholders, landowners, and future developers could depart from. We have already begun this project by identifying key landowners in the neighborhood, which include area community development corporations, the Midtown TIRZ and area churches.

Identify vacant lots, opportunity sites and create a plan for affordable infill housing, rental housing, innovative housing models, and mixed-use housing (focus on housing at 30 - 50% of AMI).

The Northern Third Ward Housing Plan will provide a guide to the future of housing development in our neighborhood, and ensure that we can meet our goals of minimizing displacement and securing the future of our neighborhood. To ensure that we can minimize displacement we are looking to examples such as bcWorkshop's "Holding House" which provides temporary housing for those in the neighborhood awaiting the completion of renovations or new construction.



Figure 1.54 Single Family Housing Precedent



Figure 1.55 bcWorkshop Holding House

ROW HOUSE CDC | RICE BUILDING WORKSHOP

Over the last two decades the Rice Building Workshop, led by Nonya Grenader and Danny Samuels, have partnered with Project Row Houses to design and build innovative housing models. The duplex model, adapted from the six-square house, is a stacked rental unit that seamlessly integrates with its context. 26 of these units sit in 13 duplexes that were constructed adjacent to Project Row Houses along Francis Street. The duplexes are now owned by Row House CDC.

Row House CDC, in partnership with the Midtown TIRZ, has developed additional sites with this housing model over the last ten years. This includes 30 units in fifteen buildings adjacent to the Southeast Light Rail line, or purple line, in the Scott Street corridor on the eastern side of the neighborhood.

www.architecture.rice.edu/Academics/Rice-Building-Workshop/About/



LAND OWNERSHIP

- Church-Owned
- Developer-Owned (Identified by name and ownership of more than five lots)
- Local Community Development Corporation Owned
- Institution-Owned (University, City, and County)
- Midtown TIRZ-Owned (for affordable housing)
- Park
- Privately-Owned

LAND OWNERSHIP BREAKDOWN

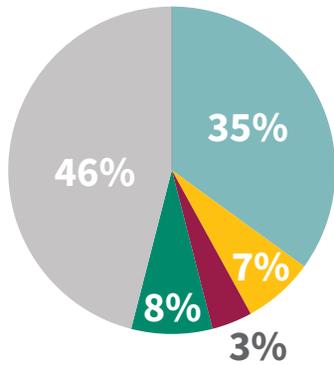


Figure 1.56 Land Ownership | Source HCAD Data 2016 (See Legend Above)

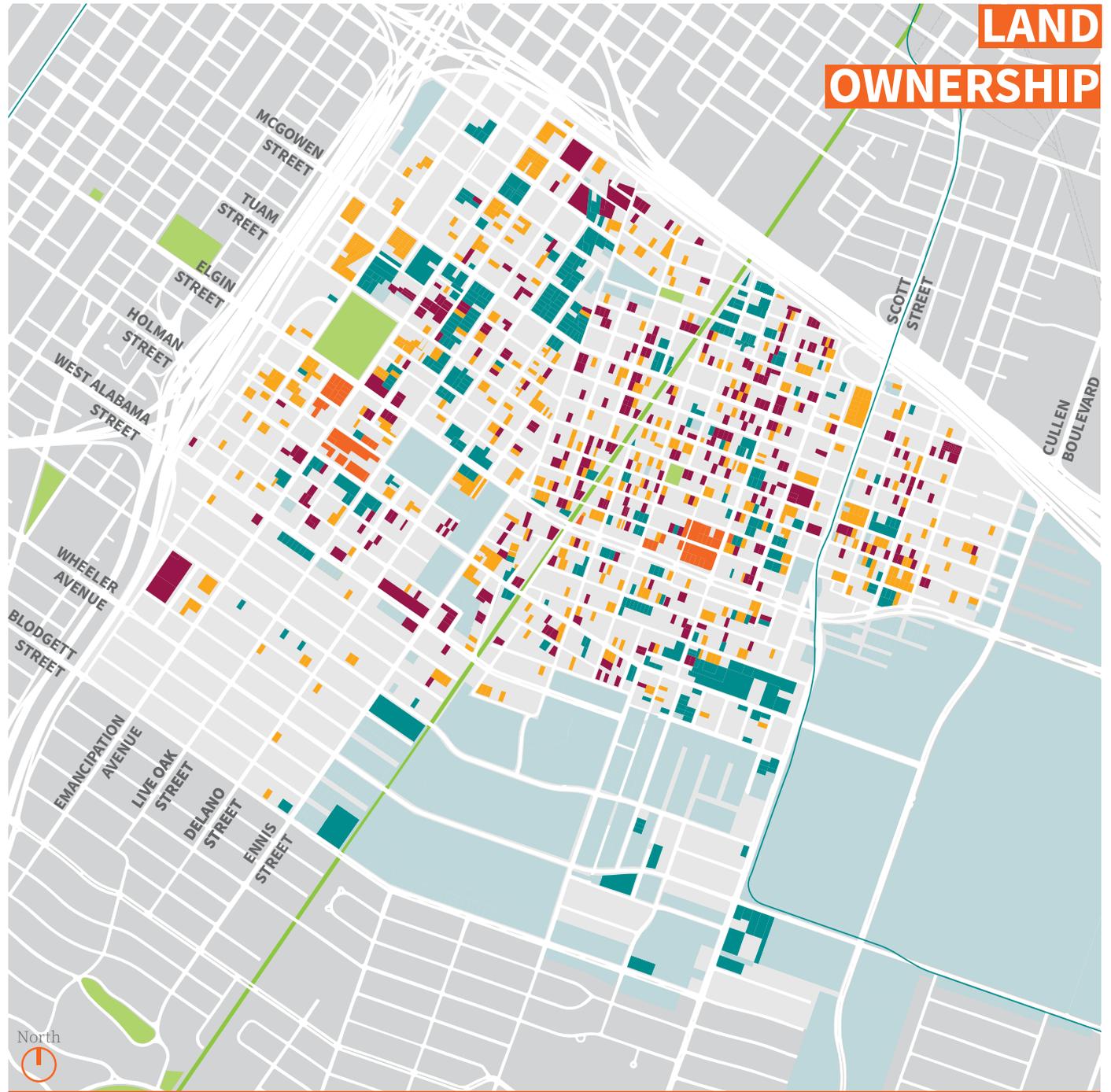


Figure 1.57 | Source HCAD Data 2016

The Northern Third Ward, and our planning project team, includes a number of community development corporations: Row House CDC, Change Happens CDC, Wheeler Avenue Triangle Ministries, Inc. (WATMI), Wheeler Avenue 5Cs and several others. Over the last decade, these organizations have completed a number of projects. Wheeler Avenue 5Cs and WATMI, for example, completed the Madge Bush Transitional Living Center. Madge Bush is a 16 unit one-bedroom residential facility that provides housing and client-centered supportive services to homeless women and their children up to twenty-four months. Wheeler Avenue organizations are committed to pursuing permanent supportive housing to address chronic homelessness. WATMI and the Wheeler Avenue 5Cs also developed the Audrey Hoffman Lawson Seniors Residencies; five single family units with two bedrooms each. Row House CDC has constructed 15 duplex units along Scott Street. Zion Village, a 55-unit senior housing development, was also recently constructed. The WALIPP Senior Residence is a four-story structure offering independent living for adults age 55 and above, which opened in 2004. It provides 42 two-bedroom and 8 one-bedroom apartments on Scott Street near Southmore. Finally, a number of developers and churches have built single-family homes on formerly vacant lots throughout the neighborhood. As we move forward, we will build even stronger partnerships with those who already have and

will continue to build affordable housing in the Northern Third Ward.

Work with partners—city agencies, churches, CDCs, land owners, developers, funders and others—for the strategic development of owner and rental housing that meet our needs and our incomes.

In addition, we will develop a clear strategy to identify the housing models that will meet our needs both now and into the future. These housing models could include traditional single-family owner housing, rental housing in small developments like duplexes or fourplexes, higher density rental housing (particularly along our transit corridors and main streets), live-work housing in our arts district, small accessory dwellings or other innovative models. This work will take creating strong partnerships and clearly understanding the needs in the neighborhood and creating the right tools, funding streams and policies to meet those needs.

Secure funding to meet our housing goals.



Figure 1.58 Proposed Mixed Used Housing Project



Figure 1.59 Madge Bush Transitional Living Center

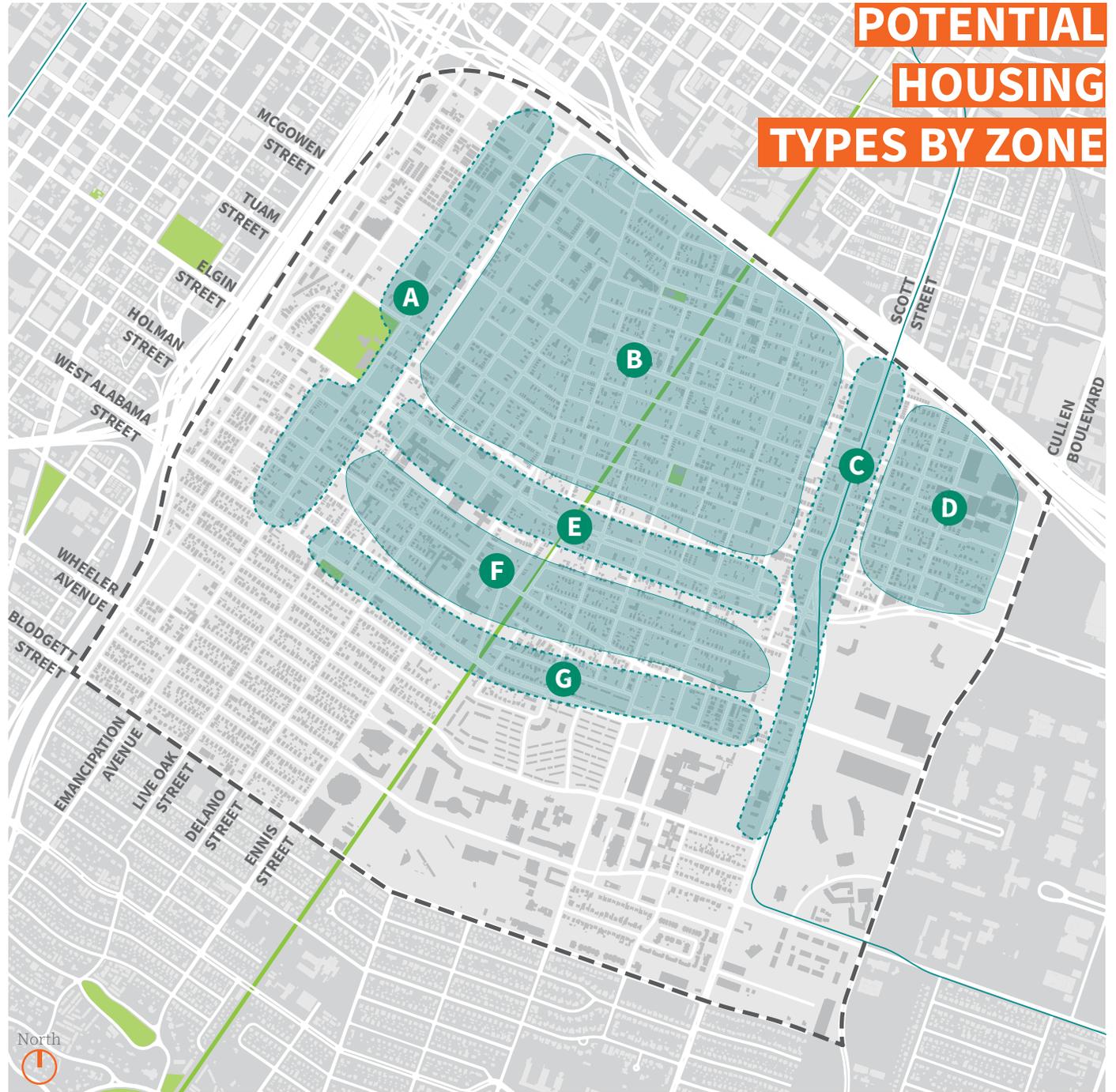
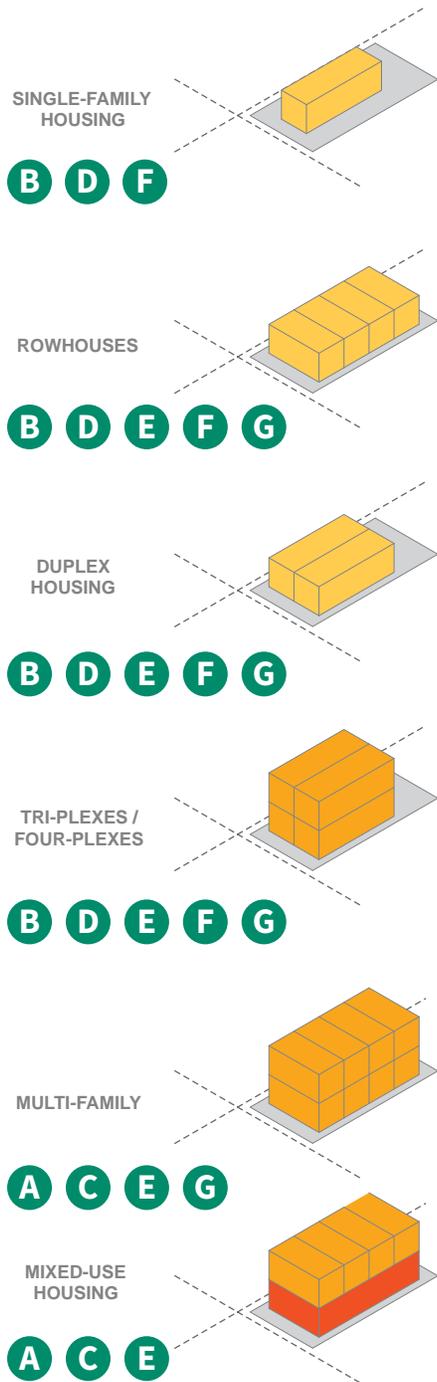


Figure 1.591 | Housing Type by Zone

Figure 1.592 | Housing Type by Zone Map

1.6 Housing Design Guidelines

Creating Design Guidelines for the Northern Third Ward can help to ensure that new housing builds on the existing context and character of the neighborhood—especially engaging in the neighborhood's different styles. The guidelines will also help to maintain the cultural identity of the community and encourage the preservation and rehabilitation of existing historic housing while adding to the area's vitality.

Develop guidelines to regulate the architectural character of new housing to match and strengthen the context of the different neighborhoods that comprise the Northern Third Ward, particularly for publicly owned or subsidized properties and developments (including facing the street and front porches)

Design guidelines can also work to prevent incompatible housing typologies, setbacks and adjacencies. The City of Houston ordinance which guides subdivision development, Chapter 42, regulates some of these conditions including building line, driveways, and lot sizes. In addition, neighborhoods have a number of other tools at their disposal including establishing prevailing setbacks and minimum lot sizes restrictions that prevent larger single-family home lots from being divided into townhome developments.

The Washington Terrace neighborhood, within the boundaries of the Northern Third Ward focus area, has over six blocks protected by minimum lot size restrictions. In the long-term, this could prevent the division of those properties for townhomes and thus protect the character of the area.



Figure 1.61 New Townhouse Development

LOT SIZE

Existing Lot Restrictions

**LOT SIZE
RESTRICTIONS**

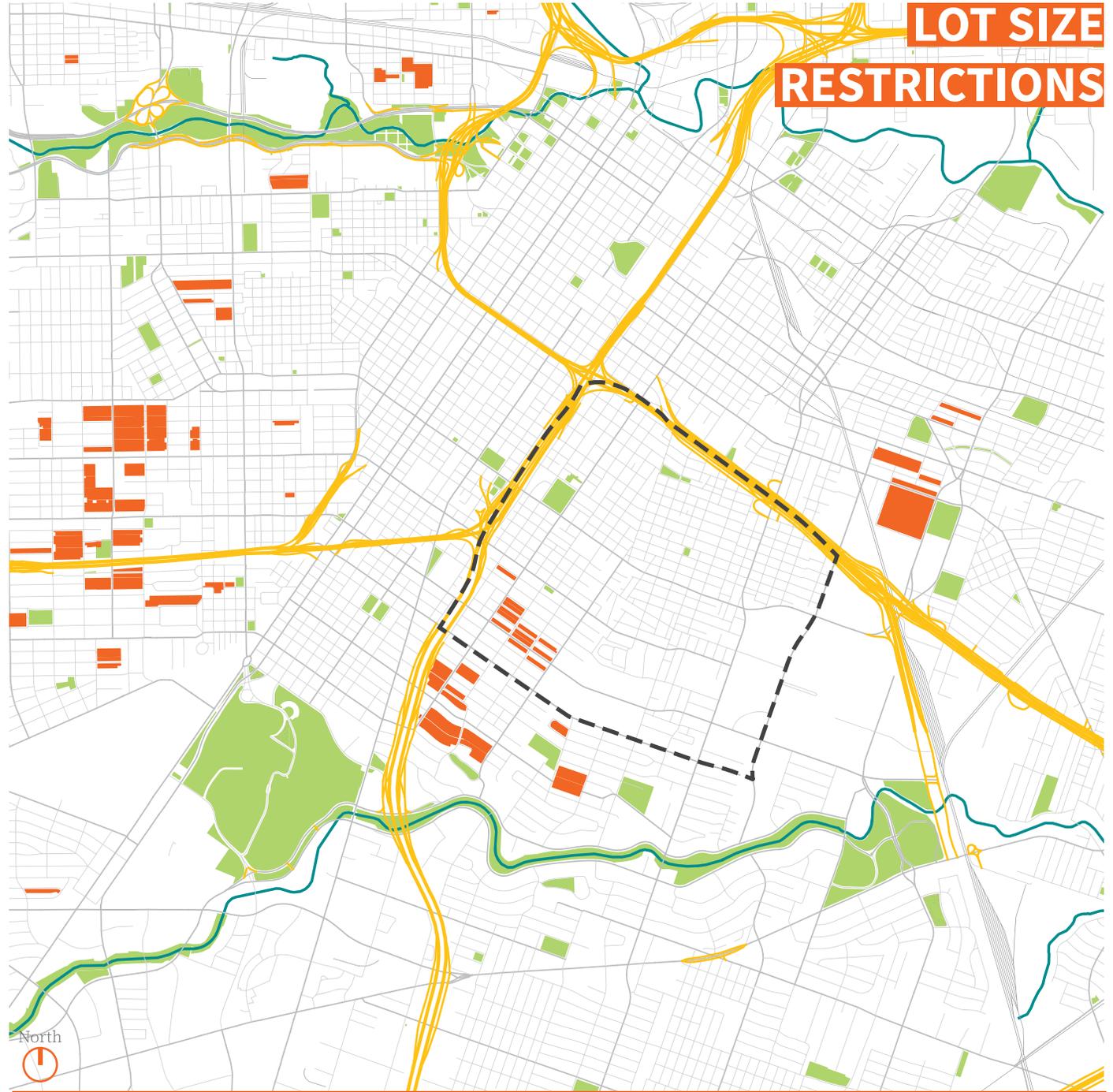


Figure 1.62 | Source City of Houston My City Map Viewer

IMPLEMENTATION

Implementation Approach

The Housing planning area has six goals. The goals have been prioritized and include specific actions steps and projects to achieve our vision. Our Implementation Approach also includes a recommended timeframe, estimated cost, target partners and potential sources of funds.

Housing goals include supporting homeowners and renters in our community, active engagement in developing housing policies which meet our housing needs, and preserving the historic housing within our neighborhood.

The tables which follow are our plan for action.

Our Highest priorities for our Housing plan are:

- Empowering Our Renters
- Saving Our History and Homes
- New Housing

Other priorities are:

- Safeguarding our Homeowners
- Housing Advocacy and Policy
- Housing Design Guidelines

HOUSING

We will preserve our historic housing and build new housing that reflects the different contexts that characterize our neighborhood. Our focus will be on affordable housing that meets the needs of our existing residents and prevents displacement.

ADVOCATING FOR OUR FAMILIES

We will work together to ensure we all have the tools and resources necessary to live and thrive in our neighborhood

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
1.1	Empowering Our Renters <i>Initial Action Steps</i>	High			Lead: NTWNPP; Row House CDC; EEDC; Wheeler Avenue Triangle Ministries Inc.; City of Houston Housing and Community Development Partners: LISC; Change Happens; Texas Low Income Housing Coalition; EDCP; Faith-Based Organizations and CDCs; Earl Carl Institute at TSU	Community Development Block Grants City of Houston Housing and Community Development Area Foundations Area Churches WFRF Grant Funding Complete Communities Funding
	> Create or support renter assistance programs to ensure that existing residents can remain in the neighborhood, including tenant counseling, emergency rental assistance, eviction protection, credit assistance and other financial training and resources.		Yr 1 - 5	\$25,000 (Annual)		
1.2	Safeguarding Our Homeowners <i>Initial Action Steps</i>	Low			Lead: NTWNPP; EEDC; City of Houston Department of Neighborhoods; LISC; Row House CDC; Wheeler Avenue Triangle Ministries Inc.; Houston Area Urban League; Gulf Coast Community Services Partners: UNITY National Bank; Third Ward Multi-Service Center; SHAPE; UH Law Center ; Earl Carl Institute at TSU	City of Houston Housing and Community Development Area Foundations Area Churches WFRF Grant Funding Complete Communities Funding
	> Create a program to support existing homeowners with information and assistance on property taxes, exemptions, wills, predatory lending and other resources to safeguard their homes and their investment.		Yr 1 - 5	\$5,000 (Annual)		

ADVOCATING FOR OUR FAMILIES

We will work together to ensure we all have the tools and resources necessary to live and thrive in our neighborhood

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
1.3	Housing Advocacy and Policy <i>Initial Action Steps</i>	Low			Lead: NTWNPP; EEDC; Houston Housing Working Group; City of Houston Housing and Community Development; Complete Communities; Row House CDC; Wheeler Avenue Triangle Ministries Inc.	Community Development Block Grants City of Houston Housing and Community Development Area Foundations Area Churches WFRF Grant Funding Complete Communities Funding
	> Create a Northern Third Ward Housing Advocacy team to work with residents, city agencies, property owners and developers to prioritize and advocate for truly affordable housing (30-50% of AMI) that meets diverse needs in our community, builds on the existing character, and minimizes displacement.		Yr 1 - 5	\$5,000 (Annual)		

PRESERVING AND MAINTAINING EXISTING HOUSING

We will work together to preserve our historic housing

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
1.4	Saving Our History and Homes <i>Initial Action Steps</i>	High			Lead: NTWNPP; EEDC; City of Houston Housing and Community Development; Row House CDC; Change Happens; SHAPE; Generation One; Wheeler Avenue Triangle Ministries Inc.; Complete Communities Initiative; Rebuilding Together Houston	Community Development Block Grants City of Houston Housing and Community Development Area Foundations Area Churches WFRF Grant Funding Complete Communities Funding LISC Houston 18th Congressional District Council District D City of Houston Emergency Repair Program
	> Preserve existing historic housing by developing or supporting a program to assist with home maintenance and repairs; Explore the potential for this to be a neighborhood volunteer corps or workforce program for local residents.		Yr 1 - 5	\$15,000 (Per Renovation/Repair)		
	> Identify historic housing that is at risk of being demolished; create partnerships to move (if necessary) and renovate this housing to provide truly affordable units and infill vacant lots.		Yr 1 - 5	\$100,000 (Per Renovation/Repair/Move)	Partners: Change Happens; SHAPE; Generation One; Third Ward Multi-Service Center	
	> Acquire vacant or abandoned homes and buildings for new housing		Yr 1 - 5	\$150,000 (Per Home)		

NEW HOUSING THAT MEETS OUR NEEDS

We will advocate for and attract new housing that meets the needs of all our residents.

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
1.5	New Housing <i>Initial Action Steps</i>	High			Lead: NTWNPP; EEDC; City of Houston Housing and Community Development; Row House CDC; Wheeler Avenue Triangle Ministries Inc.; Complete Communities Partners: Change Happens; Faith-Based CDCs; UH College of Architecture	Community Development Block Grants City of Houston Housing and Community Development Area Foundations Area Churches WFRF Grant Funding Complete Communities Funding LISC Houston Midtown TIRZ Department of Housing and Urban Development Area Banks
	> Identify housing trends and market needs, focused on existing residents		Yr 1 - 5	\$50,000 (Housing Plan)		
	> Identify vacant lots, opportunity sites and create a plan for affordable infill housing, rental housing, innovative housing models, and mixed-use housing (Focus on housing at 30 - 50% of AMI)		Yr 1	\$50,000 (Housing Plan)		
	> Work with partners—city agencies, churches, CDCs, land owners, developers, funders and others—for the strategic development of owner and rental housing that meet our needs and our incomes.		Yr 1 - 5	\$2,000 (Annual)		
	> Secure funding to meet our housing goals.		Yr 1 - 5	\$150,000 (Per Unit)		
1.6	Housing Design Guidelines <i>Initial Action Steps</i>	Low			Lead: NTWNPP; EEDC Partners: City of Houston Housing and Community Development; Row House CDC; Wheeler Avenue Triangle Ministries Inc.; Complete Communities	Foundation Funding WFRF Grant Funding Complete Communities Funding
	> Develop guidelines to regulate the architectural character of new housing that matches and strengthens the context of the different neighborhoods that comprise the Northern Third Ward, particularly for publicly owned or subsidized properties and developments (including facing the street and front porches)		Yr 3 - 5	\$100,000 (Guidelines)		

"YOU CAN'T LEAD THE PEOPLE IF YOU DON'T LOVE THE PEOPLE"
"YOU CAN'T SAVE THE PEOPLE IF YOU WON'T SERVE THE PEOPLE"

LEADERSHIP. SERVICE.
LOVE. SERV

*NEIGHBORHOOD
BUILDING*

NEIGHBORHOOD BUILDING

OUR VISION

Our neighbors, leaders, and institutions are connected and mobilized for change, the rich history and culture of our historically black neighborhood is celebrated and preserved, and our community is safe and beautiful.

There is a strong sense of history and community in the Northern Third Ward—neighbors help neighbors, we look out for one another and for the neighborhood. Our community is also rich with resources, we have two major university campuses—Texas Southern University, one of the largest historically black universities in the nation, and the University of Houston—and we are in close proximity to many job centers, museums, and the Texas Medical Center. Our culture is anchored by the internationally recognized Project Row Houses and our roots in the civil rights movement and cultural arts.

The neighborhood's history traces back almost 150 years. Emancipation Park, built on land purchased by freed slaves 145 years ago, was the first city park in Houston. Historic buildings include Riverside Hospital (the former Houston Negro Hospital) and adjacent Nursing School. The Houston Negro Hospital, which opened in 1927, was the first nonprofit hospital for black patients in Houston, and it provided a place for well trained Black physicians to work and for the Third Ward community to be cared for. The Nursing School opened in 1931, but was closed a few years later. Many churches anchor the spiritual life of the community, including St. John's where Martin Luther King Jr. once spoke. Other institutions includes Yates High School, established in 1926 as Yates Colored High School, was the second school for African-Americans



Houston Negro Hospital | Source <http://digital.lib.uh.edu/collection/hnh>

OUR GOALS

- **Mobilizing The Community**
We will work together to connect and mobilize our neighbors, leaders, institutions, and others to build our political power, organization and leadership
- **Eyes On The Neighborhood And Streets**
We will work together to ensure we are secure and share a sense of well-being in our neighborhood
- **Enhancing The Beauty And Celebrating The History Of Our Neighborhood**
We will work together to ensure our neighborhood is well maintained and celebrate our rich and diverse culture



Blue Triangle YWCA | Source <http://offcite.org/forwards-a-driving-tour-of-houstons-third-ward-part-2/>



Metro SE Corridor Light Rail | Source <http://houstonstrategies.blogspot.com/2015/04/touring-metros-new-rail-lines.html>

established in Houston and community institutions like the Blue Triangle YWCA, now a community center. Our neighborhood is well-served by transit, including METRO's Southeast Corridor Light Rail line.

The foundation of our goals is the rich history of the Northern Third Ward, and its place in the legacy of African Americans in Houston. We will celebrate and preserve this history and allow it to guide us into the future. To ensure we will succeed we have established three goals for our Neighborhood Building planning area. The goals include mobilizing our community to work together to be the change we imagine; to increase the safety and security of our neighborhood so we are all comfortable at any time of the day; and to enhance the beauty and celebrate the history of the Northern Third Ward, a neighborhood that we are proud to call home.

WHAT ELSE WE HEARD

Our planning process included four public meetings, a resident survey and series of focus groups. Each of these processes has informed the vision, goals and projects included in this plan. The resident survey and focus groups gave us the opportunity to talk one-on-one with residents about the assets of the community and the challenges. What we heard through these processes further supported the goals and projects developed through our public community meetings.

Resident Survey

The importance of the Northern Third Ward in the history of our city and our families is evident in the results from our resident survey. The primary reasons people cited for living in the Northern Third Ward was to live close by to family or friends or because they were born in the neighborhood. Residents were also asked about their overall levels of satisfaction with the neighborhood, 87% of residents reported that they are “satisfied” or “very satisfied” living in the community. The vast majority of those surveyed said they would recommend the neighborhood as a good place to live and would continue to live in the neighborhood if they were given a choice.

HOW SATISFIED WOULD YOU SAY YOU ARE LIVING IN THIS COMMUNITY?

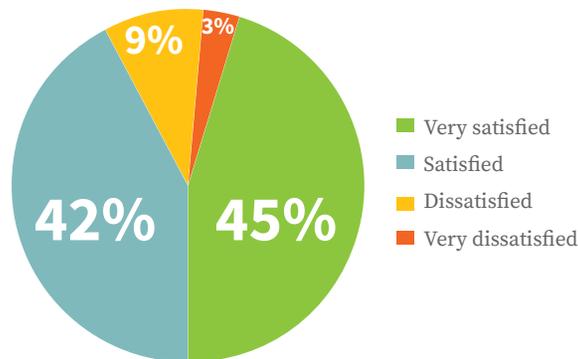


Figure 2.01 | Source NTWNPP Resident Survey 2016

The survey also captured a strong sense of community. The majority of residents surveyed felt that people would work together to fix problems in the community and that neighbors were likely to help each other out in a number of situations. In addition, the survey captured that there are a large number of residents involved in different types of groups within the neighborhood, including civic clubs, political organizations and churches. Most importantly, the majority of residents felt that they could make a positive difference in the community.

Focus Groups

The Northern Third Ward Neighborhood Planning Project team conducted a series of focus groups around key questions with selected groups active in the Northern Third Ward community. These groups included education, faith-based organizations and seniors. Dr. Jeffrey Guidry facilitated the groups. The education focus group noted that safety was a major issue in the neighborhood with respect the visibility of law enforcement and the need for working street lights. The group also noted that the pride of residents and the educational institutions in the neighborhood were a major strength, including Jack Yates High School, TSU and U of H. The group shared that

HOW LIKELY ARE YOU TO RECOMMEND THIS COMMUNITY TO SOMEONE ELSE AS A GOOD PLACE TO LIVE?

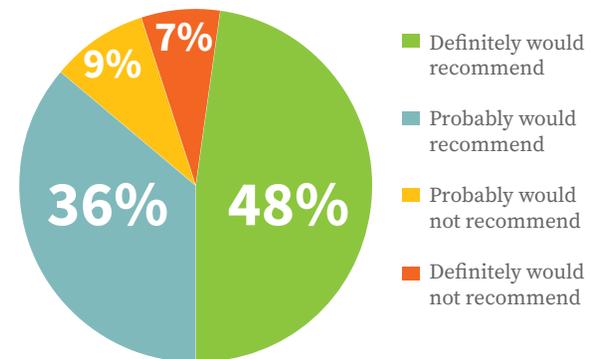


Figure 2.02 | Source NTWNPP Resident Survey 2016

they believed the overall weaknesses of the community included the lack of resources, abandoned homes, limited engagement of parents and the impact of poverty.

The faith-based focus group noted the need for additional community organizing as a way to build coalitions in the neighborhood. Similar to the education focus group, they reported that safety was a major issue, including the visibility of police and delays in response time.

Finally, the seniors focus group echoed the concern of safety in the neighborhood, but they felt that this could be resolved if neighbors came together. All three groups agreed the key components of a good neighborhood was founded on grass-roots engagement, and that this was a way to galvanize the community and encourage them to work together.



Edith Selgary - lifetime Northern Third Ward Resident | **Source** <https://www.houstonpublicmedia.org/articles/news/2015/07/07/122196/gentrification-of-houstons-third-ward-a-threat-to-its-african-american-culture/>

HOW LONG HAVE YOU LIVED IN THE NEIGHBORHOOD?



Figure 2.03 | **Source** NTWNPP Resident Survey 2016

COMPARED TO THREE YEARS AGO, HOW HAS THE NEIGHBORHOOD CHANGED?

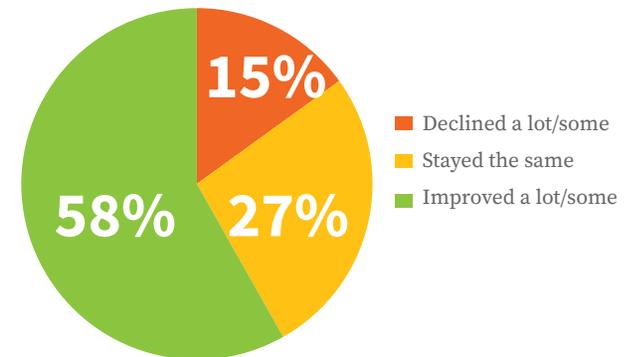


Figure 2.04 | **Source** NTWNPP Resident Survey 2016

MOBILIZING THE COMMUNITY

OUR VISION

We will work together to connect and mobilize our neighbors, leaders, institutions, and others to build our political power, organization and leadership

2.1 Building Our Collective Capacity

The Northern Third Ward is rich with both resources and organizations poised to create great change. There is a shared collective will to grow capacity and improve the quality of life within the neighborhood, with an emphasis on preventing displacement. In order to build upon the momentum of existing efforts and the resources that have emerged from the Northern Third Ward Neighborhood Planning Project, action must be taken to clarify organizational (and individual) roles and responsibilities, to know where there are gaps in services available to the community and to develop the best methods to create the sweeping change both our residents and agencies envision.

Create a Mobilization Team to work in partnership with the Third Ward Community Cloth and other community and faith-based organizations to develop ways to share and improve resources, services and collaboration across the neighborhood.

The Third Ward Community Cloth Cooperative, established in 1992, encompasses over 325 community-based organizations including churches, school and businesses. The Cloth has twelve strands: Children and Families,

Comprehensive Health, Cultural Arts, Economic Development and Employment, Education, Housing and Environment, Mental Health, Political Empowerment and Legal, Recreation, Safety and Security, Social Services and Spirituality. The Cloth also organizes a monthly meeting and maintains a community calendar. As a means to create greater coordination and collaboration among the organizations serving the Northern Third Ward we will be partnering with the Cloth and others to ensure the ongoing sustainability of the Cloth, to identify ways to share resources, improve services and collaborate across the neighborhood.

Create a grassroots social media campaign and web-based presence to connect neighbors, leaders, businesses, institutions and organizations.

While the Northern Third Ward is rich with resources, many residents do not know what is available in the community and many are not accessing the help they need. Developing new ways to communicate, particularly between organizations and the residents they serve, are needed. In addition, these strategies have to be accessible to everyone, including those with internet service or access to a computer. To accomplish this we will identify the appropriate communication tools, such as social media, print, community message boards (strategically located) and texting, to ensure that we are all informed and that our neighbors, leaders, businesses, institutions and organizations are all connected.

Develop strong community networks to relay information within the neighborhood by developing a block captain program that will also nurture or create community leaders.

Neighborhood watch and block captain programs provide a forum for neighbors to convene for the purposes of sharing crucial local information, and have the potential to prevent crime and make the community safer. They are also an informal method of building future community leaders by encouraging local leaders, including youth, to take ownership in neighborhood issues. Building upon the existing sense of community, the Northern Third Ward neighborhoods will develop a block captain program to organize community stewardship and relay information among neighborhood residents.

Forming an effective neighborhood watch or block captain program will be done in partnership with Houston Police Department's South Central Division in order to educate block captains on the role of a neighborhood watch group, how best to communicate with our police department, how to identify local crime patterns and guidance on how to safely patrol streets as citizens.

FEATURE

FITZGERALD NEIGHBORHOOD BULLETIN BOARD



The Detroit Collaborative Design Center developed community bulletin boards with the Fitzgerald Neighborhood of Detroit. The bulletin boards and neighborhood signs were completed in collaboration and consultation with the Fitzgerald Community Council, Marygrove Community Association, College Core Block Club and San Juan Block Club. They respond to a need for alternate ways to communicate and share information within the neighborhood and also strengthen the identity of the neighborhood for both residents and visitors. Local artists were hired to contribute art to flank the bulletin boards and the high school students at Brightmoor Woodworkers at Detroit Community Schools constructed the neighborhood signs.

www.dcdc-udm.org/projects/catalysts/fitzsigns/

2.2 Celebrating Our Community

Celebrating the rich history and culture of the Northern Third Ward is a way to honor those who built and shaped the neighborhood over the last 150 years. Juneteenth, an annual celebration, commemorates the date when Texas slaves were granted freedom following the Emancipation Proclamation. For 145 years this celebration has occurred at Emancipation Park. This year’s celebration will be even more special, as the park will officially re-open after receiving a \$33 million upgrade. A number of other events occur regularly that honor and celebrate our neighborhood. As we move forward we want to work to inspire more community action and events as a way to bring everyone together to shape the future of the neighborhood.

Create a team or committee to develop and implement a grassroots early action grant program, “Community Building Grants” to be available to support schools, students, youth, parent organizations, civic and business groups, and others to organize community events and celebrations, block-parties, clean-ups, fairs, etc.

One of our most important projects is to organize a committee to advertise and implement a grassroots community building grant program. The grants would be available to support schools, students, youth teams, parent organizations, civic and business groups and others. The goal is to encourage grassroots action and grassroots change, to support new leaders, and to create innovative ways to work together to transform the community.

CHECK IN

2.2 *A minimum of two Community Building Grants awarded annually*

Organize an annual neighborhood summit, “State of the Northern Third Ward” to bring everyone together and celebrate and share successes and redefine priorities for the coming year.

To celebrate our success, as we come together to define our vision and priorities for the Northern Third Ward we will host an annual neighborhood summit. The summit will be a chance to share our success stories, challenges, and future opportunities with our neighbors and partners in the community. The summit is also an opportunity to measure our progress and identify new opportunities.

DURING THE PAST YEAR DID YOU PARTICIPATE IN THE FOLLOWING COMMUNITY ACTIVITIES?

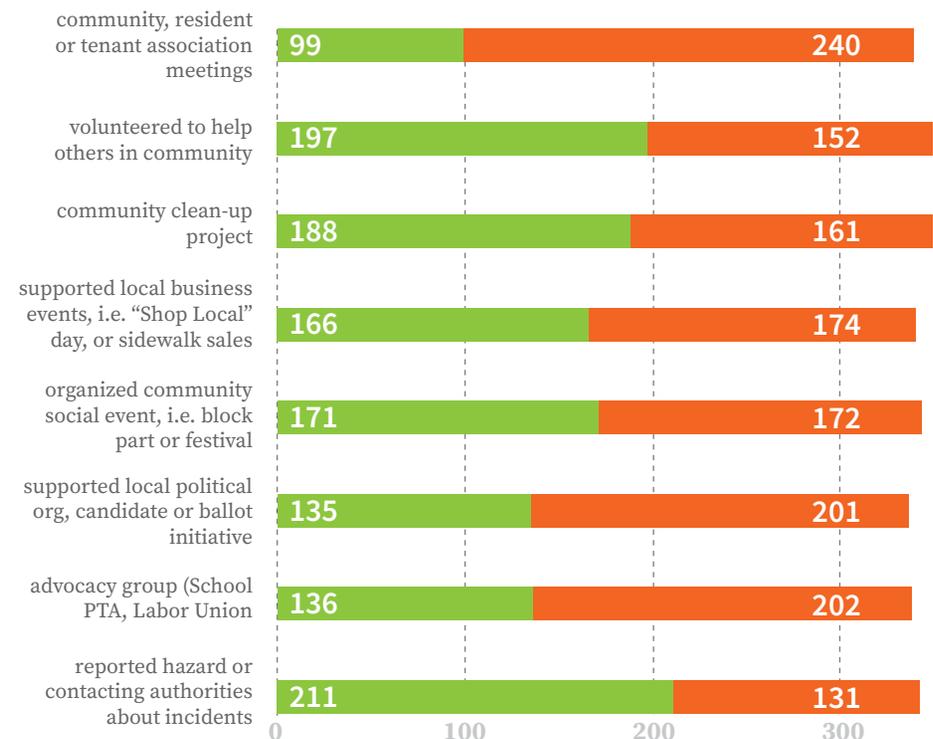


Figure 2.21 | Source NTWNPP Parcel Survey 2017



Figure 2.22 | Opening Day Celebrations at Emancipation Park



Figure 2.23 | Opening Day Celebrations at Emancipation Park



Figure 2.24 | Mayor Turner speaking at Emancipation Park Opening Day



Figure 2.25 | Ribbon Cutting Ceremony at Emancipation Park

2.3

Growing Youth Leaders

Nurturing our youth and providing leadership opportunities is an important goal for the Northern Third Ward. Youth are the key to our future and an integral part of the community. Our goal is to ensure that youth have opportunities to build their skills, become leaders and be active participants in the positive change in the neighborhood. To accomplish this goal we want to support existing youth programs while also looking to expand these opportunities.

Work in partnership with area churches, universities and organizations to create youth leadership opportunities and nurture young neighborhood leaders

Our community is rich with both the resources and institutions that support youth in fulfilling their dreams. This includes two major universities, numerous churches, community-based organizations and area schools. Through this network we want to ensure that our youth are connected to job opportunities, enrichment programs, leadership skills and mentorship.

Support existing programs, such as Change Happens Youth Leadership program and work to bring new programs that provide youth leadership opportunities such as Junior Achievement.

A number of neighborhood organizations provide after-school and summer enrichment programs for youth. This includes Change Happens, SHAPE Community Center, Baker Ripley Neighborhood Centers and Emancipation Park Community Center, through the Houston Parks and Recreation Department. In addition, both Texas Southern University and the University of Houston host a series of summer camps for youth on their campuses. We

first want to ensure that our young people are aware of these programs and are able to participate. Secondly, we want to work with our area organizations to support their work and look to bring new youth leadership opportunities to the community such as Junior Achievement.

For example, Change Happens! After School and Summer Enrichment Programs are committed to reinforcing young people's growing self-efficacy, social development, and sense of commitment to their community. The asset-based program meets youth where they are and helps them to build leadership skills and a commitment to their neighborhood. We will strive to strengthen these existing youth programs, including supporting the Boy Scout troops at Blackshear Elementary School and Trinity United Methodist. Figure 4.61 on page 164 maps the out of school program providers already operating in our neighborhood.

Junior Achievement is the nation's largest organization dedicated to giving young people the knowledge and skills they need to own their economic success, plan for their futures, and make smart academic and economic choices. The program focuses on core content areas of work readiness, entrepreneurship and financial literacy. Students put these lessons into action and learn the value of contributing to their communities. This project will explore attracting or creating a Junior Achievement program to the neighborhood.

- 1 Berean Seventh Day Adventist
- 2 St. John Missionary Baptist Church
- 3 Wesley AME Church
- 4 Jerusalem Baptist Church
- 5 St. John Missionary Baptist Church
- 6 Trinity East Methodist Church
- 7 Fourth Missionary Baptist Church
- 8 Mt. Zion Baptist Church
- 9 Third Ward Church of Christ
- 10 Williams Temple Church- God In Christ
- 11 Jordan Grove Missionary Baptist Church
- 12 Holy Cross Lutheran Church
- 13 Greater Zion Baptist Church
- 14 Holman Street Baptist Church
- 15 Pilgrim Congregational United
- 16 St. Luke the Evangelist Episcopal Church
- 17 Calvary Baptist Church
- 18 Apostolic Faith Mission Church
- 19 Boynton United Methodist Church
- 20 Christian Hope Baptist Church
- 21 Christian Home Missionary Baptist
- 22 Holman Baptist Church
- 23 Trinity United Methodist Church



Figure 2.31 | Source City of Houston

2.4 Raising Our Voices (Political Engagement)

The Northern Ward Neighborhood Planning Project and other neighborhood initiatives are bringing people together to shape the future of the neighborhood. The unified voice of residents, local business owners, institutions, youth, community leaders and political representatives is becoming a choir and the song is focused on creating the political power to stem the tide of displacement and create momentum for people-centered and place-based change. To accomplish this we must build our capacity to engage in processes that will increase political support for our efforts and to ensure that the community's issues are addressed through local political agendas.

Create an annual public policy agenda and advocacy plan for the Northern Third Ward around issues of gentrification, land-control, economic development, public spending and equity. Present this agenda at the annual neighborhood summit.

The Third Ward became known as the cradle of Houston's civil rights movement when black college students sat down at a segregated lunch counter to protest discriminatory policies in 1960. Most of the social activism from the African American community in Houston grew out of Third Ward. Today, the agenda has evolved but the spirit of activism is very much alive in the Northern Third Ward. Current issues of gentrification, affordable health-care, land-control, culturally responsible development, public spending and equity make up the political agenda for the Northern Third Ward. The annual neighborhood summit will provide an opportunity to measure the advancement of our public policy agenda and set new metrics as we move forward.

Partner with national organizations and leaders to shape this policy to meet our vision and goals.

The coalitions emerging in the Northern Third Ward are working to shape local housing policy, infrastructure investment and other public resources to support the vision of this and other planning efforts. In order to succeed we also want to engage with national leaders and organizations to help us shape our policy agenda to ensure that we can achieve both our goals and our vision for the neighborhood. We will learn from best practices across the country as a means to further build our capacity to create the change we imagine.

Work with elected officials and agency representatives, such as the TIRZ and Management District, to forward this agenda.

The Northern Third Ward Neighborhood Planning Project will build partnerships with all of our area organizations and the elected officials and agencies with the funds to implement improvements, including Council District D, the Mayor, the OST/Almeda TIRZ which was expanded to include many Third Ward streets, and Houston Southeast Management District. These partnerships will support the Northern Third Ward's revitalization agenda and ensure we meet our goals.

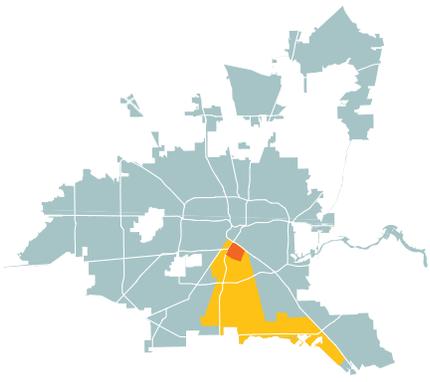
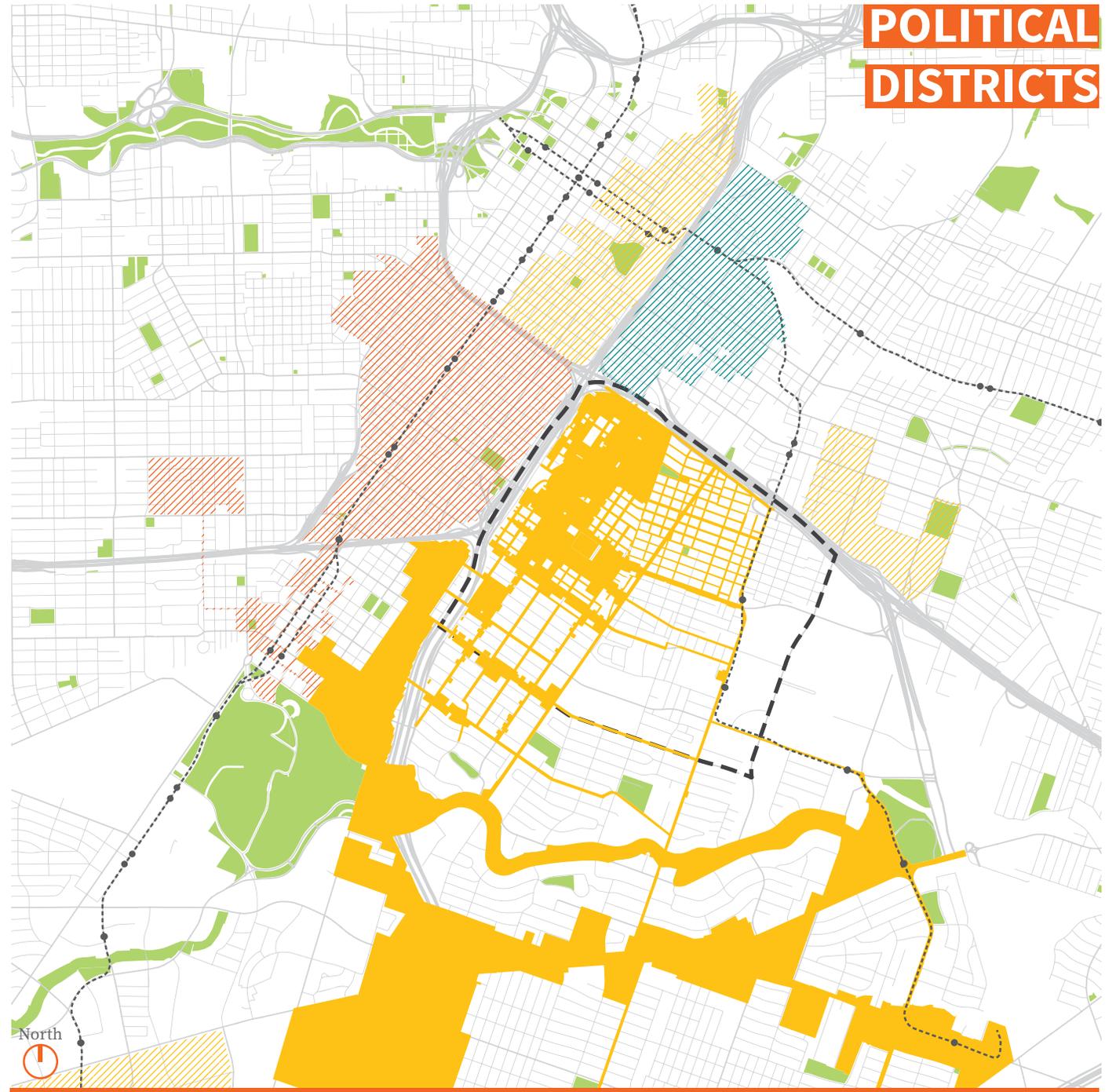
Support existing political engagement efforts such as voter registration drives, civic club initiatives, and other community building and advocacy efforts.

As we move forward we will provide support to existing political engagement efforts in the neighborhood, including voter registration drives, civic club initiatives and other efforts. We believe that through political engagement and an active community of leaders we have the power to shape public policy and decision-making focused on improving our neighborhood.

**TAX INCREMENT
REINVESTMENT ZONES**

- O.S.T. | Almeda - funding for street improvements in Third Ward
- Midtown
- Greater Houston
- East Downtown

**POLITICAL
DISTRICTS**



**HOUSTON CITY COUNCIL
DISTRICT D**

0' 2250' 4500' **Figure 2.41 | Source City of Houston**

EYES ON THE NEIGHBORHOOD AND STREETS

OUR VISION

We will work together to ensure we are secure and share a sense of well-being in our neighborhood

Safety is at the heart of building a healthy and sustainable neighborhood. A number of initiatives to build community relations to enhance safety have already been created. For example, a cultural diversity tour occurred in the Northern Third Ward that provided an opportunity for new police cadets to visit diverse neighborhoods, learn about different communities, and meet community members to hear their concerns regarding safety and community policing. Change Happens, one of the consortium members for the Northern Third Ward Neighborhood Planning Project has two initiatives that foster an ongoing relationship with local law enforcement—police officers make presentations to children participating in the agency’s after school program about keeping safe and preventing involvement in delinquent conduct; and the agency works with the Harris County Juvenile Probation Department to provide education, training, employment, case management, and mentoring to incarcerated youth transitioning out of juvenile facilities back to their communities.

While these examples represent positive interactions, relations need additional improvement, and we want to increase the visibility and presence of police officers. As we move forward we will be addressing safety through street lighting, partnerships, and grass roots efforts.

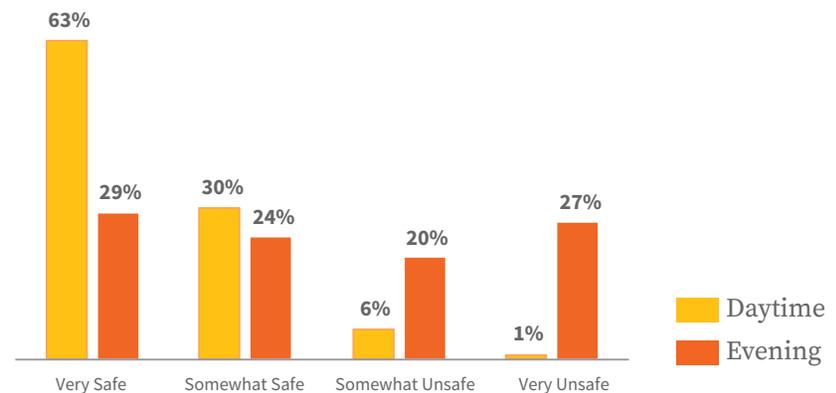
2.5 Lighting Our Way

Adequate street lighting creates a sense of safety and security, particularly in the evening. Through our planning process we have identified several corridors where we hope to improve street lighting, including replacing traditional lighting with LED lights. To complete this project we will work together to inventory street lights that are not working.

Identify and prioritize areas with poor street lighting

Once we have inventoried the street light conditions in our neighborhood and have confirmed our priorities for repair, we will work in partnership with Centerpoint Energy and others to not only repair the lighting but to advocate for LED lighting throughout our neighborhood.

Work in partnership with CenterPoint Energy and others to install LED lighting



HOW SAFE DO YOU FEEL WALKING IN THE NEIGHBORHOOD DURING THE DAY AND AT NIGHT?

Figure 2.51 | Sense of Safety | Source NTWNPP Resident Survey,

STREET LIGHTING FOCUS

//// Priority Areas

FEATURE DETROIT STREET LIGHTING

In 2014 Detroit committed to install 65,000 new streetlights at a cost of \$185 million. The project is now complete and the entire city is lit by LED fixtures. Detroit is the largest American city to have 100 percent LED street lighting.



IMPROVE
STREET
LIGHTING

Figure 2.52

2.6 Community Policing

A sense of safety is key to a healthy and thriving community. Crime data for Beat 10H50 of the Houston Police Department, which is the Northern Third Ward neighborhood had an overall crime rate 30% above the Houston average in 2016. The violent crime rate was nearly three times as high as the city average (see chart to the right). A focus on neighborhood-based crime prevention programs, community policing, crime prevention through urban design, and community involvement is essential to community revitalization in the Northern Third Ward.

As we move forward we want to create stronger relationships between the community and law enforcement agencies, including our local police officers. This includes building trust and sharing priorities to work towards enhancing the safety and security in the neighborhood. We will also be advocating for Houston Police Department Bike Patrol.

Develop stronger relationships, build trust and share priorities between residents and police. Advocate for police bike patrol in the neighborhood.

CHECK IN

2.6 *Reduce violent crime by 10%.*

In order to build trust and stronger relationships between the community and police we will also be organizing formal and informal events to bring law enforcement together with residents. This will include hosting National Night Out events across the neighborhood, organizing bike rides or basketball games. In October of 2016 the Northern Third Ward Neighborhood Planning Project sponsored two National Night Out Events, one at Cuney Homes and one in partnership with Row House CDC. Our goal is to work in partnership with law enforcement to create an environment of trust and to advocate for community-based policing.

Organize formal and informal events to bring law enforcement together with residents, such as neighborhood bike rides, and basketball games

We will also be working in partnership with our community-based organizations and civic clubs to develop neighborhood-based safety programs, such as block captains, organized block walking, or a neighborhood watch program.

Work together to decrease crime, for example by creating a neighborhood watch program, block walking or block captain program

To further support the idea of community policing we also want to develop and implement a campaign to encourage residents to use the Houston Police Department's non-emergency number to report suspicious activity. We also want to make sure that our residents feel comfortable doing this and that their anonymity is protected.

Create a campaign to encourage residents to use non-emergency number to report suspicious activity

CRIME RATES IN NORTHERN THIRD WARD VS. CRIME RATES IN GREATER HOUSTON



Figure 2.61 | Source: HPD 2016 Data

Figure 2.62 | Source UCR Data



Figure 2.63 | NNTWNP Sponsored National Night Out, Cuney Homes

FEATURE

UPENN COMMUNITY POLICING

On any given day in the Penn patrol zone, there are approximately 125,000 people studying, working, living, visiting or simply passing through the area. Policing an open, urban, multicultural and densely populated university environment such as Penn requires at the core, a strong commitment to the philosophy of community-based policing practices. The following principles guide community policing at Penn:

- Emphasizing the enforcement of public order and quality of life crimes, such as panhandling, disorder, graffiti, public disturbances, traffic violations, obstruction of highway, defiant trespass, skateboarding and retail and bicycle thefts.
- Identifying, analyzing and responding to conditions underlying various types of crime through problem-oriented and evidence-based policing.
- Increasing the level of accountability and transparency of police practices through community surveys; rigorous data collection regarding all interactions between the UPPD and its citizenry; accessibility of citizen complaints against police; feedback lines to the Division of Public Safety, via phone and email; and continuous education for the Penn student, staff and faculty bodies.
- Attending over ten community meetings in University City per month in which University residents can share their concerns, fears and questions about safety and crime.

www.publicsafety.upenn.edu/about/uppd/policing-at-penn/

2.7 Eyes on the Streets

We are committed to identifying safety strategies that support the larger neighborhood building processes of our effort. An important program is the Houston Police Department's (HPD) Keep Houston SAFE Initiative. Keep Houston SAFE is a citywide public safety campaign involving a collaborative partnership between citizens, businesses, and the Houston Police Department. The main focus of the campaign is crime prevention and the implementation of proactive enforcement efforts and measures aimed at the reduction of criminal incidents, rather than responding to them after they have occurred. Simply, the goal of the Keep Houston SAFE campaign is to prevent crime.

We believe that by promoting citizen involvement in safety measures, in having eyes on the street, we can support the proactive crime prevention tools identified by HPD's Keep Houston SAFE program. As we move forward we will work to build community support and engagement around safety, and work together and with HPD to keep our streets and neighborhood secure.

Work with residents and leaders to identify areas in the community with safety concerns

The perception of safety is important to the social strength of a neighborhood and the quality of life for residents. Participants in our focus groups believe that safety is one of the most important issues facing the neighborhood. This included improving the visual appeal of the neighborhood, enhancing street lighting, knowing neighbors, and being confident in police response and visibility. Many of our goals and projects work to address these concerns—including enhancing street lighting, beautifying area streets, and coming together to create a safe and healthy neighborhood.

As we move forward we will be working in partnership with residents, businesses, institutions, law enforcement and organizations to identify

spaces in our neighborhood that feel unsafe and work together to address the concerns. This includes pursuing Crime Prevention Through Environmental Design (CPTED) strategies to enhance the sense of safety throughout the neighborhood. CPTED efforts in other communities have decreased criminal activity by as much as forty percent.

We will also be working in partnership with the Houston Southeast Management District to pursue additional mechanisms that have the potential to keep our neighborhood safe, such as mobile security cameras in crime hot spots. We will also work with METRO to address the crime hot spots along the Southeast Corridor Light Rail line which runs parallel to Scott Street.

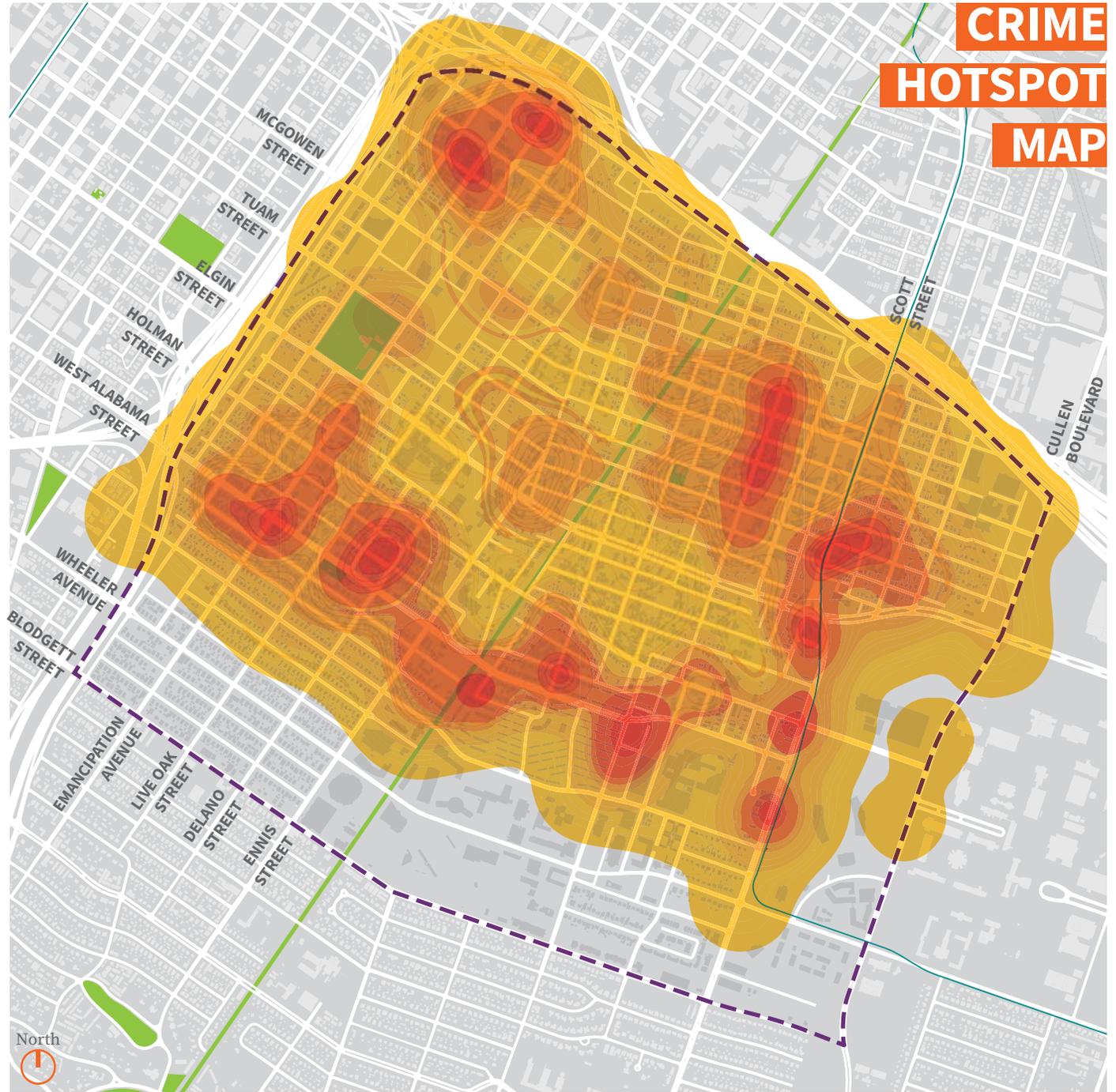
Create partnerships to address unsafe spaces through collective activities or other alternative means, such as the mobile security cameras.



CRIME HOTSPOT MAP

- High
- Low

The map to the right illustrates concentrations of reported crimes in Beat 10H50 of the Houston Police Department in 2016.



CRIME HOTSPOT MAP

DO YOU FEEL SAFE IN THE NEIGHBORHOOD?

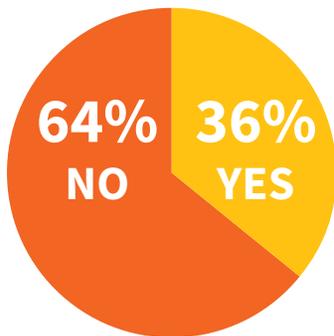


Figure 2.71
Percentage of respondents who rate the following as “very good” or “good”
Source NTWNPP Resident Survey 2016

Figure 2.72 | **Source** City of Houston

ENHANCING THE BEAUTY AND CELEBRATING THE HISTORY OF OUR NEIGHBORHOOD

OUR VISION

We will work together to ensure our neighborhood is well maintained and celebrate our rich and diverse culture

2.8 Right-of-Way and Drainage Improvements

While much of Houston has experienced severe flooding in recent years, the Northern Third Ward is strategically located between Buffalo Bayou to the north and Brays Bayou to the south, and thus has experienced minimum flooding during major rain events. However, because much of the neighborhood relies on open ditches for drainage there are a number of trouble areas identified by our neighbors, including along the Columbia Tap Trail and the Sampson and Drew area. The most significant challenges with open ditches are often the result of debris and poor maintenance or collapsed culverts.

ReBuild Houston, funded through a drainage fee attached to city water bills, is an initiative to improve the quality of life and mobility for residents by rebuilding drainage and street infrastructure. ReBuild Houston operates on a 10 year planning cycle and identifies new projects based on need, prioritizing the worst needs first. Drainage improvements are also funded and completed through additional city funding streams, including the Capital Improvement Plan. The Storm Water Maintenance Branch (SWMB) department at the City of Houston is the agency primarily responsible for drainage systems. As we move forward we will be working with residents to determine the areas with the highest needs for drainage improvements, to ensure that our neighborhood and homes remain high and dry.

Evaluate existing drainage and develop a plan for necessary improvements

Engaging our neighbors in evaluating drainage systems will also help to develop a program to encourage property owners to keep ditches and right-of-ways clean and well-maintained. A properly maintained ditch can relieve flooding concerns and enhance the beauty and quality of life of the neighborhood.

Work with property owners to keep ditches and right-of-ways clean, well-maintained and free of debris or dumping

The capacity of our ditches to carry stormwater is compromised if not properly maintained and free of debris. Maintaining ditches is a shared responsibility of the city and adjoining property owners. When illegal dumping occurs in our neighborhood it impacts the ability for open drains to function properly, causes a safety hazard, and increases neighborhood blight. Illegal dumping is an issue in our neighborhood, as a result we will also work with our neighbors to encourage reporting dumping to 311 and properly taking advantage of household and tree waste collection schedules.

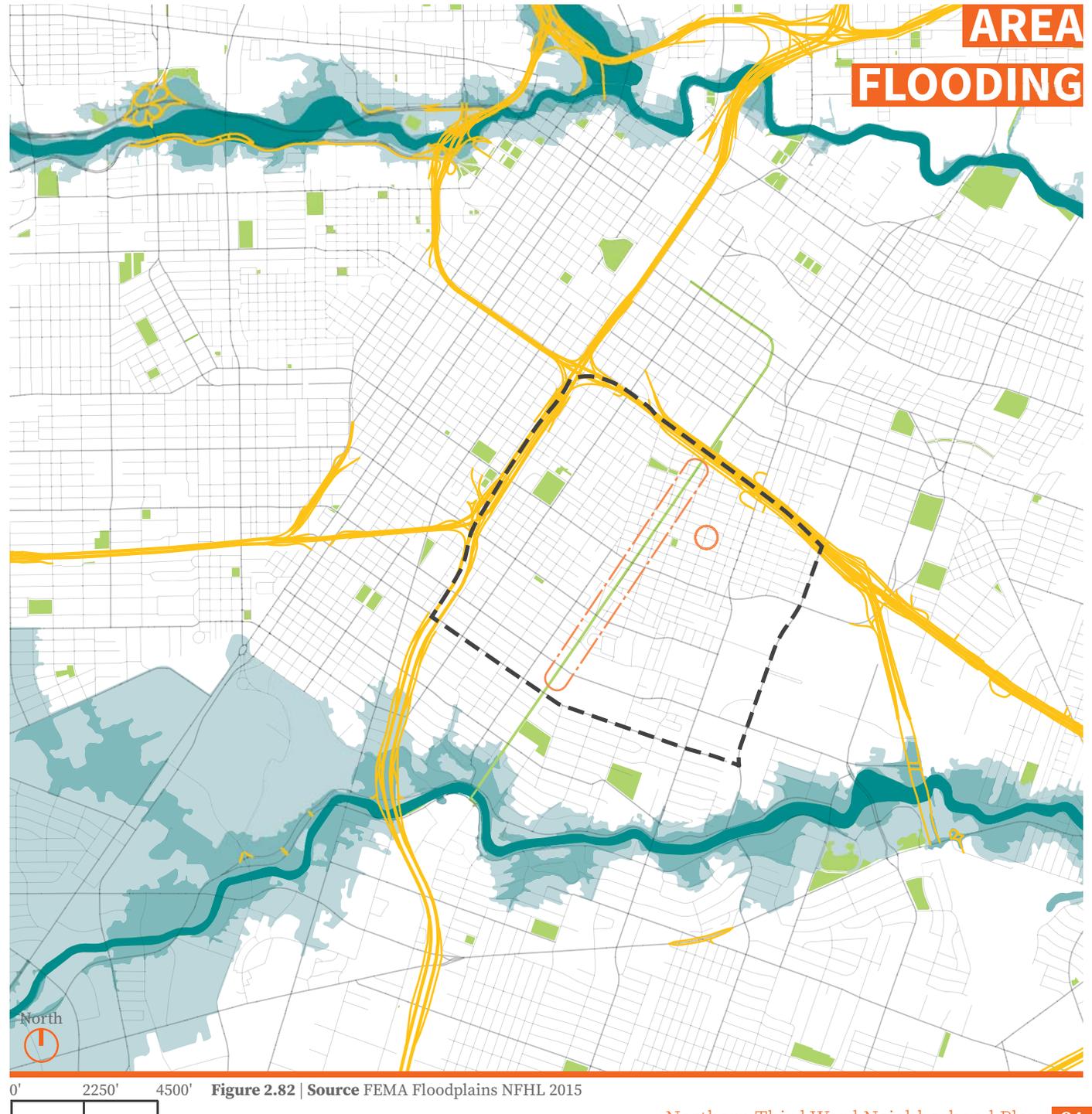
FLOODPLAIN

-  Floodway
-  100-Year Flood Zone
-  500-Year Flood Zone
-  Resident Identified Drainage Issues

DRAINAGE DITCH COMPROMISED WITH ILLEGAL DUMPING



Figure 2.81



2.9 Mobility and Connectedness

The Northern Third Ward is well-served by public transit, including the Southeast Corridor Light Rail Line (Purple Line) which travels along Scott Street in the eastern portion of the neighborhood, and also connects to the North Corridor Light Rail Line and the East End Line. The Purple Line directly connects south to Palm Center and north to downtown, stops include the University of Houston, Texas Southern University and MacGregor Park. Many Northern Third Ward residents are dependent on public transit. According to the 2014 ACS 35% of area households do not own a vehicle, compared to 10% in the city overall. As a result 20% of workers use transit to get to work, compared to 4% in the city overall; and an additional 16% walk, bike or work at home. Recently METRO introduced new bus routes with more frequent service in areas with high ridership. Our neighborhood bus routes did not change significantly.

Because so many Northern Third Ward residents depend on transit, the condition of sidewalks and the larger issue of walkability is very important. Currently, our sidewalk network is incomplete and the lack of vibrant commercial corridors limits the desirability of walking.

Identify and prioritize areas for sidewalk construction or repair; Work with partners to secure funding and implement

The existing network of sidewalks along major streets and thoroughfares were mapped as a means to identify areas in need of sidewalk repair or construction. Tuam, Live Oak and Sawyer Streets were identified as priorities in our mapping, see Figure 2.94 on the following page. ReBuild Houston, the City of Houston Public Works Department, OST/Almeda TIRZ, Council District D, and the Southeast Management District are all potential partners or sources of funding to address the quality of sidewalks in our neighborhood.

Our neighborhood is home to high number of seniors and others who are transit dependent. As we move forward we want to ensure that our seniors and others have access to transit options to visit the doctor, do their banking, buy groceries and other necessary trips. In the coming years we will be pursuing a number of initiatives to expand mobility for our most vulnerable residents.

Harris County RIDES serves people for whom public transportation is either unavailable or inaccessible to make doctor's appointments, do grocery shopping or other tasks. RIDES is a curb-to-curb subsidized program that reduces the cost of transportation by taxi service or the share ride program by 50%, neither option is free. The second option is to expand Senior Rides and More to serve zip code 77004. Senior Rides and More is a partnership with the United Way that offers FREE door-to-door transportation to seniors in the Southwest and Northwest zip codes of Houston. Finally, we will be exploring a partnership with area churches and service organizations to create a Northern Third Ward program with a standard weekly schedule to ensure that our seniors are mobile and independent.

Develop a neighborhood ride share program or transit bus with a weekly schedule to visit banks, grocery stores, health care, etc. Target to seniors and others without transportation

Finally we will be working with METRO to advocate for the extension of the Westheimer bus line east along Elgin through the Northern Third Ward. This route connects to many important destinations, including the Galleria, Montrose, Texas Southern University and the University of Houston. Extending this route would better connect our neighborhood and our residents to surrounding employment opportunities and other destinations.

Extend the Westheimer bus route east through the Northern Third Ward

METHOD OF TRANSPORTATION

- Drove Alone/Carpooled
- Public Transit
- Walk, Bike, Work at Home

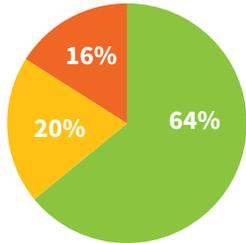


Figure 2.91 | Northern Third Ward Means of Transportation to Work, 2014 **Source** ACS 2014

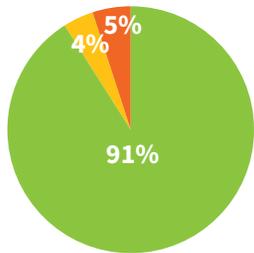
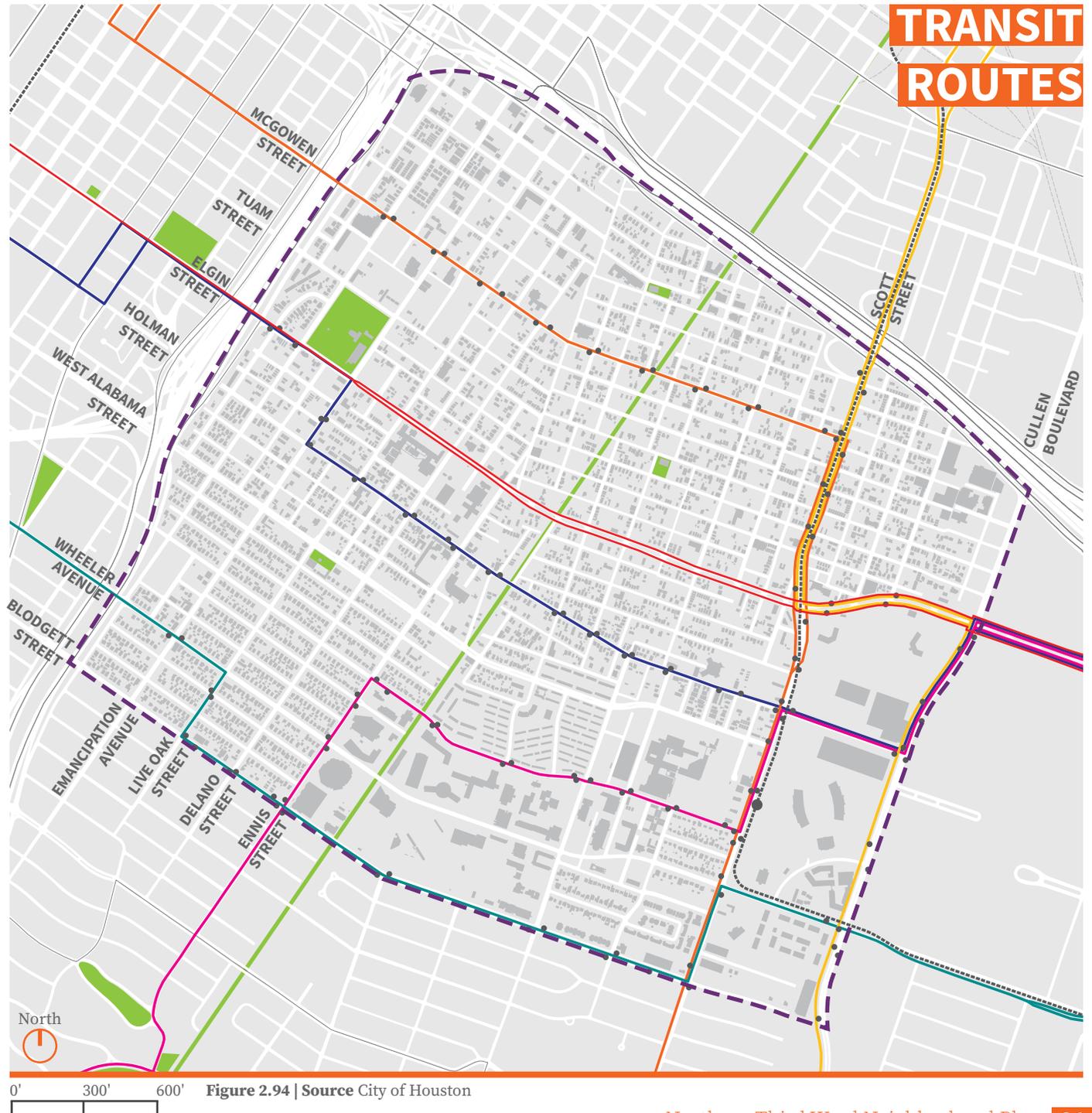


Figure 2.92 | Houston Means of Transportation to Work, 2014 **Source** ACS 2014

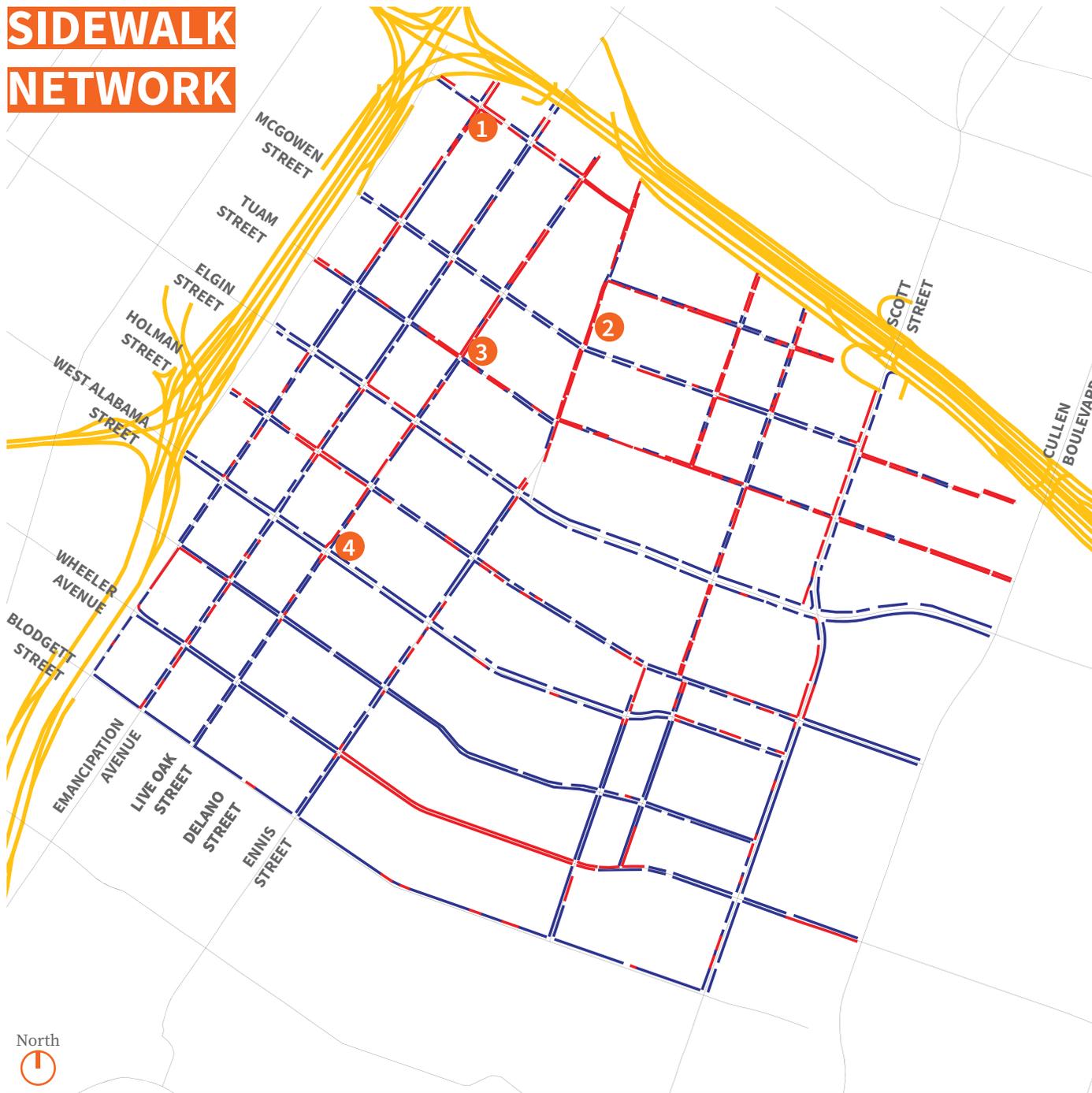
HOW WOULD YOU RATE ACCESS TO TRANSPORTATION?



Figure 2.93 | Percentage of respondents who rate the following as “very good” or “good” **Source** NTWNPP Resident Survey 2016



SIDEWALK NETWORK



EXISTING SIDEWALK CONDITIONS

- Existing sidewalk in good condition
- Sidewalk in need of repair
- Example sidewalk conditions (see pg. 27)
- Major Pedestrian Routes

MAPPING SIDEWALKS

To create this map we looked at the condition of sidewalks along major thoroughfares in the neighborhood. Our criteria for a ‘passable sidewalk’ is based on wheelchair accessibility. All other sections of the sidewalk are mapped as red lines, indicating an opportunity to either repair or replace a sidewalk which is missing.

Figure 2.95 | Source City of Houston





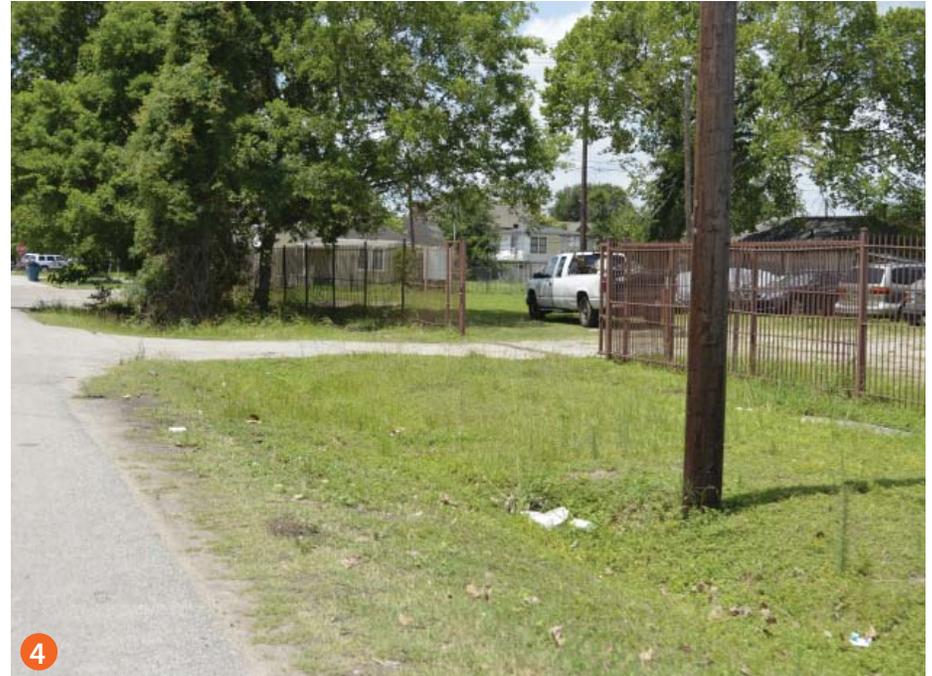
1
Figure 2.96 | Gray St. @ St. Emmanuel Street



2
Figure 2.97 | 2523 Sauer Street



3
Figure 2.98 | 2524 Tuam St.



4
Figure 2.99 | Live Oak St. @ Alabama Street

Houston B-Cycle is a bike share program operated by Houston Bike Share (a 501c3 non-profit organization). There are 38 stations located in areas across the center of the city. B-Cycle provides a transportation alternative for area visitors and casual bike riders, and also promotes healthy living.

Currently there is one B-Cycle station in the Northern Third Ward, adjacent to Project Row Houses on Holman Avenue. As we move forward we would like to see additional B-Cycle stations in our neighborhood including at the Stadium Light Rail stop adjacent to Yates High School and the University of Houston; at the intersection of the Columbia Tap Trail and the campus of Texas Southern University; and at Change Happens on Elgin.

Additional B-Cycle stations would also support and grow the Tour de Hood program, which regularly organizes bike tours throughout Houston and the Northern Third Ward, departing from 2305 Wheeler Street every Wednesday evening at 7pm.

Expand B-Cycle Stations in Northern Third Ward



Figure 2.991

FEATURE

OAKLAND TRASH BIN PUBLIC ART

But the one initiative that has taken on a life of its own is the transformation of Oakland's public trash bins into colorful works of art.

What began two years ago as a beautification project in Costa's neighborhood, the Allendale Park section of East Oakland, has spread from High Street and 35th Avenue to Seminary Avenue, Foothill Boulevard, Grand Avenue and Telegraph Avenue.

By the city's count, 63 public trash bins have become mosaic pallets with the help of volunteer artists like Costa and Daud Abdullah and more than \$1,100 in grants from the nonprofit Keep Oakland Beautiful.



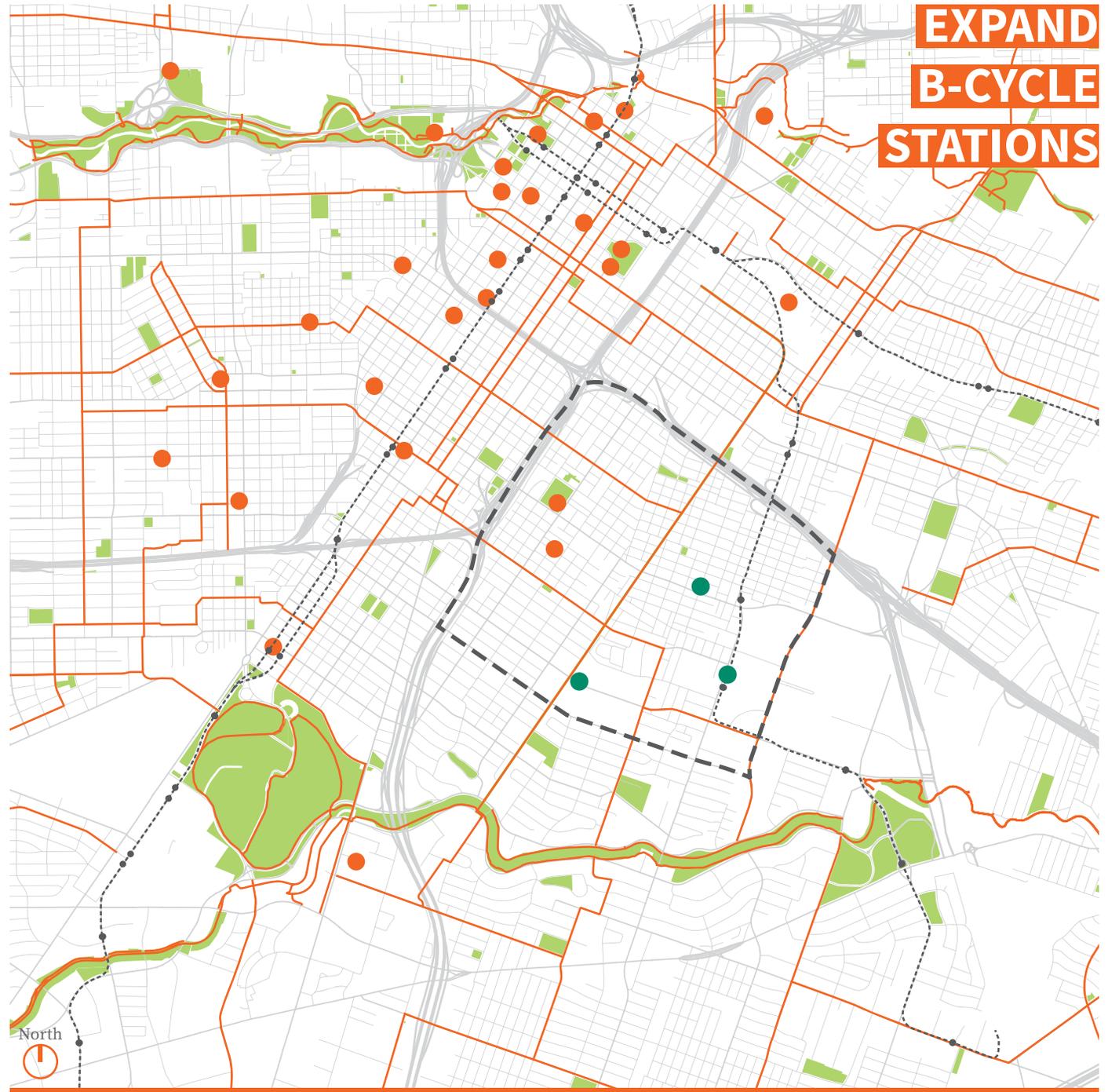
More mosaic trash cans are in the works for Oakland's Laurel district and the city of Richmond.

www.mercurynews.com/2012/12/22/trash-can-art-sweeping-oakland/

B-CYCLE STATIONS

- Existing B-Cycle Station
- Future B-Cycle Stations

**EXPAND
B-CYCLE
STATIONS**



0' 2250' 4500' **Figure 2.992 | Source City of Houston**

2.10 Cleaning Up

The cleanliness and beauty of a neighborhood can build civic pride and encourage stewardship. The Northern Third Ward, because of the many vacant lots, needs to develop a concerted effort to address illegal dumping, maintain vacant lots, organize neighborhood clean-ups and develop innovative means to encourage our neighbors and visitors to put litter in its place.

Generation One is a trans-denominational ministry in Houston, Texas that dedicates itself to the spiritual growth and physical rebuilding of impoverished areas in the Third Ward. Half of the organization's mission is to show the love of Christ by painting homes, clearing lots and demolishing dilapidated buildings. To date, they have hosted over 78,000 volunteers who have painted over 400 homes, cleared hundreds of lots and torn down 21 dilapidated buildings. As such, Generation One is poised to serve as our local model in coordinating volunteers to spearhead the revitalization of our community. Keep Houston Beautiful is another local organization leading beautification and litter reduction volunteer efforts. But what's really great is that Keep Houston Beautiful stimulates public awareness about the impact of litter and waste in our environment through comprehensive public education and training programs that target citizens, students and educators. Our neighborhood clean-up initiative will integrate waste education and environmental stewardship principles from Generation One and Keep Houston Beautiful.

Address litter and illegal dumping by encouraging residents to use the city's 311 phone helpline service

The Department of Neighborhood's Inspections and Public Service Division (IPS) addresses neighborhood challenges through the enforcement of building codes, sign codes, nuisance violations, and beautification projects. The Division specifically responds to neighborhood complaints related to overgrown lots, illegal dumping and trash accumulation, junk motor vehicles

and other materials or appliances stored in public view, as well as dangerous, vacant buildings. Moving forward we will work together and with IPS to reduce litter and illegal dumping and encourage our neighbors to use 311 to report dumping and other nuisances.

Work together and with the City to ensure property owners and renters are keeping lots clean and mowed

IPS has community-based initiatives to provide the tools necessary for our neighbors to "fight-blight" and improve the quality of life in neighborhoods. The Neighborhood Mow Down and Neighborhood Weekend Cleanup programs, both in partnership with Keep Houston Beautiful, are available for our use in taking ownership over maintaining a cleanly environment.

Organize neighborhood clean-ups

We know that together we can accomplish great things in our neighborhood. The EEDC has already begun a series of neighborhood clean-ups. As we move forward we will be working together to organize regular neighborhood clean-up events that will foster a sense of collective pride and community as we work together beautify our blocks.

Work with METRO and Houston Southeast to create a youth public art program to design and install new "Art Cans" in the community

Art has been an integral part of the Northern Third Ward community for generations. Public art is an opportunity to celebrate the history and culture of a community, and it can also serve real needs. We will be developing a youth public art program to design and install "Art Cans" across the community. The program is a way to get young people involved in improving the community, and becoming good stewards of their neighborhood, while also being a creative method to eliminate littering, particularly on corners and around bus stops.

ILLEGAL DUMPING

- 311 Reports of Illegal Dumping

HOW WOULD YOU RATE THE CLEANLINESS OF THE COMMUNITY?

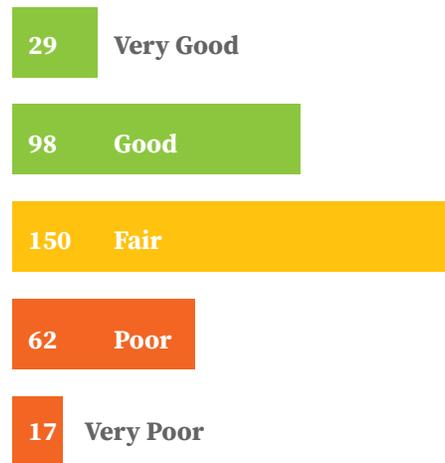
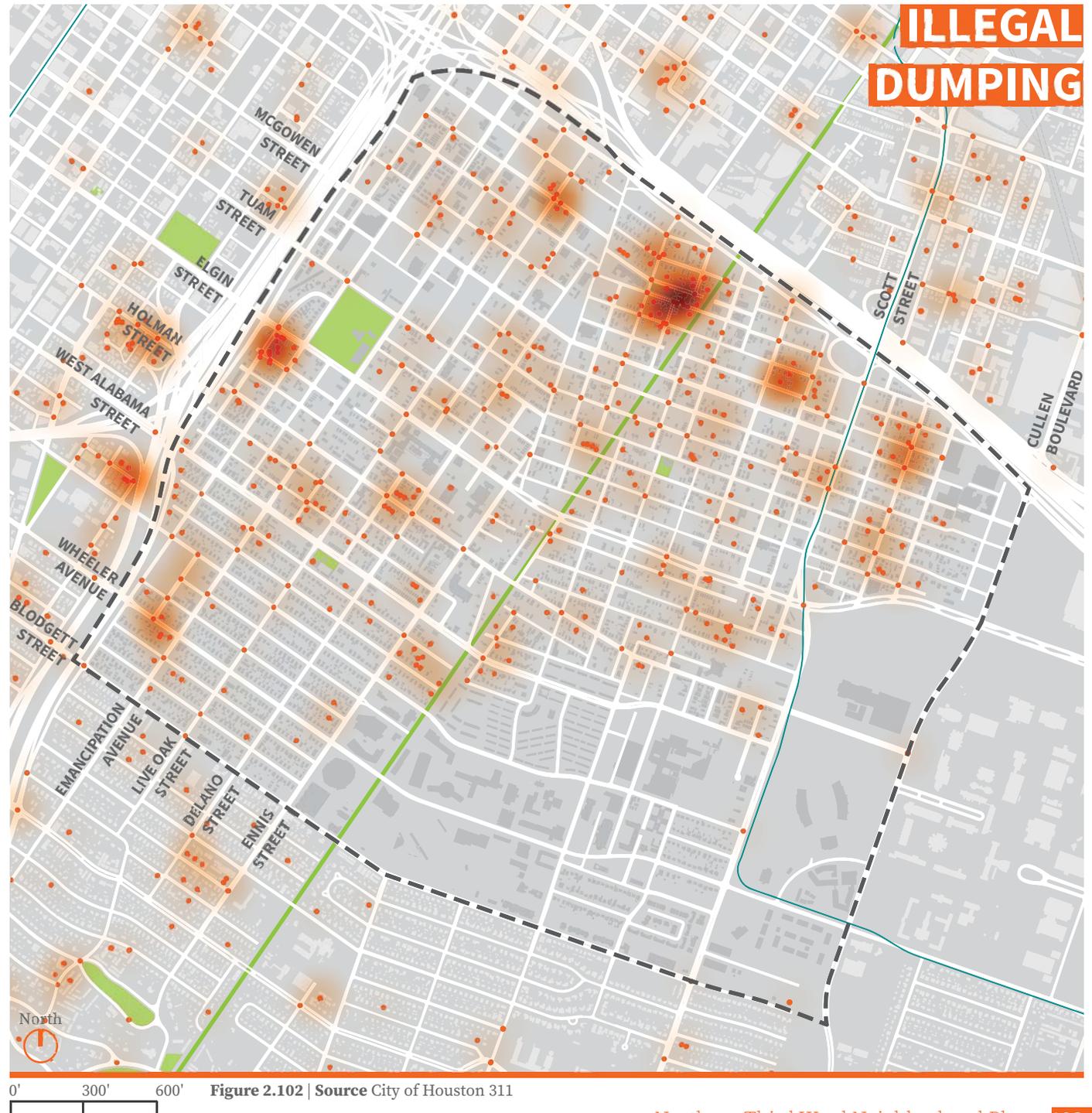


Figure 2.101 | Source NTWNPP Resident Survey 2016



2.11 Re-Purposing Vacant Lots

Vacant land is both an opportunity and a constraint. Based on the recent parcel observation study there are 1785 vacant lots in the Northern Third Ward. Vacant lots comprise 32% of the total lots in the neighborhood and 203 acres, which is 21% of all developable land. Identifying strategies to re-purpose vacant lots for temporary public spaces and uses in the short term and more permanent uses, such as housing or parks, in the longer term is key to realizing our vision for the neighborhood. To accomplish this we are looking for strategies to activate vacant lots in the short term—with an eye toward future uses—as a means to benefit our community.

Activation strategies for vacant lots depart from an understanding of the existing use of space and culture of the neighborhood. Informal gatherings and spontaneous social activities—such as barbeques, playing cards or sharing stories—is common in the neighborhood. As vacant lots are redeveloped, it is important to secure land for community parks, particularly in the University Village area.

Identify and prioritize vacant land to be re-purposed (even temporarily) for mini-parks, plazas or urban gardens that serve as gathering places for activities such as barbeques, games and other social events.

The project to re-purpose vacant lots begins by identifying and prioritizing areas where temporary uses could spark civic gatherings, meet open space needs, foster leadership or future economic development. For example, lots along major thoroughfares such as Emancipation Avenue could accommodate pop-up shops, markets, food trucks or other temporary commercial activities. Lots embedded in residential areas might be transformed into open spaces, play areas, gardens, or small plazas.

Specific strategies for vacant lot activation include mini-plazas with seating, game tables, public art and shade; mini-parks and more permanent parks with play areas, shade and public art; community gardens; pop-up shops and food trucks; or sport courts. Based on the availability of vacant lots there are many opportunities to create public and social spaces—each candidate lot should be studied closely and the needs of surrounding residents drive the decision-making.

VACANT LOT OWNERSHIP BY TYPE

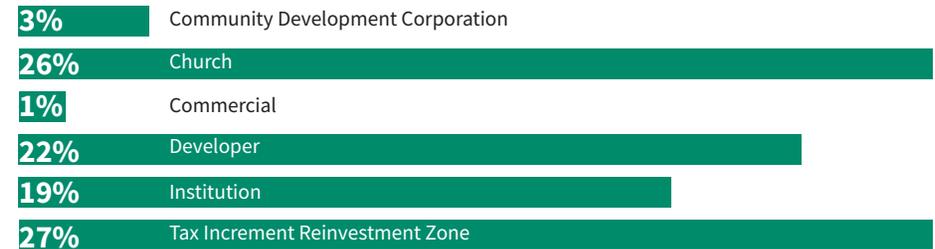


Figure 2.111 | Source: 2016 NTWNPP Parcel Survey & HCAD 2016 Land Ownership



Figure 2.112 University Village Vacant Lot

**WHERE
WE MEET
OUR
NEIGHBORS**

**COMMUNITY IDENTIFIED
INFORMAL SOCIAL SPACES**

- Gathering Spot
- PARKS**
- 1 Emancipation Park
- 2 Leroy Park
- 3 Malone Park
- 4 Our Park
- PLAYGROUNDS**
- 5 Yellowstone Academy
- 6 Blackshear Elementary
- 7 Emancipation Park
- 8 Change Happens!
- OTHER**
- Vacant Parcels
- Parks

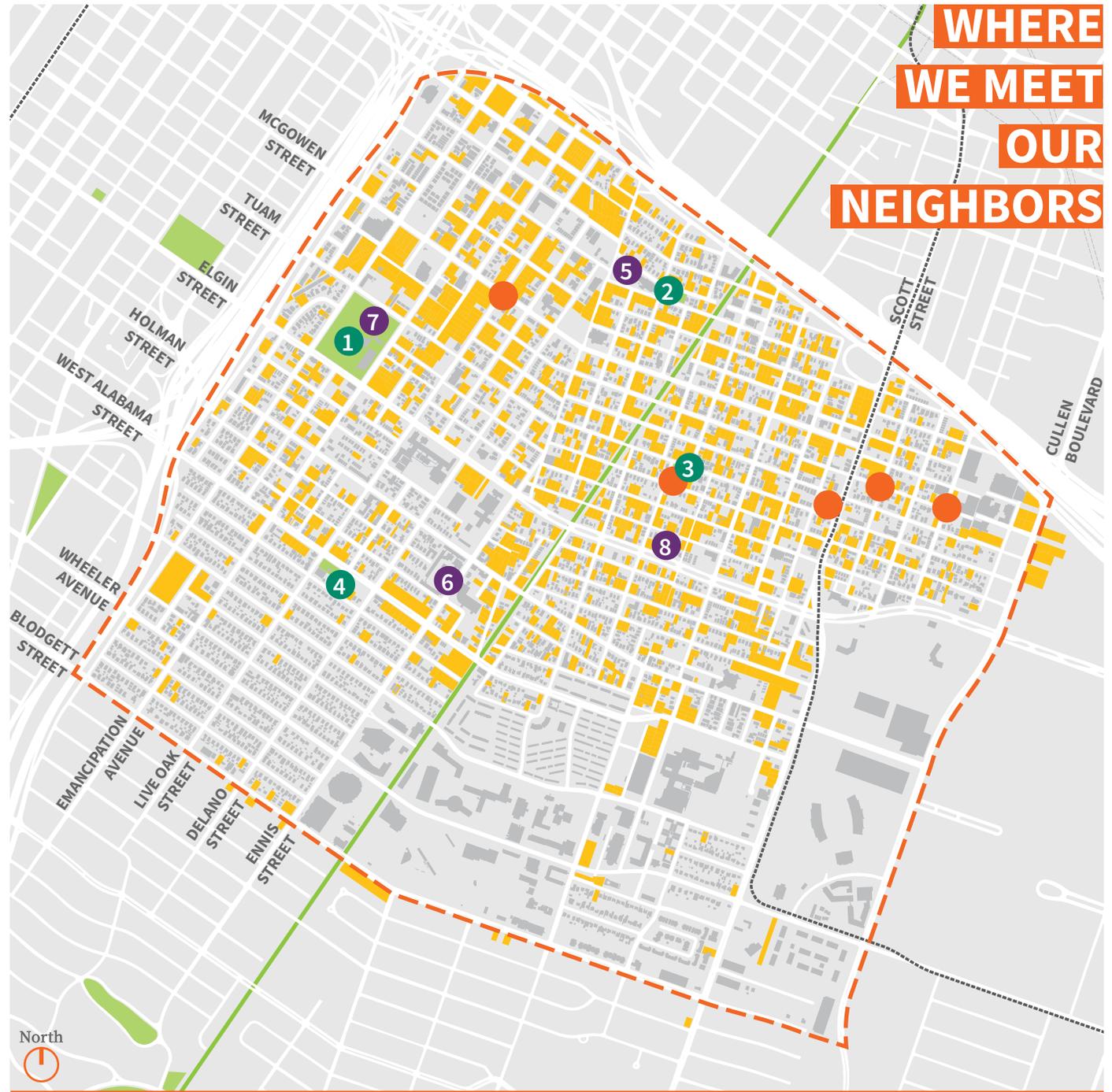
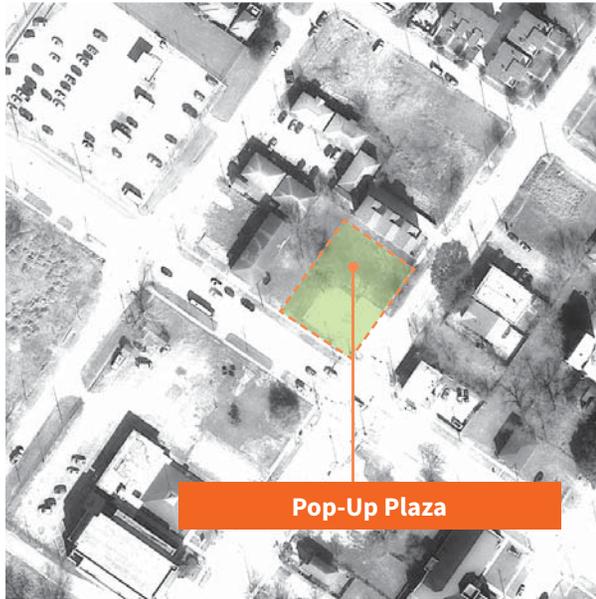


Figure 2.113 | Source City of Houston

IDEAS FOR OUR VACANT LOTS



VACANT LOT ACTIVATION: POP-UP PLAZA | McGowen and Emancipation Ave.



VACANT LOT ACTIVATION: TRIANGLE PARK | Ennis and Elgin Streets



VACANT LOT ACTIVATION: SPORT COURT | 3452 McGowen



IDEAS FOR VACANT LOTS



VACANT LOT ACTIVATION: COMMUNITY GARDEN | Hadley and Columbia Tap Trail



VACANT LOT ACTIVATION: COMMUNITY PARK | Callie and Mc Ilhenny Street



VACANT LOT ACTIVATION: POP-UP SHOPS | Scott and Elgin



CREATING A SERIES OF MINI-PARKS

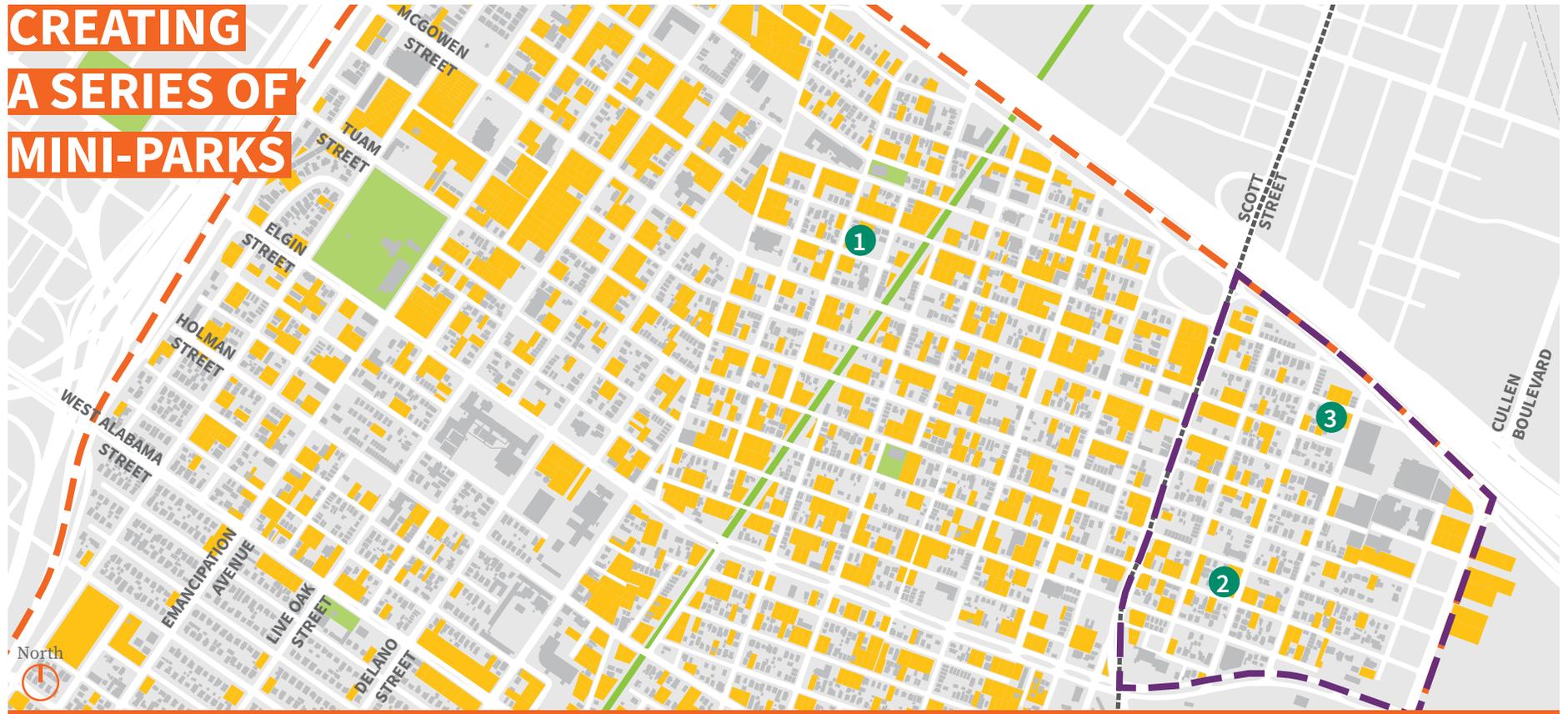


Figure 2.114
 Within the University Village neighborhood of the Northern Third Ward, there is an active interest in securing contiguous vacant parcels to create a neighborhood park. University Village, bounded by Scott Street, I-45, Elgin and Cullen, is a small neighborhood with an active civic club. The closest park is Malone Park, roughly one-half mile to the west, Emancipation Park is over a mile, and Leroy Park one and one-half miles. The University Village civic club conducted a survey of 35 residents and found that the majority of residents in University Village desire a park in close proximity to their homes. A playground, basketball court, and splash pad were the top ranked amenities by survey takers, which approximated that each local child would frequent the park at least 3 times per week.

COMMUNITY PROPOSED MINI-PARK LOCATIONS

- 1** Briley Street and Bremond Street
- 2** Milby Street between Anita Street and Tuam Street
- 3** Callie Street and Bremond Street

Vacant Parcel

Existing Park

University Village

**WHERE IN
CAN WE
BUILD A
NEIGHBORHOOD
PARK?**

LAND OWNERSHIP

-  TIRZ Owned
-  Developer Owned
-  Church Owned
-  Institution Owned

-  Vacant Parcel
-  Resident Identified Park Location
-  Alternate Parcels to Consider

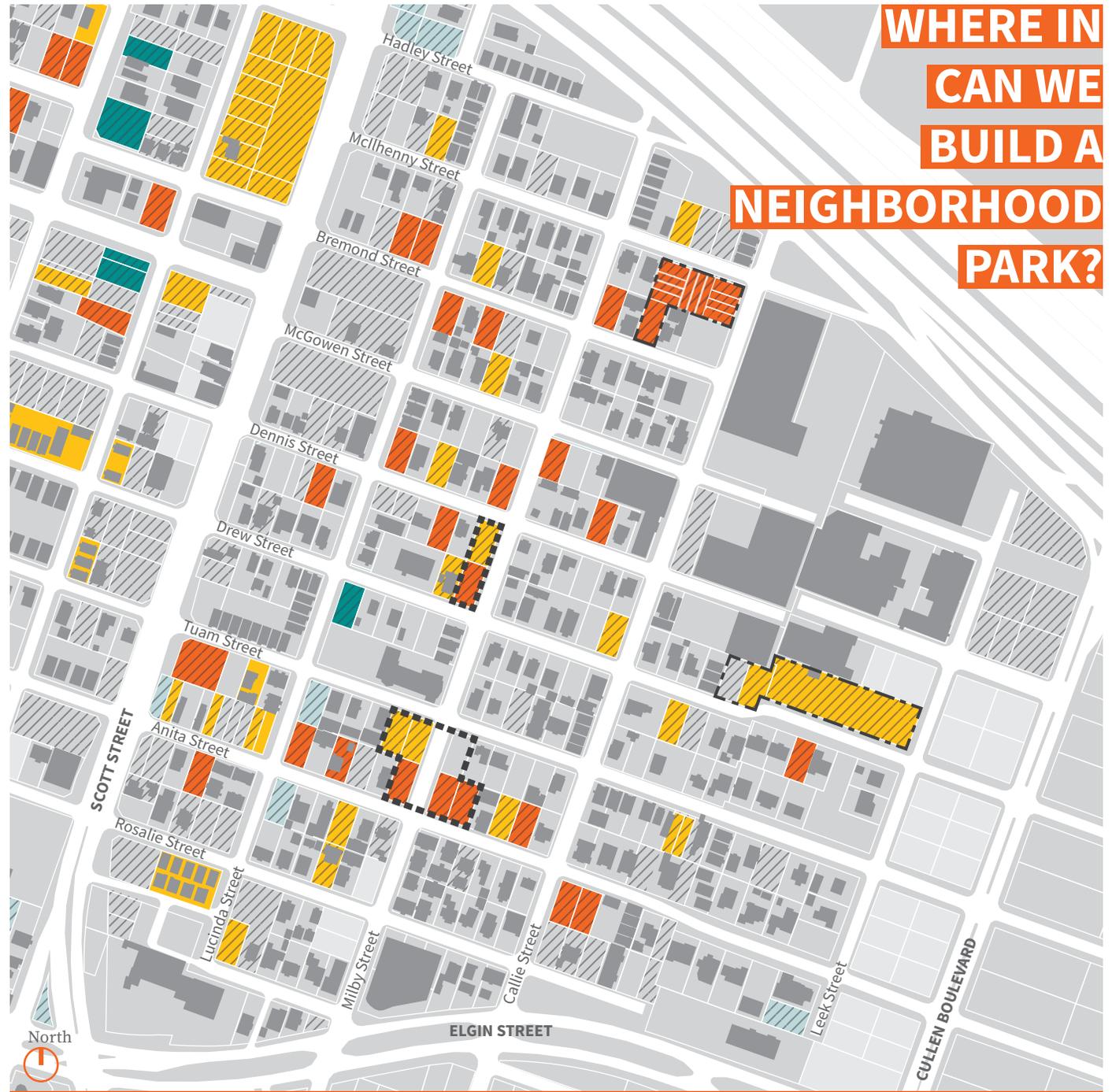


Figure 2.115 | Source City of Houston

2.12 Beautiful Streets

Our desire is to improve the quality of life in our neighborhood is supported by our goal to create great streets that accommodate all of our needs, including public transit, sidewalks, shade and elements that enhance the identity of the neighborhood. Great streets are great public spaces, that also increase our mobility and safety. Over the last five years a number of our streets have been improved, including the Scott Street corridor which is the alignment of the Southeast Corridor Light Rail line and the recently completed improvements to Emancipation Avenue between Elgin and McGowen. In the coming years Holman Street, a historic neighborhood corridor, will be improved and the remaining northern section of Emancipation Avenue.

HOW WOULD YOU RATE THE PHYSICAL CONDITION OF STREETS, SIDEWALKS, AND PUBLIC SPACES IN THE COMMUNITY



Figure 2.121 | Source NTWNPP Parcel Survey 2017

Identify and prioritize streets for improvements including sidewalks, lighting, public art and beautification, focus on the northern section of Emancipation Avenue, Holman, Alabama, Elgin, McGowen and Scott

Over the coming years we will identify and prioritize street improvements to continue to build on the identity and beauty of our neighborhood. Our focus will be on Elgin, McGowen and Alabama for major improvements; and on Emancipation Avenue, Holman and Scott for improvements such as streetscaping, public art and other amenities that enhance the character and quality of the street.



Figure 2.122 | Elgin and Emancipation Avenue

PAVING CONDITION RATING

- Very Poor (does not occur within map boundaries)
- Poor
- Average
- Good

EXISTING ROAD CONDITIONS

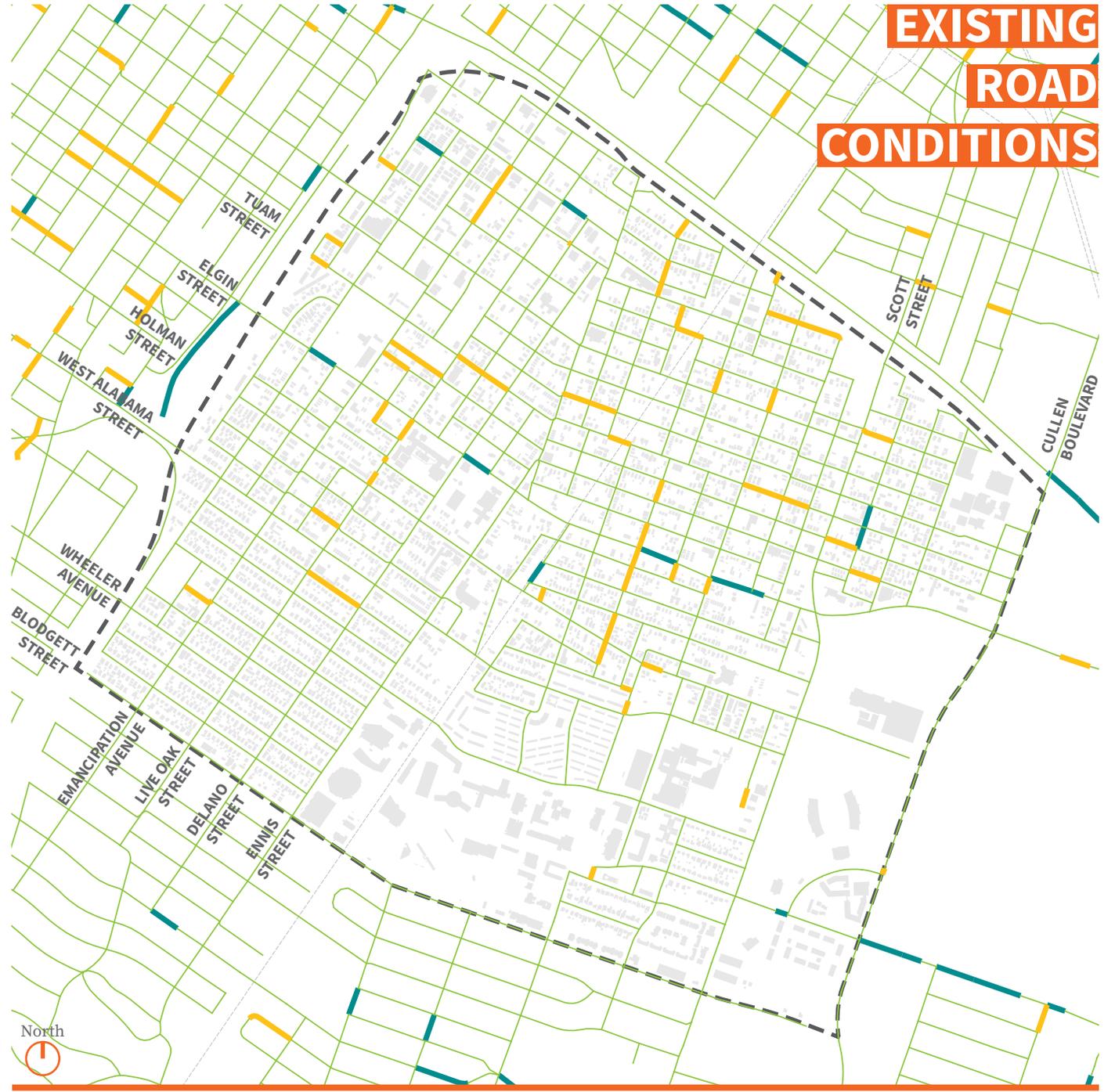
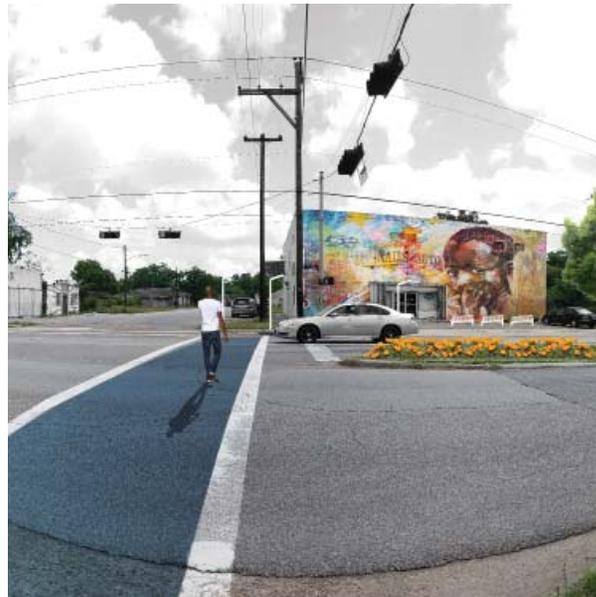


Figure 2.123 | Source City of Houston PWE 2013

Great Streets can work to celebrate our culture, history and strength. As we move forward we will be advocating for street improvements that reinforce our neighborhood's identity and culture. Elgin Street is one of our primary focus areas, as it connects across the city, and includes our project to advocate for the extension of the Westheimer bus route east to the Northern Third Ward, as well as exploring improvements, public art and other amenities and important major intersections—including Emancipation Avenue, Ennis and Scott Street. Below we have explored the type of improvements that are possible at these intersections.



STREET IMPROVEMENTS

- Recent Street Improvements
- - - Planned Street Improvements
- Proposed Great Streets

GREAT STREETS



0' 300' 600' **Figure 2.124 | Source City of Houston**

2.13 Restoring and Re-Using Our Historic Buildings

The Northern Third Ward has a rich history dating back over a century, with this comes a substantial number of historic structures. Many historic buildings are under-utilized or vacant. Much of the neighborhood's culture and identity are embedded in the historic buildings and the important events that occurred on the sites. Moreover, these buildings are significant to the people who have lived in the Third Ward for their entire lives. Adaptive reuse of historic structures will allow for a renewed sense of civic pride and the potential to bring new opportunities, amenities and employment to the neighborhood.

Identify historic buildings that are under-utilized or vacant

To achieve this project our first step is to identify the historic buildings that are currently vacant or under-utilized. The Martin Luther King Jr. Center, Nursing School and Riverside Hospital (below) were identified in our resident

survey as currently vacant buildings which should be preserved and restored as they add value to the community and represent important historical artifacts.

In addition to our civic buildings and the remaining commercial structures. The neighborhood has a significant number of historic churches that are significant both architecturally and historically. St. John Missionary Baptist Church at 2702 Emancipation Avenue was visited by Martin Luther King Jr. in the 1960s. Preserving our churches will also work to preserve our history.

Partner with area organizations, businesses or others to create plans for re-using these resources.

Once an inventory of historic buildings is complete we will be working in partnership with area organizations, businesses and others to create viable plans to re-use these historic resources. Plans to re-open Riverside Hospital as a neighborhood health clinic are already in the works. Our goal is to ensure that plans for re-use also add value to our community, serve our needs and enhance opportunities in the neighborhood.



Figure 2.131 | Riverside Hospital



Figure 2.132 | Wesley AME Church

HISTORIC BUILDINGS

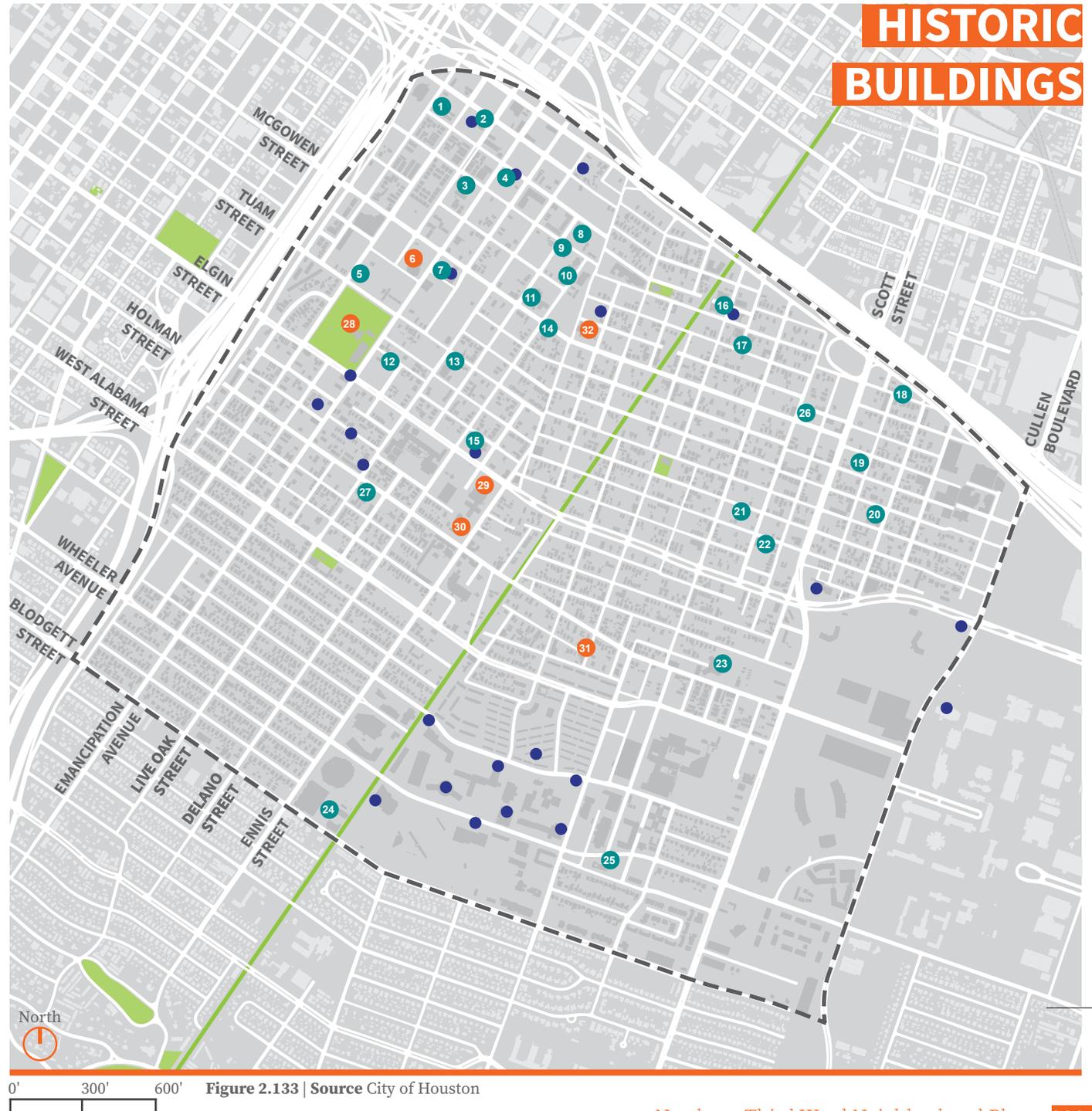
1 Church

1. Berean Seventh Day Adventist
2. St. John Missionary Baptist Church (Gray Street)
3. St. John Missionary Baptist Church
4. Wesley AME Church
5. Jerusalem Baptist Church
7. Trinity East Methodist Church
8. Fourth Missionary Baptist Church
9. Mt. Zion Baptist Church
10. Third Ward Church of Christ
11. Williams Temple Church God In Christ
12. Second Corinth Baptist
13. Jordan Grove Missionary Baptist Church
14. Mary Olive Baptist Church
15. Holy Cross Lutheran Church
16. Greater Zion Baptist Church
17. St. Emmanuel Baptist Church
18. Mt. Olive Baptist Church
19. Apostolic Faith Mission Church
20. Boynton United Methodist Church
21. Christian Hope Baptist Church
22. Christian Home Missionary Baptist
23. Holman Street Baptist Church
24. Pilgrim Congregational United
25. St. Luke the Evangelist Episcopal Church
26. Calvary Baptist Church
27. Trinity United Methodist Church

27 Historical Landmark

28. Emancipation Park
29. Riverside Hospital
30. Houston Negro School of Nursing
31. Dr Rupert O. Roett and Dr Catherine Roett House
32. Blue Triangle Multicultural Center (formerly the Blue Triangle YWCA)

● Architectural Point of Interest



IMPLEMENTATION

Implementation Approach

The Neighborhood Building planning area has thirteen goals. The goals have been prioritized and include specific actions steps and projects to achieve our vision. Our Implementation Approach also includes a recommended timeframe, estimated cost, target partners and potential sources of funds.

Neighborhood Building goals include increasing our civic capacity and mobilizing the community, increasing safety and a sense of security, and enhancing the identity and beauty of our neighborhood through improvements and programs that celebrate our history and culture.

The tables which follow are our plan for action.

The highest priorities for the Neighborhood Building focus area of our plan are:

- Building Our Collective Capacity
- Celebrating Our Community
- Lighting Our Way
- Right of Way and Drainage Improvements
- Mobility and Connectedness
- Cleaning Up

All other priorities are listed below:

- Growing Youth Leaders
- Raising Our Voices (Political Engagement)
- Community Policing
- Eyes on the Street
- Re-purposing Vacant Lots
- Beautiful Streets
- Restoring and Re-Using Our Historic Buildings

NEIGHBORHOOD BUILDING

Our neighbors, leaders, and institutions are connected and mobilized for change, the rich history and culture of our historically black neighborhood is celebrated and preserved, and our community is safe and beautiful

MOBILIZING THE COMMUNITY

We will work together to connect and mobilize our neighbors, leaders, institutions, and others to build our political power, organization and leadership

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
2.1	Building Our Collective Capacity <i>Initial Action Steps</i>	High			Lead: NTWNPP; Third Ward Community Cloth; EEDC; Row House CDC Partners: Change Happens; Area Churches; Area Schools; Universities; Area Civic Clubs; Residents	United Way Community Building Grants LISC Houston WFRF Grant Funding
	> Create a Mobilization Team to work in partnership with the Third Ward Community Cloth and other community and faith-based organizations to develop ways to share and improve resources, services and collaboration across the neighborhood.		1 -3 yrs	\$1,000 (Annual, Meetings)		
	> Create a grassroots social media campaign and web-based presence to connect neighbors, leaders, businesses, institutions and organizations.		1 yr	\$5,000 (Annual)		
	> Develop strong community networks to relay information within the neighborhood by developing a block captain program that will also nurture or create community leaders.		1 yr	\$5,000 (Annual)		
2.2	Celebrating Our Community <i>Initial Action Steps</i>	High			Lead: NTWNPP; Row House CDC; Project Row Houses; Change Happens; SHAPE; EEDC; Emancipation Park Conservancy; City of Houston Parks and Recreation Department; University of Houston	City of Houston Parks and Recreation Department Houston Parks Board Houston Arts Alliance United Way Community Building Grants WFRF Grant Funding LISC Houston Grants Complete Communities Funding
	> Create a team or committee to develop and implement a grassroots early action grant program, “Community Building Grants” to be available to support schools, students, youth, parent organizations, civic and business groups, and others to organize community events and celebrations, block parties, clean-ups, fairs, etc.		1 - 5 yr	\$2,500 (Annual, 5 grants of \$500 each)		
	> Organize an annual neighborhood summit, “State of the Northern Third Ward” to bring everyone together and celebrate and share successes and redefine priorities for the coming year.		1 - 5 yrs	\$5,000 (Annual)		

MOBILIZING THE COMMUNITY CONT.

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
2.3	Growing Youth Leaders <i>Initial Action Steps</i>	Medium			Lead: Change Happens; Yates High School; Universities; Area Churches	University Funds Youth Program Grants Hire Houston Youth
	> Work in partnership with area churches, universities and organizations to create youth leadership opportunities and nurture young neighborhood leaders		1 yr	\$5,000 (Annual)	Partners; Children’s Defense Fund; Freedom Schools; Blue Triangle YMCA; Area Schools; Area Civic Clubs; NAACP; Elected Officials; Sankofa Research Institute Phi Beta Sigma 100 Black Men	
	> Support existing programs, such as Change Happens Youth Leadership program and work to bring new programs that provide youth leadership opportunities such as Junior Achievement.		1 yr	\$5,000 (Annual)		
2.4	Raising Our Voices (Political Engagement) <i>Initial Action Steps</i>	Low			Lead Partners: NTWNPP; EEDC; City of Houston Housing and Community Development	Open Society Kinder Foundation WFRF Grant Funding Complete Communities Funding
	> Create an annual public policy agenda and advocacy plan for the Northern Third Ward around issues of gentrification, land control, economic development, public spending and equity. Present this agenda at the annual neighborhood summit.		1 yr	\$1,000 (Annual, Meetings)	Potential Partners: City Council District D; City of Houston; NAACP; SHAPE; Southeast Management District; Midtown TIRZ; OST/Almeda TIRZ; Row House CDC; National Community Reinvestment Coalition,; Houston Housing Working Group	
	> Partner with national organizations and leaders to shape this policy agenda to meet our vision and goals		1 -3 yrs	\$5,000		
	> Work with elected officials and agency representatives, such as the TIRZ and Management District, to forward this agenda		Yr 3 -	\$0		
	> Support existing political engagement efforts such as voter registration drives, civic club initiatives, and other community building and advocacy efforts		1 - 5 yrs	\$5,000 (Annual)		

EYES ON THE NEIGHBORHOOD AND STREETS

We will work together to ensure we are secure and share a sense of well-being in our neighborhood

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
2.5	Lighting Our Way <i>Initial Action Steps</i>	High			Lead: NTWNPP Partners: Project Row Houses; Change Happens; SHAPE; EEDC; Centerpoint; Area Churches; Civic Clubs; City of Houston	Centerpoint Energy WFRF Grant Funding
	> Identify and prioritize areas with poor street lighting		1 yr	\$5,000 (Street Light Survey)		
	> Work in partnership with Centerpoint energy and others to install LED lighting		1 - 5 yrs			
2.6	Community Policing <i>Initial Action Steps</i>	Medium			Lead: NTWNPP; EEDC; Houston Police Department; Positive Interaction Program; Row House CDC Partners: NAACP; SHAPE; Southeast Management District; City Council District D; Tour de Hood	Houston Police Department Southeast Management District City Council District D
	> Develop stronger relationships, build trust and share priorities between residents and police. Advocate for more police on bikes in the neighborhood.		1 - 5 yrs	\$5,000 (Annual)		
	> Organize formal and informal events to bring law enforcement together with residents, such as neighborhood bike rides, and basketball games		1 - 5 yrs	\$5,000 (Annual)		
	> Work together to decrease crime, for example by creating a neighborhood watch program, block walking or block captain program		1 - 5 yrs	\$5,000 (Annual)		
	> Create a campaign to encourage residents to use non-emergency number to report suspicious activity		1 - 5 yrs	\$5,000 (Printing)		
2.7	Eyes on the Streets <i>Initial Action Steps</i>	Low			Lead: Area Civic Clubs; Residents Partners: NTWNPP; EEDC; City Council District D; Houston Police Department; NAACP; Southeast Management District	WFRF Grant Funding Southeast Management District
	> Work with residents and leaders to identify areas with drug activity or other problems		1 - 5 yrs	\$1,000 (Annual)		
	> Create partnerships to address these areas through collective activities or other alternative means, such as the mobile security trailers with cameras.		1 - 5 yrs	\$1,000 (Annual)		

ENHANCING THE BEAUTY AND CELEBRATING THE HISTORY OF OUR NEIGHBORHOOD

We will work together to ensure our neighborhood is well maintained and celebrate our rich and diverse culture

	Recommendations	Priority	Time-frame	Cost	Partners	Potential Source of Funds
2.8	Right-of-Way and Drainage Improvements <i>Initial Action Steps</i>	High			Lead Partners: NTWNPP; City of Houston Public Works; Area Civic Clubs; Residents	City of Houston Public Works ReBuild Houston Council District D OST/Almeda TIRZ Southeast Management District
	> Evaluate existing drainage and develop a plan for necessary improvements (areas with challenges include Sampson and Drew, Columbia Tap Trail)		Yr 1	\$10,000 (Drainage Study)	Potential Partners: OST/ Almeda TIRZ; Rebuild Houston	
	> Work with property owners to keep ditches and right-of-ways clean, well-maintained and free of debris or dumping.		Yr 1 - 5	\$2,500 (Annual)		
2.9	Mobility and Connectedness <i>Initial Action Steps</i>	High			Lead Partners: NTWNPP; EEDC; Area Churches	Houston B-Cycle Program, Houston Bike Share City of Houston Planning and Development Department City of Houston Public Works ReBuild Houston Safe Sidewalk Program Safe Routes to Schools Federal Transportation Agency
	> Identify and prioritize areas for sidewalk construction or repair; Work with partners to secure funding and implement		Yr 1	\$250,000/mile	Potential Partners: Area Civic Clubs; Residents; City Council District D; City of Houston Public Works; Area Schools; Universities; HGAC; Safe Routes to Schools; Safe Sidewalk Program (City of Houston); Houston Bike Plan; Houston Bike Share (B-Cycle)	
	> Develop a neighborhood ride share program or transit bus with a weekly schedule to visit banks, grocery stores, healthcare, etc. Target to seniors and others without transportation		Yr 1	\$5,000 (Annual)		
	> Expand B-Cycle Stations in Northern Third Ward		1 - 3 yrs	\$45,000 (per station, estimate)		
2.10	Cleaning Up <i>Initial Action Steps</i>	High			Lead Partners: NTWNPP; Area Civic Clubs; Area Churches, Institutions and Organizations; Southeast Management District; EEDC;	Southeast Management District City of Houston WFRF Grant Funding METRO Houston Arts Alliance
	> Address litter and illegal dumping by encouraging residents to use the city's 311 phone helpline service		Yr 1	\$5,000 (Annual)	Potential Partners: Generation One; City of Houston Department of Neighborhoods; Solid Waste Department	
	> Work together and with the City to ensure property owners and renters are keeping lots clean and mowed		Yr 1 - 3	\$2,000 (Annual)		
	> Work with METRO and the Houston Southeast to create a public art and youth program to design and install new "ART" trash receptacles in the community		Yr 1 - 3	\$1,500 (each)		
	> Organize neighborhood clean-ups		Yr 1 - 5	\$5,000 (Annual)		

ENHANCING THE BEAUTY AND CELEBRATING THE HISTORY OF OUR NEIGHBORHOOD

CONT.

	Recommendations	Priority	Time-frame	Cost	Partners	Potential Source of Funds
2.11	Re-purposing Vacant Lots <i>Initial Action Steps</i>	Medium			Lead Partners: NTWNPP; EEDC; City of Houston LARA program, Midtown TIRZ	LARA Program Community Development Block Grant City of Houston
	>Identify and prioritize vacant land to be re-purposed (even temporarily) for mini-parks, plazas or urban gardens that serve as gathering places for formal and informal activities such as barbeques, games and other social events		Yr 1 - 3	\$50,000 (each lot)	Potential Partners: Project Row Houses; Change Happens; SHAPE; Area Churches; Civic Clubs; City of Houston Parks Department; Southeast Management District	
2.12	Beautiful Streets <i>Initial Action Steps</i>	Low			Lead Partners: NTWNPP; EEDC	Keep Houston Beautiful Scenic Houston Houston Endowment City of Houston
	> Identify and prioritize streets for improvements including sidewalks, lighting, and beautification, focus on the northern section of Emancipation Avenue, Holman, Alabama, Elgin, McGowen and Scott		Yr 3	\$250,000/mile	Potential Partners: Southeast Management District, OST/Almeda TIRZ, Keep Houston Beautiful, Scenic Houston, Trees for Houston Centerpoint; Area Churches; Civic Clubs; City of Houston	Southeast Management District OST/Almeda TIRZ
2.13	Restoring and Re-Using Our Historic Buildings <i>Initial Action Steps</i>	Low			Lead Partners: NTWNPP; EEDC	Community Development Block Grants Historic Preservation Survey Grants
	> Identify historic buildings that are underutilized or vacant		Yr 3 -	\$10,000 (Survey of Historic Structures)	Potential Partners: Preservation Houston; Historic Houston; National Trust for Historic Preservation; City of Houston	National Trust for Historic Preservation
	> Partner with area organizations, businesses or others to create plans for re-using these resources		Yr 3 -	\$0	Project Row Houses	



RECREATION CENTER

Emancipation Park Recreation Center

*ECONOMIC
DEVELOPMENT
AND
WORKFORCE*

ECONOMIC DEVELOPMENT AND WORKFORCE

OUR VISION

Our existing local businesses will thrive, new businesses will be attracted to the neighborhood, and we will have increased access to local jobs

Third Ward has been the historic epicenter of African American culture and commerce in Houston. In 1950, there were 175 businesses on Dowling Avenue (now Emancipation Avenue) between Pierce Street and Alabama Street — today there are 20. Without vibrant commercial streets, and very few businesses at all, we must travel outside of our neighborhood to meet our basic needs. We envision a future where we work together to support our existing businesses, work together to open new community-owned and worker-owned cooperative businesses, and where we work with our two anchor institutions, Texas Southern University and the University of Houston to encourage hiring locally and to establish a network of mentorship and skill-development for our residents.

We must begin by supporting the businesses that we do have, and then look to creative economic models to open new businesses that build community wealth. Community-owned and worker-owned cooperatives are one way to fight institutional inequality and eliminate economic exploitation. We envision vibrant commercial streets filled with businesses that serve our needs, and provide a place to say “hello” to our neighbors as we run errands. Our businesses support our social lives, and our community is wealthier in many ways.



Library Wine & Coffee House - a newly opened community businesses

Source <http://www.houstonmag.com/post/142769708134/houston-eats-treats-library-coffee-and-wine>

OUR GOALS

- **Growing and Supporting Our Local Businesses**

We will work together to support and grow our local businesses

- **Building an Inclusive and Cooperative Economy**

We will work together to create new business models that grow our amenities, meet our needs, and support local and black entrepreneurship

- **Expanding Opportunities**

We will collaborate with area businesses and institutions to remove barriers to employment and create opportunities

PROPERTY TYPE

- Commercial
- Institutional
- Industrial
- Mixed Use
- R Recently Improved
- Existing Commercial Clusters

VARIETY OF GOODS AND SERVICES AVAILABLE FOR PURCHASE

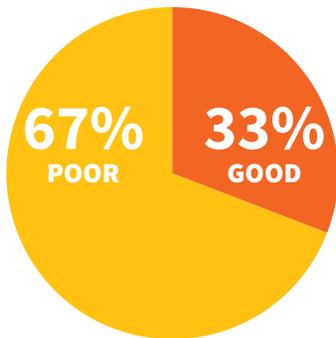


Figure 3.01
 Percentage of respondents who rate the following as “very good” or “good”
Source NTWNPP Resident Survey 2016

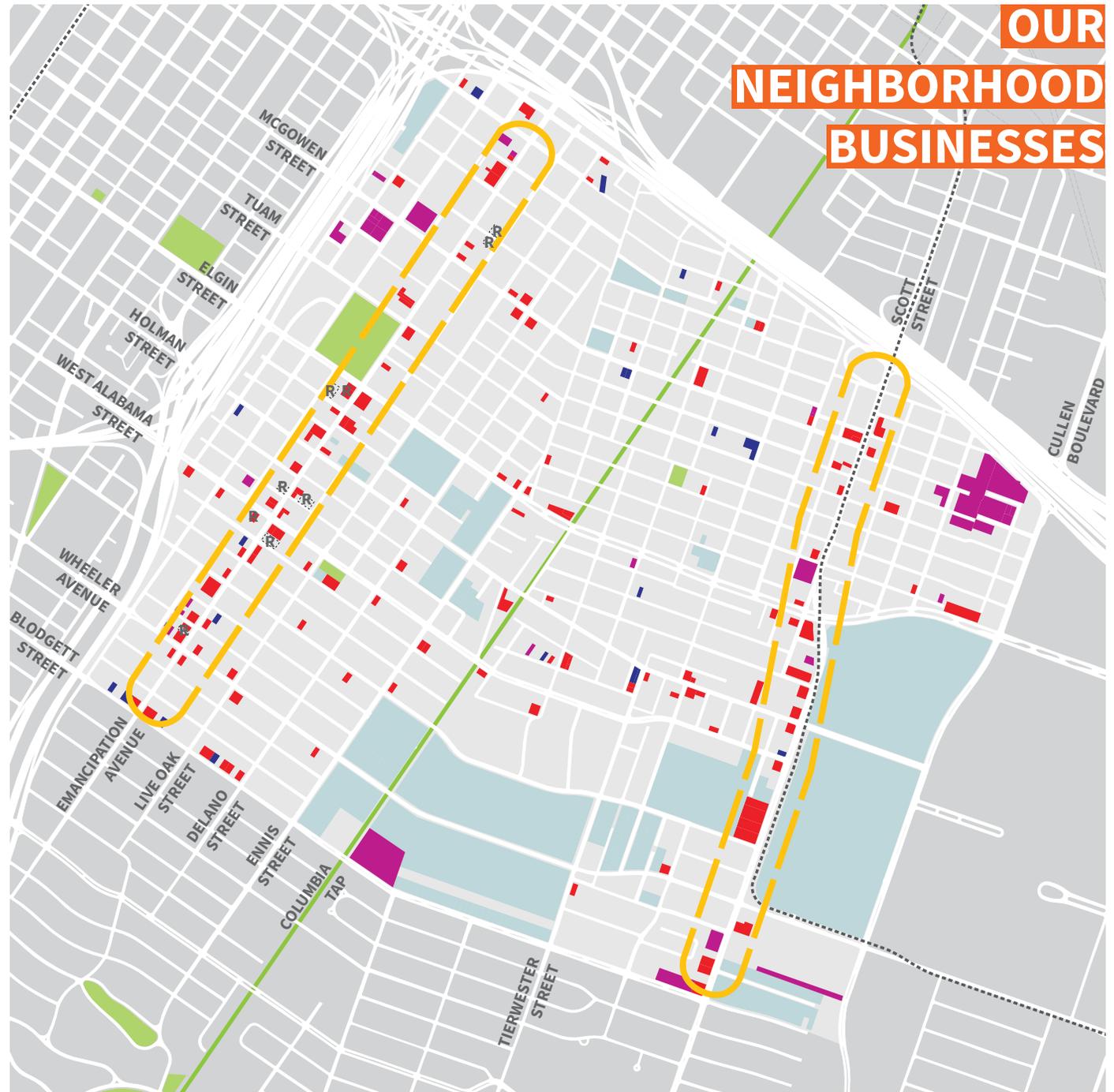


Figure 3.02 | **Source** NTWNPP Parcel Survey 2017

WHAT WE HEARD

Community meetings revealed a need for access to, and information about, loans, grants, and business mentorship. The desire to develop ways to encourage our community to work together to build neighborhood co-operatives, including grocery stores, was also expressed. We must seek to find ways to establish basic retail and financial services within our neighborhood, while ensuring that the wealth created from these businesses stays in our community through creative community-owned or worker-owned business models. We must seek to combine businesses that fulfill our basic needs, such as a washeteria, with access to information about other services in our neighborhood. We must envision each new community-owned or worker-owned businesses as a part of a larger network that enables our community to thrive.

There is a significant relationship between poverty, educational achievement, and employment. We must recognize this interconnectedness, and our neighborhood revitalization must include creating the opportunities in education, training, and employment that children, youth, adults, and families need to thrive. Houston Community College has nearby campuses with a range of workforce development initiatives which are a resource to area residents and complement the higher education opportunities at Texas Southern University and University of Houston.

While the Northern Third Ward has advantages that are attractive to new businesses, the area has not realized much economic growth. Creating opportunities for expansion of existing and new businesses will provide job opportunities to our residents and build our community wealth. To achieve a more comprehensive impact, economic development in our community must include both educational and workforce development. While business-focused strategies are necessary for our community, strategies must include safeguards to guarantee equity for all residents of the community. For instance, new businesses may bring jobs, but if residents do not have access

LAND USE BY PERCENT

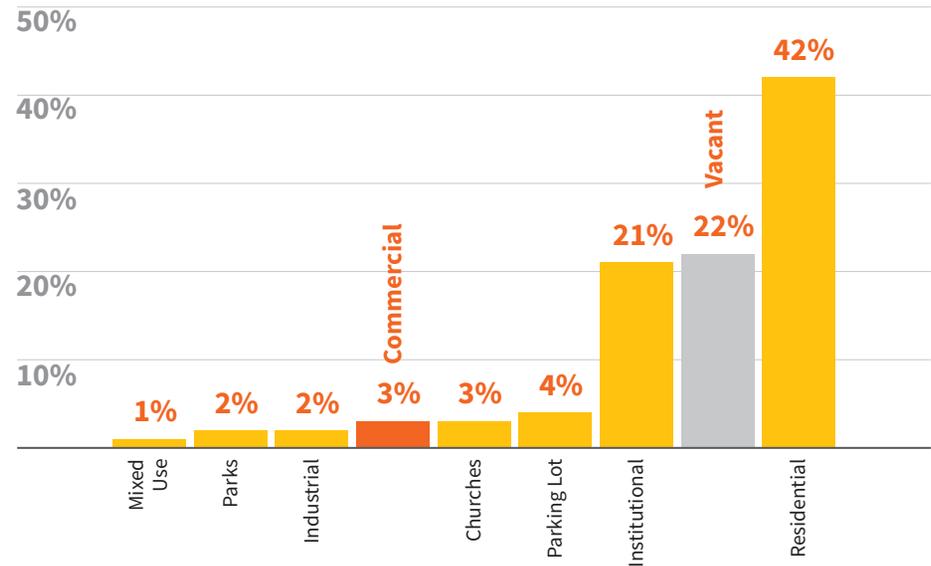


Figure 3.03 | Source NTWNPP Parcel Survey 2017

EMPLOYMENT STATUS

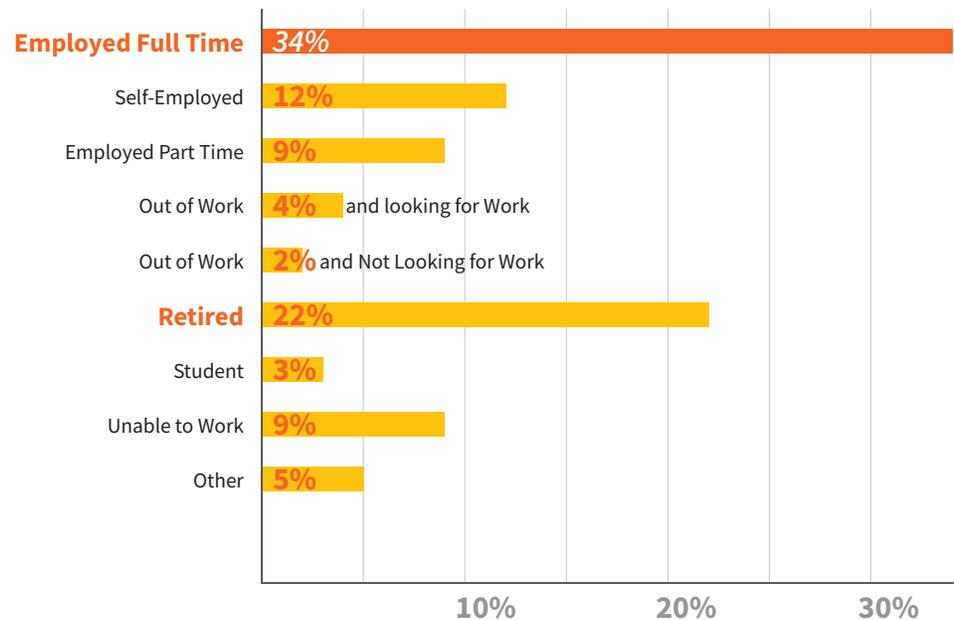


Figure 3.04 | Source NTWNPP Resident Survey 2016

to the jobs or training opportunities, then there is no benefit.

Resident Survey and US Census

Houston has one of the strongest employment markets in the nation and is expected to gain jobs, with growth strongest in construction, retail, professional services, health care, food services and public education. However, to take advantage of these promising economic and employment prospects, community residents must be prepared with education and job training. The challenge is to prepare our residents to take advantage of jobs in these industries and at the anchored institutions.

The unemployment rate in the Northern Third Ward is 16% which is over four times the rate of Houston as a whole. Most of the residents commute outside of the area for jobs. Our anchor institutions, the University of Houston and Texas Southern University, are the largest employers in the Northern Third Ward. These institutions are considered anchored because they are not subject to the mobility characteristics of other industries; they cannot simply get up and move. Therefore, Third Ward can count on these institutions as partners in economic and community development.

Parcel Survey

Our Parcel Survey showed us that only 3% (28 acres) of the land in our neighborhood is used for commercial purposes. Another 2% of our land is industrial, and our 21% is devoted to our institution, attributed to the fact that the University of Houston's main campus and Texas Southern are both located our community

EMPLOYMENT BY SECTOR

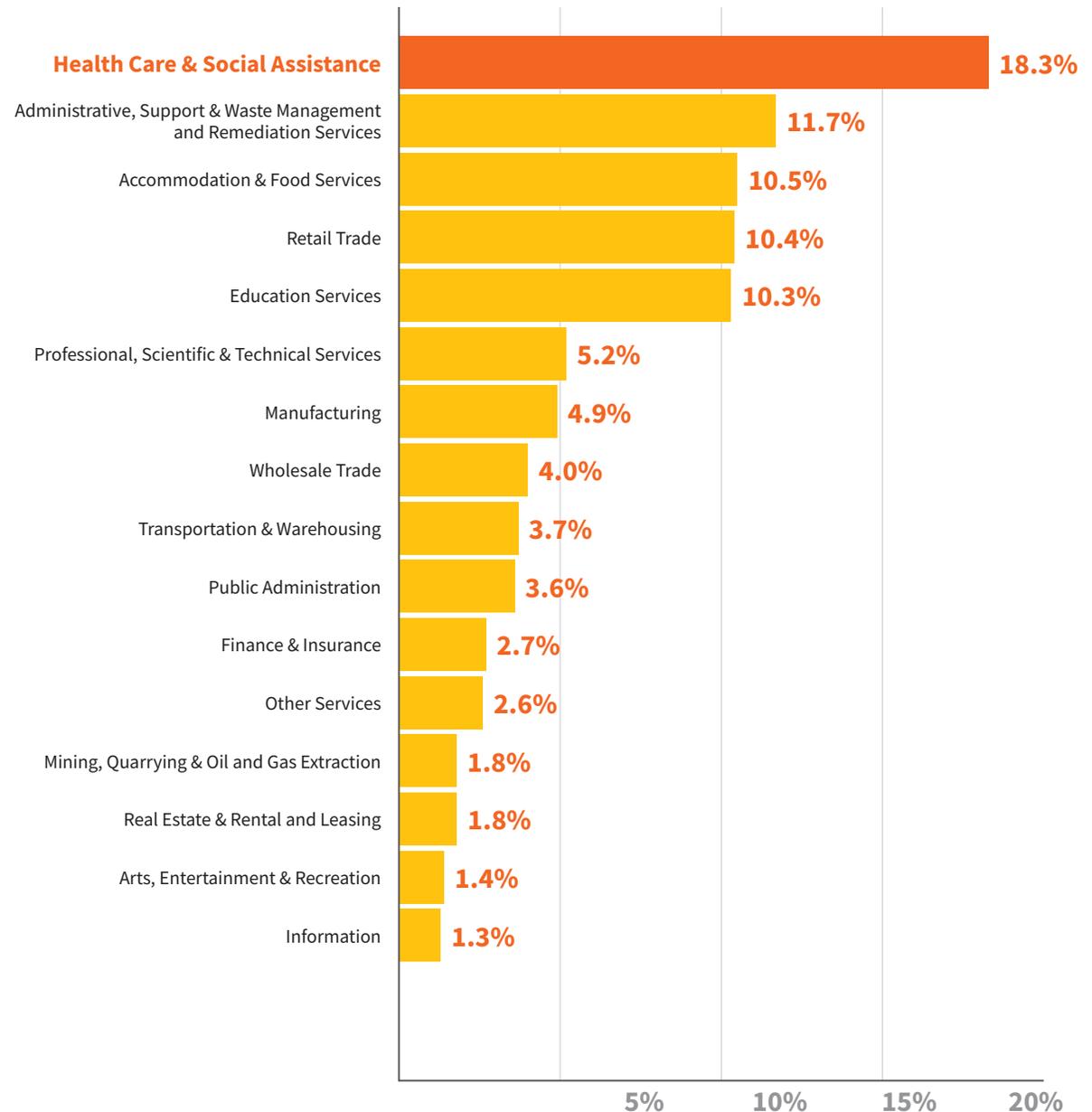


Figure 3.05 | Source US Census Bureau 201

GROWING AND SUPPORTING OUR LOCAL BUSINESSES

OUR VISION We will work together to support and grow our local businesses

3.1 Buy Local / Shop Third Ward

Our local businesses, such as Crumbville, The Library Coffee and Wine House, Imperial Houston, Doshi House, NuWaters Cooperative Market, and Wolf's Clothing and Pawn Shop, prove the viability and importance of locally owned businesses within the Northern Third Ward. Buying local strengthens our economic base and makes it possible for other small businesses to open and thrive just as these local staples have.

Create a “Buy Third Ward” program to encourage people to shop at locally owned and black owned businesses

Within our community, Project Row Houses is committed to supporting creative entrepreneurs from the Third Ward community and beyond. Three times a year, they host Third Ward Community Markets, which showcase local small business owners and artists. The market allows the participating entrepreneurs the opportunity to gain exposure, to build their own brand as members of our artistic community, and to sell their merchandise. The markets create an



energy that attracts people from outside of our neighborhood in addition to our own residents.

A “Shop Third Ward” program will expand on this energy to promote our locally owned and black owned businesses. We can coordinate with existing efforts to make an even bigger impact. Project Row Houses’ Third Ward Community Markets could extend from Project Row Houses to Emancipation Avenue.

Small Business Saturday is a national holiday celebrating America’s small businesses. It happens on the Saturday after Thanksgiving, the day after Black Friday. Northern Third Ward businesses can expand upon Small Business

CHECK IN

1ST *Edition of the NTW Business Directory released in print and available online by 2019.*

Saturday’s model to develop its own “Buy Third Ward” program, which may be scheduled in tandem with the Houston’s annual Juneteenth celebration based in Third Ward’s Emancipation Park.

By working with partners in the neighborhood and national events, we can develop a rhythm of events throughout the year the builds momentum and awareness of our local businesses. These larger events attract attention, introduce our residents to businesses and services that they might not have been aware of, and will have lasting effects throughout the year.

Other strategies that can be employed to promote our local businesses, might include the following:

- Develop a graphic identity for our neighborhood to promote the Northern Third Ward and it’s two core commercial streets.
- A signage or banner program can create a sense of cohesiveness along Emancipation Avenue and Scott Street. While there might be vacant gaps between existing stores, a signage program can be used to unify the streets and bring attention to our existing businesses.
- Partner with Houston SE and their HOUSE Rewards program that is still in development stages. Participating establishments will offer discounts to residents who hold a House Rewards card. The vendors will be identified by HOUSE Rewards signage at their place of business. Anyone who holds the HOUSE Rewards card will be able to take advantage of the program’s benefits. This includes, but is not limited to, residents Houston Southeast, and staff and students at Texas Southern University, the University of Houston, and Yates High School.

Work in partnership with area publishers and organizations to create a business directory for the neighborhood

With the lack of a clear shopping or commercial “destination,” it can be difficult to know where businesses are. Through the creation of a directory of the businesses in our community, we can promote the existing businesses within our community and also encourage residents of nearby neighborhoods to support our businesses. This directory must be updated yearly to be sure it remains accurate and reliable.

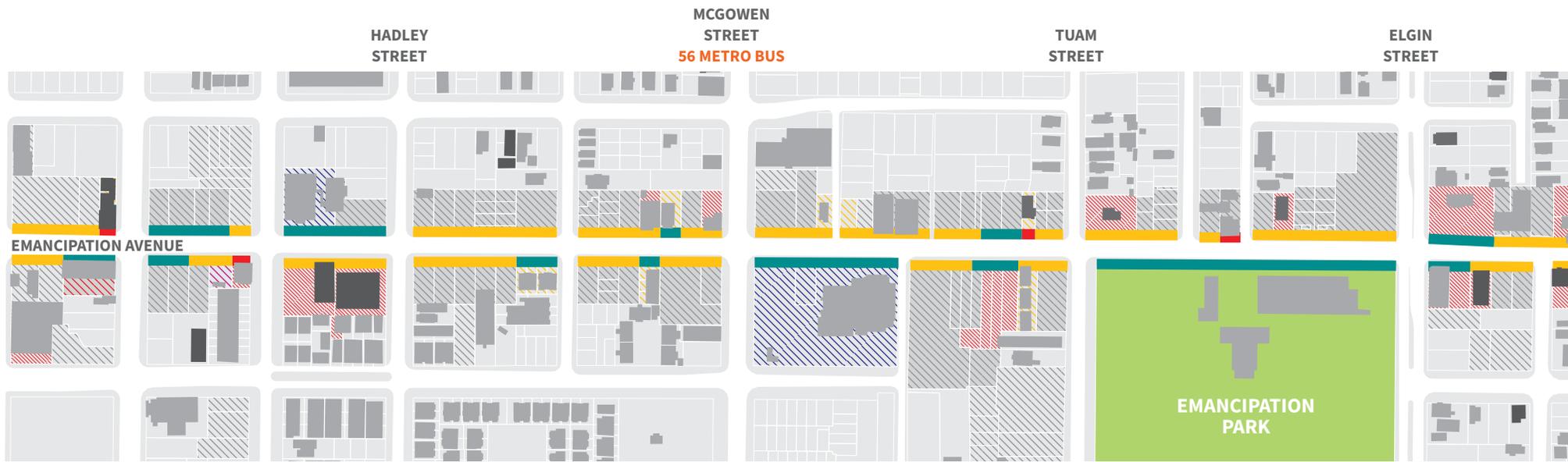
PROJECT H

Project H uses the power of creativity, design, and hands-on building to amplify the raw brilliance of youth, transform communities, and improve K-12 public education from within. Their programs teach rigorous design iteration, tinkering, applied arts and sciences, and vocational building skills to give young people the creative, technical, and leadership tools necessary to make positive, long-lasting change in their lives and their communities.

Students of Studio H have designed and constructed a 2000-square-foot farmers market pavilion, their own school library, a pop-up park, laser-etched skateboards, sculptural concrete public furniture, roadside farmstands, tiny homes, and more. Through experimentation, non-stop production, tinkering, and a lot of dirt under their fingernails, students develop the creative capital, critical thinking, and citizenship necessary for their own success and for the future of their communities.

<http://www.projecthdesign.org/>





3.2

Façade Improvement Program

Community driven efforts to beautify streets within the Northern Third Ward was one of the callouts during the neighborhood planning process. Some of our organizations, such as the Emancipation Economic Development Council (EEDC), are taking on street beautification. In part, the EEDC's mission is to spur revitalization of Emancipation Avenue as a hub and Main Street for the Third Ward, such that it is safe, well-lit, engaging, open and fun. The City of Houston is completing street and sidewalk improvements on sections of Emancipation Avenue, with additional improvements planned. Aligning with these efforts, we will work together to improve the storefronts of our local businesses, potentially through a youth design and build program, similar to Project H on the previous page. We are interested in concentrating these efforts on Emancipation Avenue, the historic commercial street of the Northern Third Ward where a substantial number of storefronts are vacant or in need of repair.

Create a storefront improvement program to assist local businesses and provide local jobs, or partner with neighborhood volunteer corps (housing) to improve building facades / youth mentorship program

Many of our businesses have had to struggle to stay afloat and often storefront improvements and maintenance fall behind. By working together to assist our local businesses improve their storefronts, we can build each other up, and promote a restored pride in our neighborhood. We will create a program that partners local youth and volunteers, our local business owners, and residents knowledgeable in construction and repairs. Together our physical storefronts can be repaired, and relationships can be developed between our youth and our local entrepreneurs. The improved the curb appeal of our storefronts, at relatively low cost, will elevate the perception of our local businesses. A similar program could be used to bring some of our

THE STOREFRONTS OF EMANCIPATION AVENUE

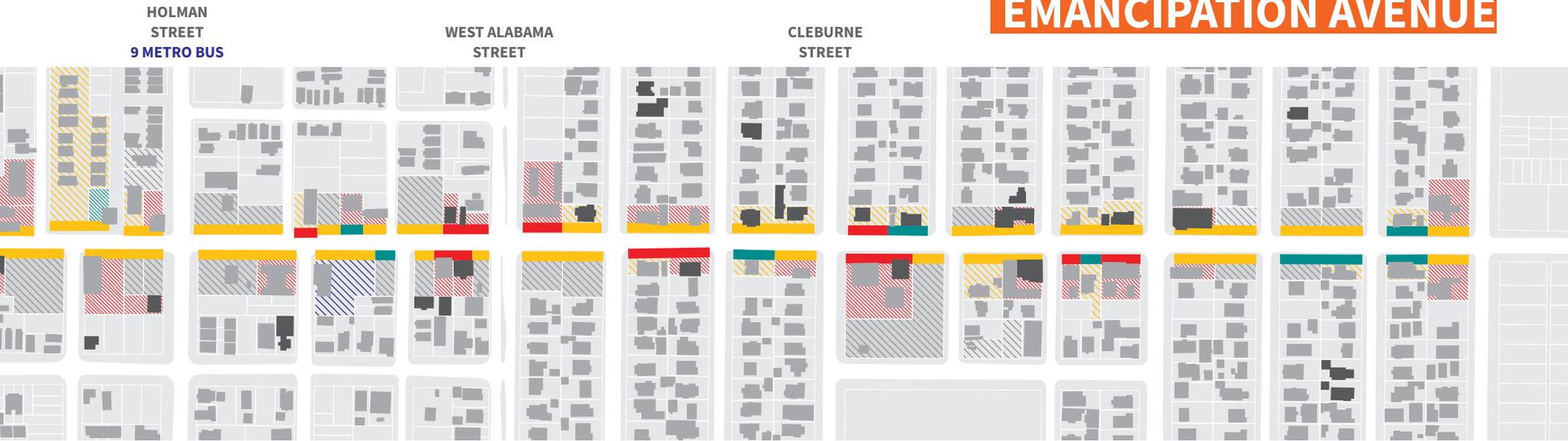


Figure 3.21 | Source NTWNPP Parcel Survey 2017

vacant storefronts back to life. Figure 3.20 illustrates the storefronts on Emancipation Avenue that could most benefit from a storefront improvement program. By looking at where there are commercial structures that are considered to be in “poor” condition from our Parcel Survey, we notice that most attention is needed south of Holman Street.

PROPERTY CONDITION

- Excellent
- Fair
- Poor

BUILDING

- Occupied
- Vacant

PROPERTY TYPE

- Commercial
- Residential
- Institutional
- House of Worship
- Park

PROPERTY CONDITION NORTH OF HOLMAN



Figure 3.22 | Source NTWNPP Parcel Survey 2017

PROPERTY CONDITION SOUTH OF HOLMAN



3.3

Building the Capacity of Local Businesses

Encouraging our community to support local businesses, and assisting our local establishments with storefront improvements are two ways that our residents can promote our existing businesses. But we must also build a network of mentorship and support for our businesses. We must partner with the Greater Houston Black Chamber to ensure that our local and black-owned businesses have access to the tools and support that they need to succeed. We must coordinate with Houston Business Development Center, University of Houston Small Business and Entrepreneur Programs, and the University of Houston's SURE Program to be sure that our local entrepreneurs are aware of existing opportunities to strengthen their businesses and to grow their capacity. We must also work with our universities to prioritize local purchasing.

Expand access to small business support programs including financial support, loans and funding opportunities

Opening and operating a small business is no easy task, and it is easy for business to fail if they do not have adequate support. Community members stressed the need to identify resources that support existing small businesses in the form of access to loans, grants, and seed funding, as well as classes which build credit and financial understanding.

Work in partnership with the Greater Houston Black Chamber (GHBC) and the UH Sure Program to create a mentorship program for locally owned and black owned businesses in organized monthly meetings

We must develop programs that build trust within our community of local entrepreneurs, and demonstrate ways that businesses can support each other. By working with existing entities such as the Greater Houston Black Chamber, NAACP's SMAART Incubator, and the University of Houston's SURE

Program, we can connect our black-owned businesses to the resources that are available to them. By connecting our business (both established and start-ups) to the most appropriate program, and to each other, we can create a strong local network of mentorship and shared knowledge.

Founded in 1935 as the city's first African-American civic organization, the Greater Houston Black Chamber (GHBC) is the best forum in Houston to reach and partner with African-American owned businesses, entrepreneurs, and professionals. GHBC offers mentorship to African American business owners which includes:

- Counseling on DBE Certification
- Industry Forums which are designed to understand opportunities in the major sectors of Houston
- The Women In Business series, which affords a quarterly opportunity to hear the challenges and most importantly the success from local and national Leading Women
- 2nd Tuesday With the Chamber, a monthly meeting to provide members with business development opportunities and access to business stakeholders in the local Houston area

NAACP's SMAART is a mentorship pairing incubator for new black entrepreneurs operating in Texas. Their goal is to provide an accessible platform for young black entrepreneurs to engage, established black business men and women for mentorship and guidance. SMAART stands for 'Startup Mentorship for African Americans Looking For Resources In Texas'. In the Northern Third Ward, they currently host a bi-weekly meetup and pitch session for black entrepreneurs to pitch their new business concepts, share ideas, engage in mentorship and network.

Other mentorship opportunities for business owners and entrepreneurs are offered through the University of Houston's SURE Program. The SURE Program was launched in Fall 2012 with a mission to enable economic stimulation by serving aspiring local entrepreneurs from under-served communities and Veterans in the Houston area. The SURE Program provides free financial and business education, ongoing business consulting and prepares entrepreneurs to access capital.



Figure 3.31 | NuWaters Co-Op

UNITY NATIONAL BANK

In July of 2016 several local rappers, including Slim Thug, Paul Wall, and Willie D, opened bank accounts at Unity National Bank in Houston's Third Ward as part of an effort to support black-owned businesses — Unity National Bank is the only black-owned bank in Texas. This public act of community support was a part of a larger movement started in Atlanta by rapper Killer Mike. With support from Black Lives Matter Houston, lines were out the door for weeks as banks accounts were moves from big banks to Unity National.

As Black Lives Matter and other protests against police violence mount across the country, social media campaigns called #BankBlackBankSmallBankLocal (or variations thereof) have also sprung up, urging African-Americans to make their economic power heard and move their money to black-owned banks. It is estimated that from July 2016 to April 2017, people moved more than \$60 million to black-owned banks

Moving assets to a black-owned bank is a concrete way that people can help reverse the tide of economic injustice. As assets grow for the bank, it enables them to lend more money to small businesses, potential homeowners and others who will then reinvest that cash back into the community, cyclically compounding Black wealth.

BUILDING AN INCLUSIVE AND COOPERATIVE ECONOMY

OUR VISION We will work together to create new business models that grow our amenities, meet our needs, and support local and black entrepreneurship

3.4 Seed New Community-Owned or Worker-Owned Cooperatives and Businesses

In co-ops, owners pool resources to bring about economic results that are unobtainable by one person alone. This model has seen a recent resurgence as young activists are taking another look at the economic effects of co-ops as a way to fight institutional inequality and a tool to eliminate economic exploitation. Noteworthy cooperatives in Houston's Northern Third Ward include: **Renaissance Cooperative**, created to stimulate economic growth,

commercial development, and attract investment into the Third Ward community; **NuWaters Co-op**, a cooperatively owned grocery store; and **The Third Ward Community Cloth Cooperative** which is an "organization of organizations" that focuses on resources for children and families in the greater Third Ward area.

Learning from the accomplishments of these cooperatives, our residents

stated a desire to see more cooperatives formed within our community. Utilizing the business types identified by our community as priorities, Figure 3.40 highlights locations within our neighborhood to concentrate our new cooperatives.

Work together to identify key needs and develop a plan to seed new community-owned or worker-owned co-operative businesses in our community (similar to NuWaters)

Local financing for cooperatives have come from Houston Business Development Inc & Chase Bank, who provided acquisition financing for the Renaissance Center, the physical storefront owned by the Renaissance Co-operative. And, the Third Ward Community Cloth cooperative provides a local model of joint ventures between existing businesses, the result of which is a supportive community of business owners.

Focus on full service grocery stores, restaurants, basic services, washateria and hardware store, banks and financial services

Our neighborhood is designated as a "food desert" where affordable and nutritious food is difficult to obtain. There are currently no grocery stores or supermarkets located within a one mile radius of the majority of our residents. Recently two new grocery stores have been announced to open near our neighborhood, one of which is being developed with a combination of public and private funding. We must further study the impact of these two new grocers as we determine the size of the community-owned or worked-owned grocery store we need within our neighborhood. Figure 3.40 identifies other business types, of greatest need, that our community is lacking.

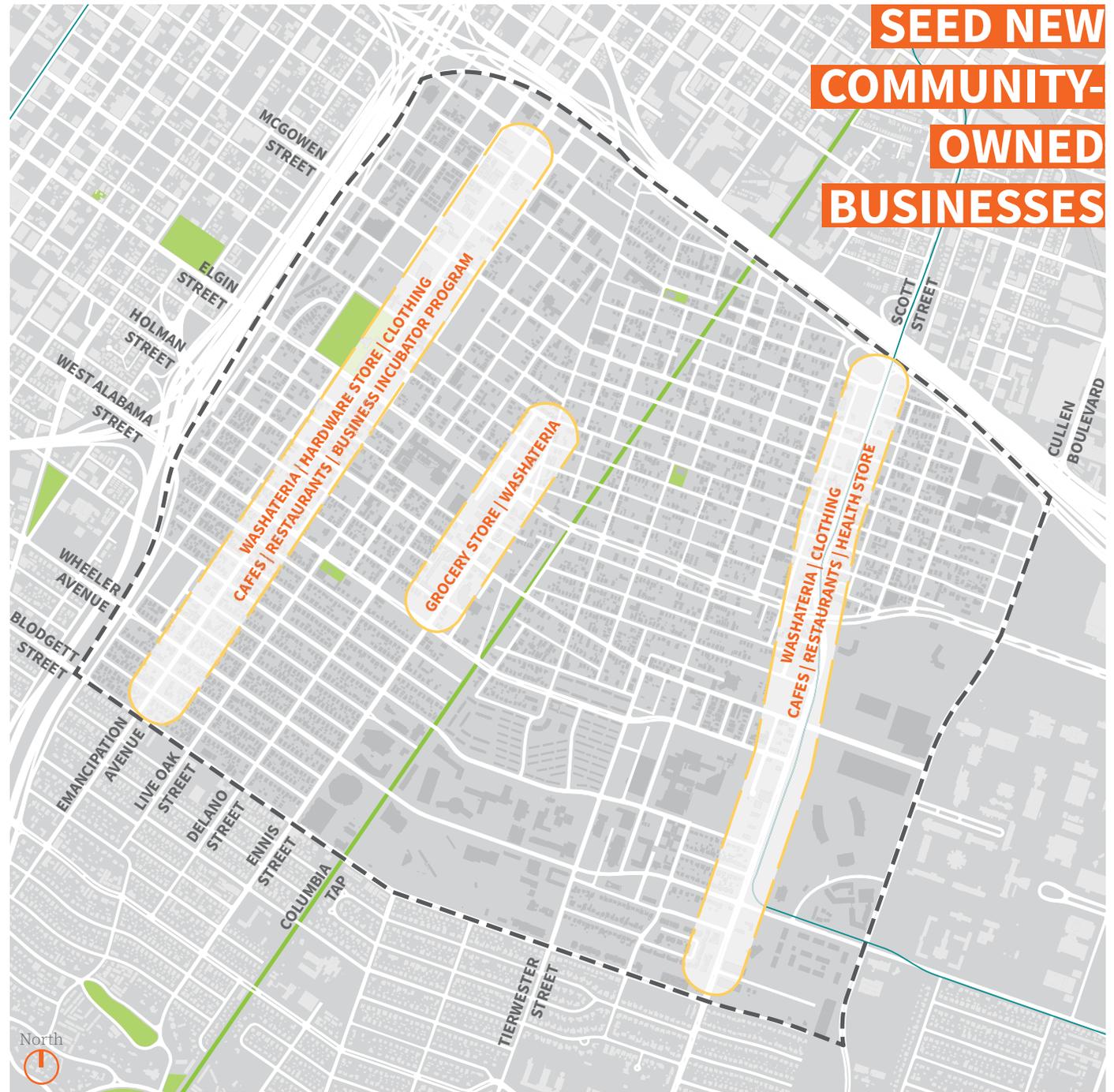
CHECK IN

1 *Cooperatively owned business opens in the year 2019 and fills a need in our neighborhood*

COOPERATIVE HOME CARE ASSOCIATES

Cooperative Home Care Associates (CHCA) is a nationally recognized, worker-owned home care agency in the Bronx. CHCA was founded in 1985 to provide quality home care to clients by providing quality jobs for direct-care workers.

CHCA started with 12 home health aides. The cooperative now employs more than 2,000 staff. Together with PHI, a nonprofit founded by CHCA in 1992, CHCA maintains an employer-based workforce development program that provides free training for 600 low-income and unemployed women annually and serves as a significant driver of employment in the Bronx



**SEED NEW
COMMUNITY-
OWNED
BUSINESSES**

Figure 3.41 | Source Community Meeting Feedback

Identify sites and key areas for new retail, work spaces and amenities, focus on key neighborhood corridors such as Emancipation Avenue

Figures 3.43 and 3.44 locate potential places to establish new cooperative businesses along our main commercial streets, Emancipation Avenue and Scott Street. These two streets have very different characters and histories, which we will embrace. There is also a small cluster of commercial establishments in the heart of our neighborhood between Holman Street and McGowen Street (bus routes run down each street). This is where two different street grids meet. Our residents identified this area as a key place to locate community resources such as a washateria. We imagine clusters of resources designed carefully for our community, here in the heart of our neighborhood.

We must carefully look at landownership on our commercial streets and develop a strategy to secure locations for our community-owned businesses. Target sites for development have been identified by considering landownership and vacancy. By first looking at property owned by our local institutions we might more easily develop long term leases on key sites.

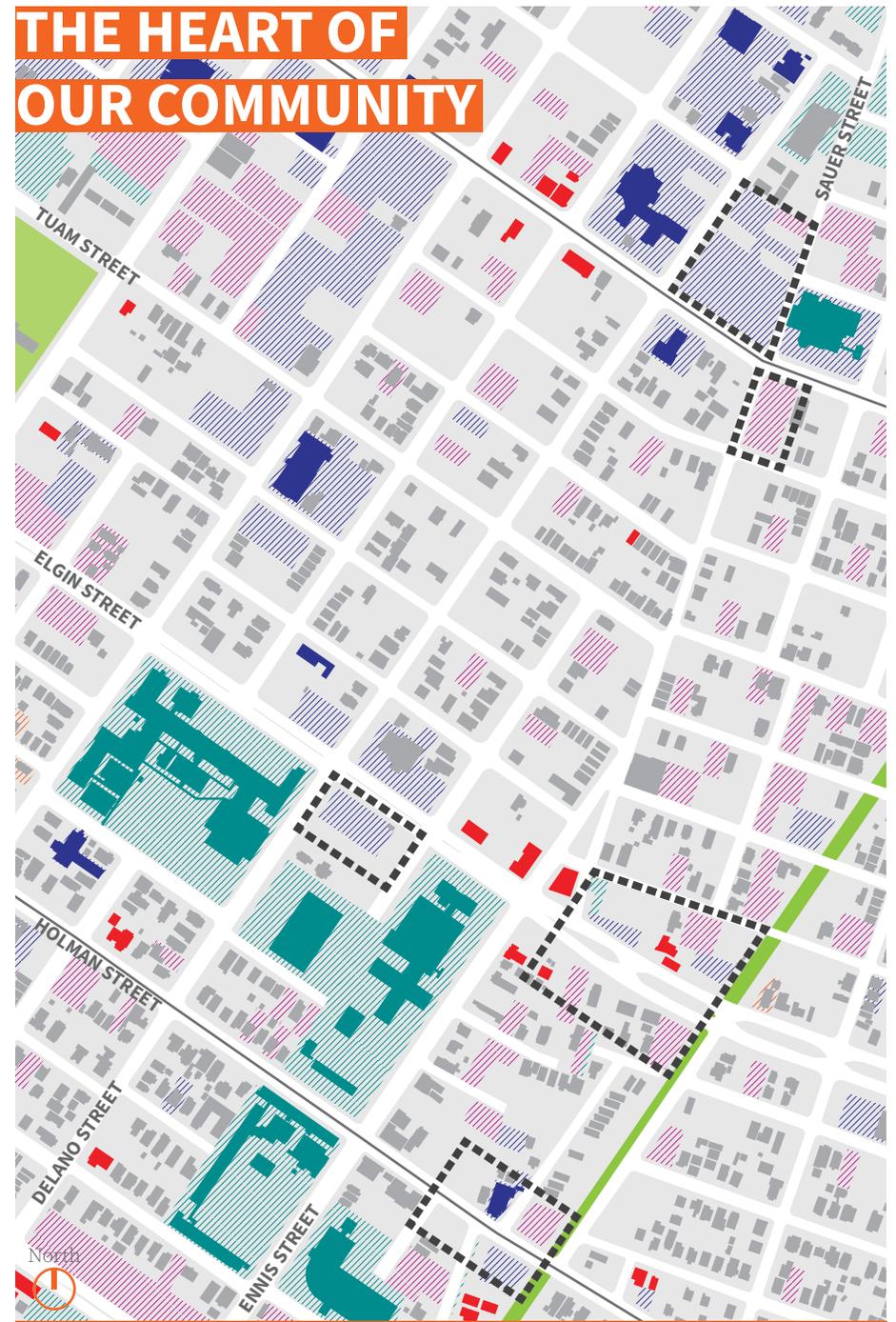


Figure 3.42 | Source HCAD Ownership | NTWNPP Parcel Survey 2017

OUR GROCERY STORES

EXISTING GROCERY STORES

- 1 Aldi
- 2 Fiesta
- 3 H-E-B
- 4 Kroger
- 5 Kroger Fresh Fare
- 6 NuWaters Co-op
- 7 Randalls
- 8 Walmart Supercenter
- 9 Whole Foods Market

FOOD BANK/PANTRY

- 10 Manna House Third Ward Food

RECENTLY FUNDED

- 11 H-E-B
- 12 Sprouts

LEGEND

-  Limited Supermarket Access
-  1/2 Mile Buffer Zone
-  Limited Variety Grocer
-  Full Service Grocer

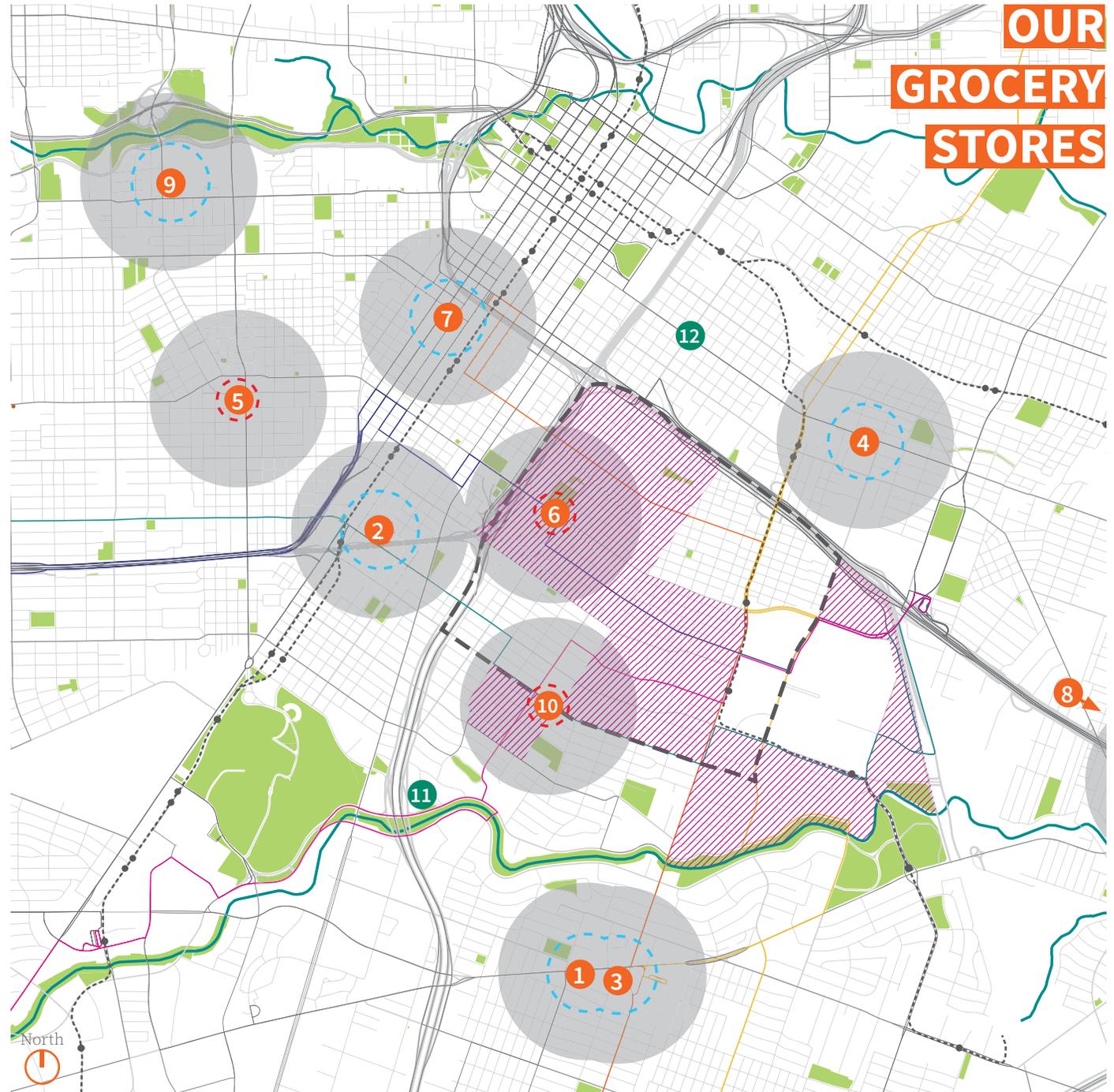
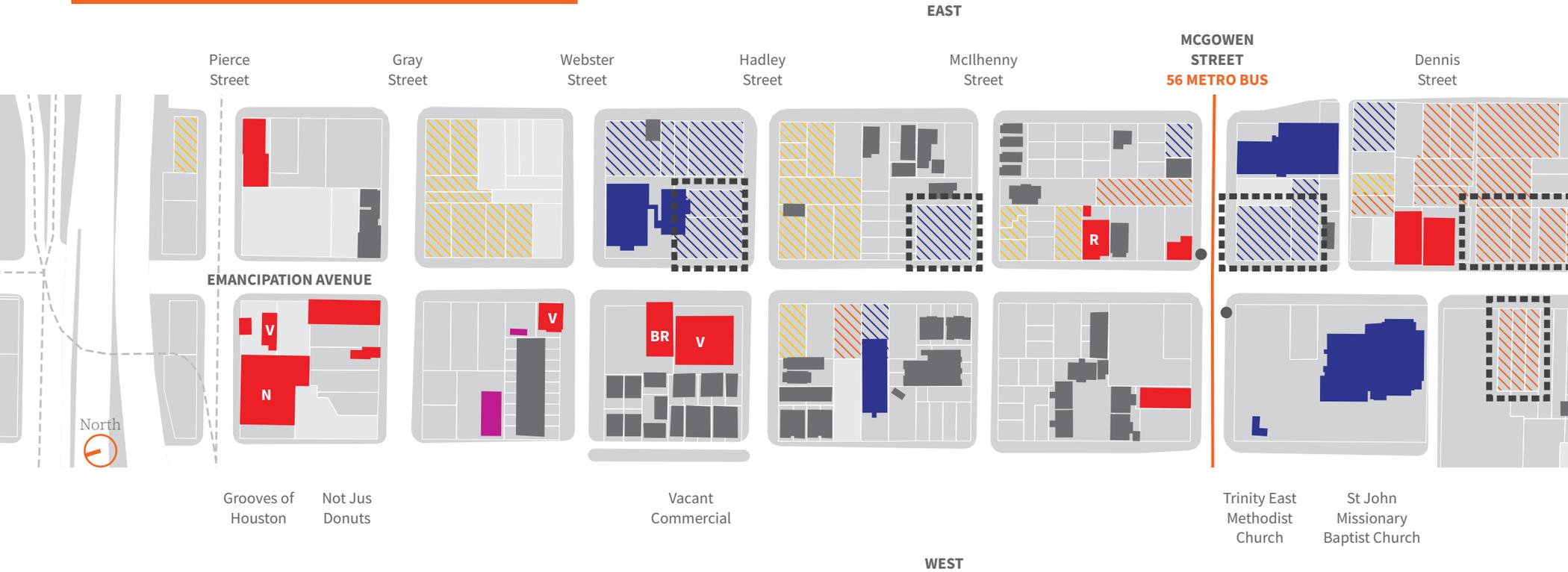


Figure 3.43 | Source City of Houston | Reinvestment Fund

EMANCIPATION AVENUE



BUILDING TYPE

- Commercial
- House of Worship
- Residential
- Industrial
- Institution
- Parking Lot

LAND OWNERSHIP

- CDC Owned
- Church Owned
- TIRZ Owned
- Developer Owned
- Institution Owned

ANALYSIS

- Target Sites for Community-Owned Development
- N New Construction
- R Renovated
- BR Being Renovated
- V Vacant

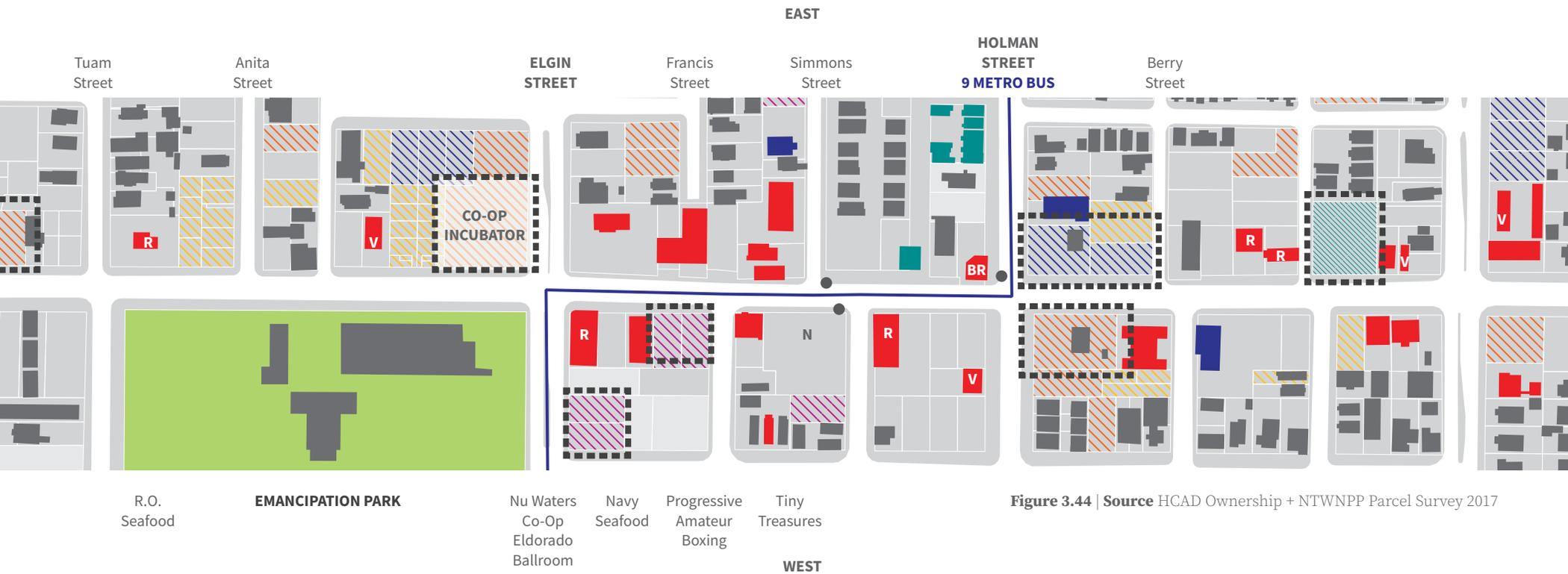
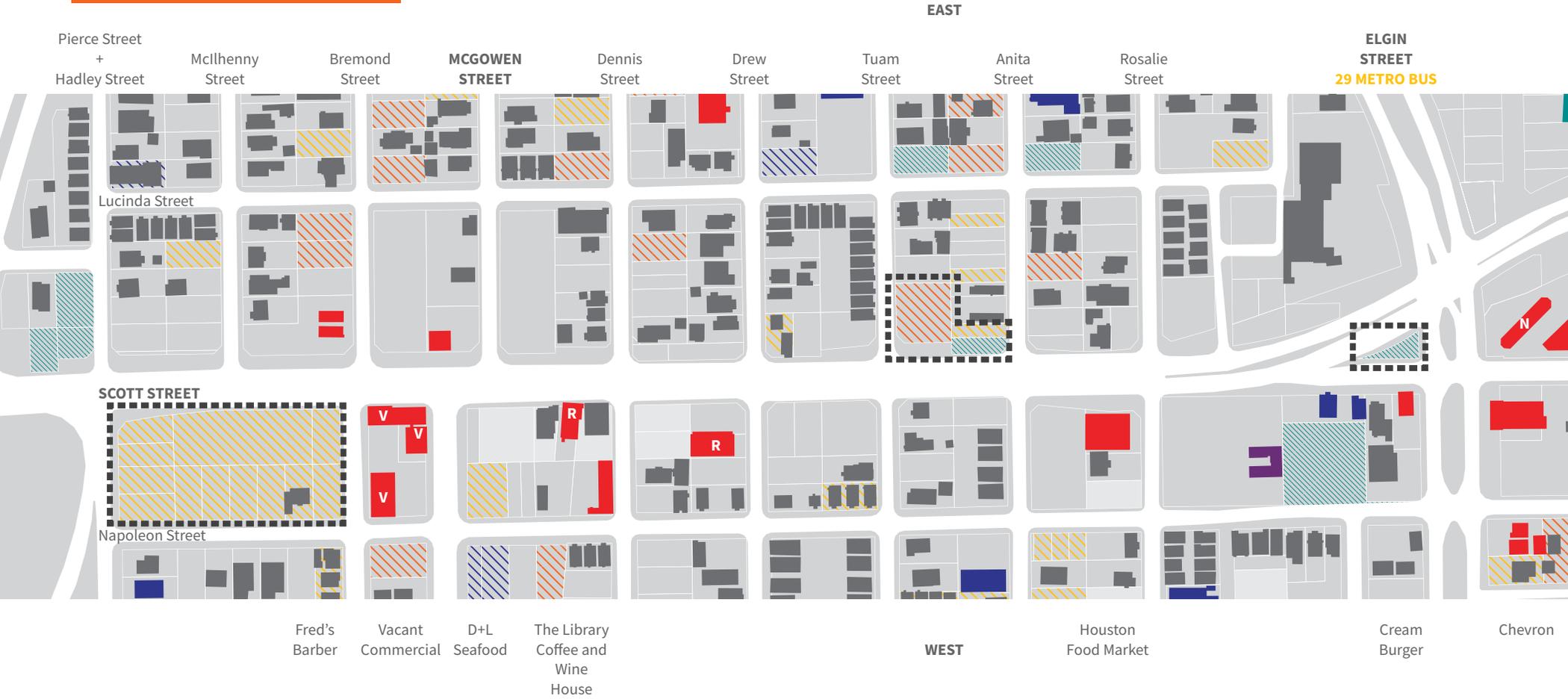


Figure 3.44 | Source HCAD Ownership + NTDWNP Parcel Survey 2017

Emancipation Avenue, formerly Dowling Street, is our historic commercial street. It was where our community once gathered to attend church, go shopping, spend time with one another, and receive social support. Today the northern section is rapidly changing as historic structures are being demolished. Many of the commercial storefronts on Emancipation Avenue south of Holman Street sit vacant (see Figure 3.20). We must develop strategies to bring life back to the remaining historic storefronts, and we must build new buildings that reflect the needs of our community. Figure 1.5x presents strategies to bring housing back to Emancipation Avenue.

We must quickly move to secure valuable land near Emancipation Park. We will locate our community-owned and worker-owned businesses in places of prominence, where they are easily accessible to us, and can serve as symbols of our community. As we activate storefronts with Pop-Up Shops, we must also locate business development resources, such as a Cooperative Incubator Program, near them.

SCOTT STREET



BUILDING TYPE

-  Commercial
-  House of Worship
-  Residential
-  Industrial
-  Institution
-  Parking Lot

ANALYSIS

-  Target Sites for Community-Owned Development
- N** New Construction
- R** Renovated
- BR** Being Renovated
- V** Vacant

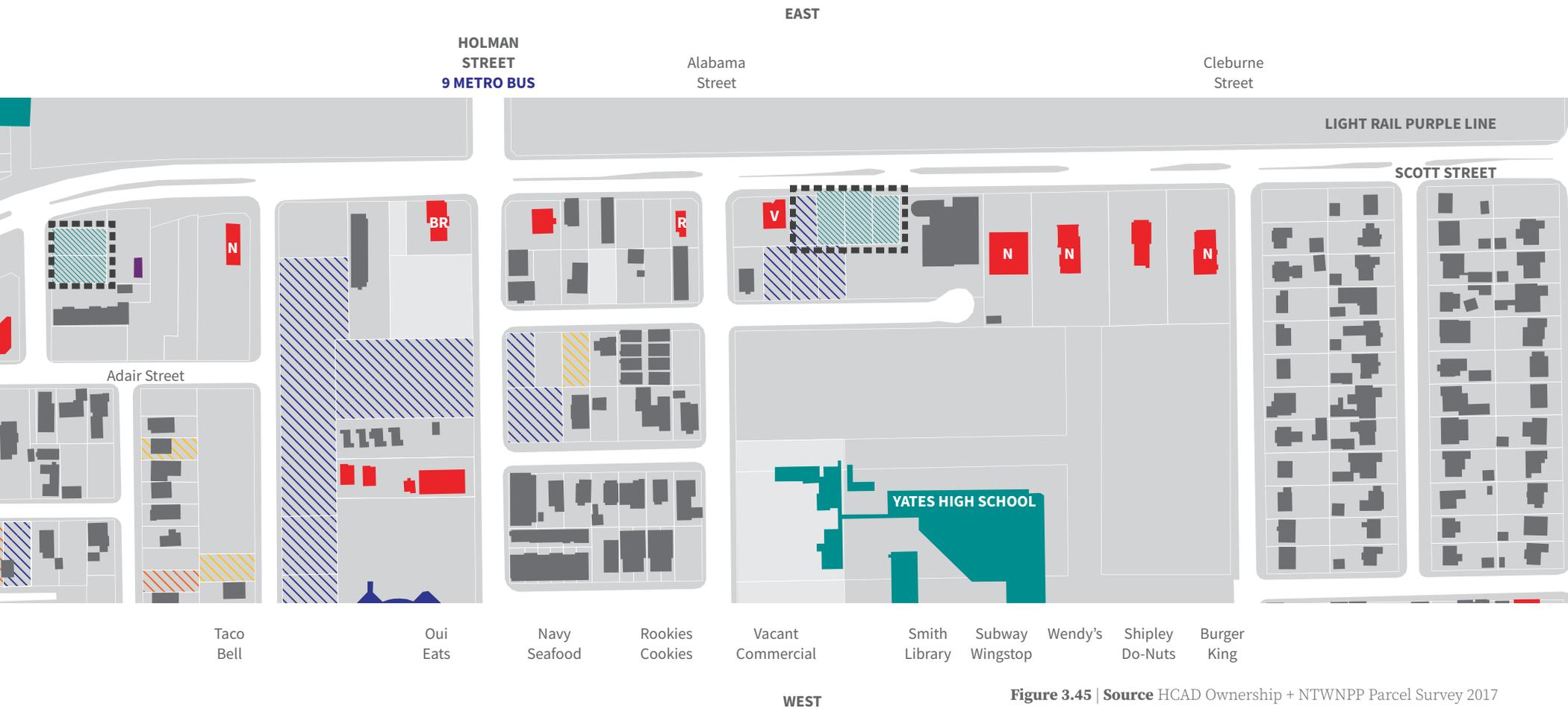


Figure 3.45 | Source HCAD Ownership + NTWNPP Parcel Survey 2017

A small number of new retail establishments have opened along the Scott Street corridor between the UH and TSU, but not at the scale expected. With a combined university student population of almost 50,000 and a recently installed light rail line, Scott Street offers significant potentials for mixed-use “Transit Oriented Development.” We must ensure that the housing is affordable to our residents, and that a thoughtful selection of businesses create a dynamic street culture that bring together our university students and our long time residents.

3.5 Activate Vacant Storefronts, Historic Buildings and Lots with Pop-Up Shops

Making temporary leases of vacant buildings available to small businesses owners in the neighborhood would allow for latent property to have an immediate impact on the local economy, and produce a more safe and economically vibrant neighborhood.

Spark entrepreneurship by working in partnership with property owners to identify vacant storefronts, historic buildings and lots to activate new pop-up shops at low or no cost.

First we must identify existing vacant storefronts that are in good condition, and the historic vacant structures that are most meaningful to us. Of these we must prioritize those located on our main commercial streets or near existing institutions. From there we can begin to work with property owners to create an agreement where blighted properties are improved in return for a temporary lease on the space. This Pop-Up Shop program must work closely with other mentorship programs in the community to select Pop-Up business that support our community, and to transition these businesses to a

permanent location in the Northern Third Ward once they become established. In the discussion of Pop-Up Shops at our third community meeting, our residents proposed the idea, but also noted a potential concern about Pop-Up Shops leading to gentrification. We must be aware of this and work to be sure that the businesses we attract are of a service to and are embedded in our community.

CHECK IN

1 *Storefront to consistently provide pop-up retail space in the year 2019*

POPUH HOOD

PopUp Hood, a small-business incubator devoted to revitalizing Oakland neighborhoods, block by block. PopUp Hood has worked by rethinking retail and its role in activating places and attracting people. PopUp Hood has engaged property owners, businesses, city leaders, community partners and developers in a lively local derivation of a global conversation about creative placemaking.

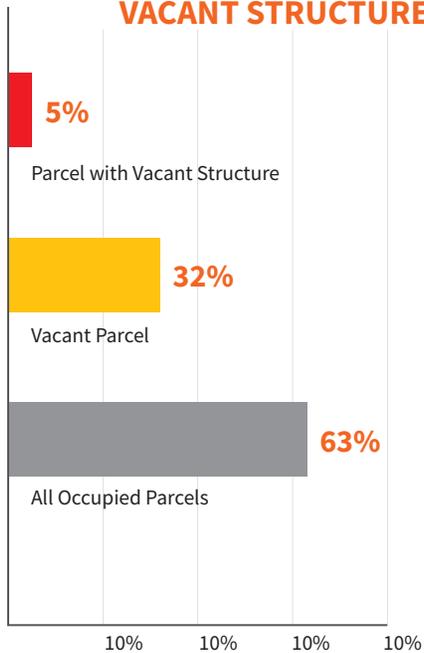
Through cross sector partnerships PopUp Hood is committed to lowering the barriers to entry for creative entrepreneurs and small businesses interested in opening a brick and mortar shop. Their Pop-up to Permanent Program connects building owners, spaces, and opportunities with independent local business owners who have applied to our program to test out new concepts, locations, marketing, and engage with their customers in new ways while investing in their communities for good.



VACANCY

- Parcel with Vacant Structure
- Vacant Parcel
- Existing Commercial Clusters

PERCENTAGE OF VACANT PARCELS OR PARCELS WITH VACANT STRUCTURES



ACTIVATE OUR VACANT STRUCTURES

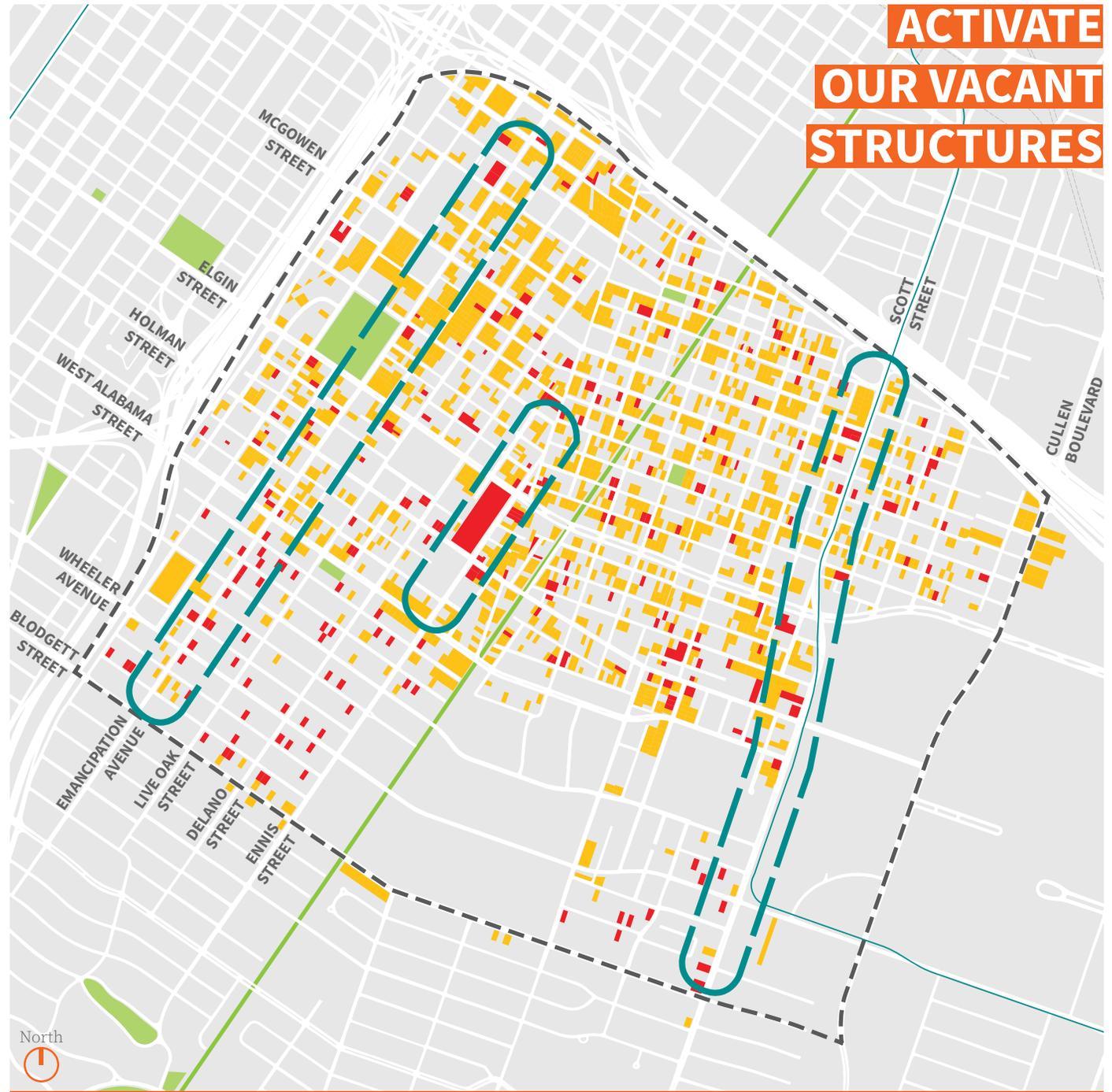


Figure 3.51 | Source NTWNPP Parcel Survey 2017 Figure 3.52 | Source NTWNPP Parcel Survey 2017

EXPANDING OPPORTUNITIES

OUR VISION We will collaborate with area businesses and institutions to remove barriers to employment and create opportunities

3.6 Hire Local

Of the estimated 30,000 residents in the Northern Third Ward who are age 16 and older, 53% are employed while 36% are not in the labor force, and 7% are unemployed. In addition, 27% of the Northern Third Ward population currently lives below the poverty line. These statistics may largely be due to below average education levels that create a disadvantage during times when jobs are scarce. Community members addressed this issue, stating that programs to assist local businesses in training and hiring Northern Third Ward residents would be necessary to strengthen the local workforce and stabilize the local economy. The largest employers in our community are our anchor institutions, University of Houston and Texas Southern University. Between the two universities there are 13,050 employees as of 2016, including both faculty and staff positions. Our neighborhood lost a net of 15,257 jobs from 2009 to 2014, mostly due to a shrinking Education sector, even

as Houston gained jobs. There are 12,917 residents in our community. If we work with our anchor institutions and develop a program to hire locally, we can create a dynamic relationship that makes our residents and our institutions stronger.

CHECK IN

2 *Jobs Fairs per year featuring local businesses*

Work with major employers and anchor institutions to create a “Hire Local” program that employs local residents and contacts with local business companies

- Regularly scheduled job fairs should be organized in partnership with local businesses and institutions.
- Work with our anchor institutions to develop a target percentage of employees to hire from the Northern Third Ward. With stated dedication to hiring locally from our anchor institutions, we can then begin to work closely with our other local businesses to expand the Hire Local program.

Identify employer needs, required skills and job training initiatives to meet the needs of local employers

Partner with representatives from anchor institutions to immediately inventory staff positions that match available skills within our neighborhood. With an accurate understanding of the skills needed for positions within our anchor universities, we can then work together to develop training and mentorship programs to prepare our residents for success in these positions.

ACCESS TO EMPLOYMENT CENTERS

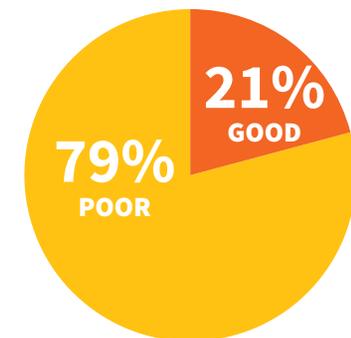


Figure 3.61 Percentage of respondents who rate the following as “good” or “poor”

Source NTWNPP Resident Survey 2016

3.7 Job Training

56% of Northern Third Ward residents have a high school degree and 14% of those residents also have a college degree. We must support job readiness and increase employment opportunities, especially within the 44% of our population that has less than a high school diploma. Strengthening and expanding ongoing efforts by several of our community partners, attracting, and forging relationships with new business in this area will help those unemployed and underemployed within our community to gain the skills they need for available jobs.

Increase job-training resources in the neighborhood, including trade programs.

Community members stated the importance of forming mentorship relationships between business owners & young adults in the neighborhood. A partnership between local and black-owned business owners and Yates High School could form student internship programs and work study jobs which align with student's area of interest.

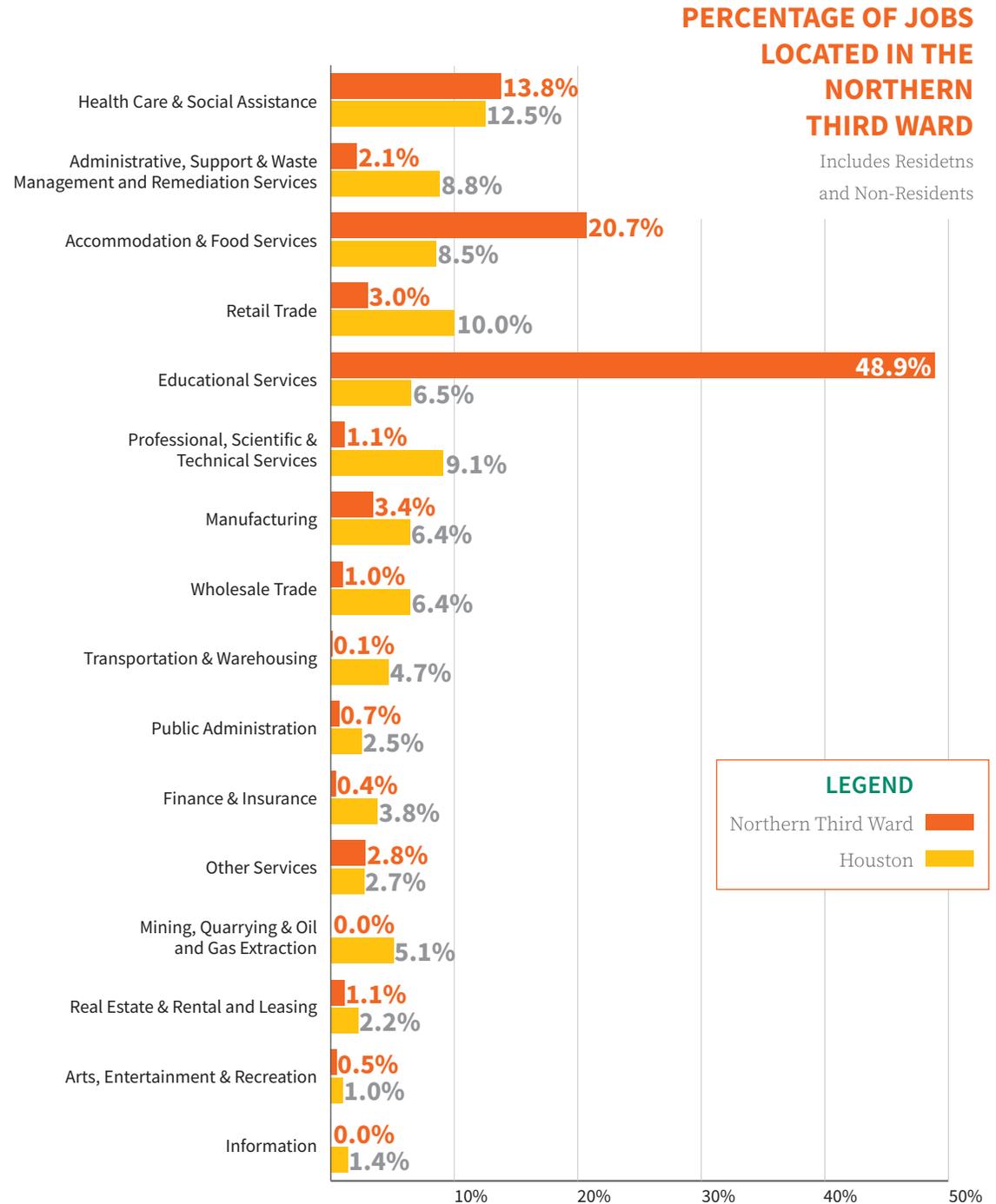


Figure 3.62 | Source US Census Bureau 2014

IMPLEMENTATION

Implementation Approach

The Economic Development and Workforce planning area has seven goals. The goals have been prioritized and include specific actions steps and projects to achieve our vision. Our Implementation Approach also includes a recommended timeframe, estimated cost, target partners and potential sources of funds.

Economic Development and Workforce goals include growing and supporting our local businesses, building an inclusive and cooperative economy that builds the wealth of our community, and expands employment opportunities by collaborating with area businesses and institutions to create opportunities and remove barriers.

The tables which follow are our plan for action.

The highest priorities for the Economic Development and Workforce focus area of our plan are:

- Buy Local / Shop Third Ward
- Facade Improvement Program
- Seed New Community-Owned or Worker-Owned Cooperatives and Businesses
- Activate Vacant Storefronts, Historic Buildings and Lots with Pop-Up Shops
- Hire Local

All other priorities are listed below:

- Building the Capacity of Local Businesses
- Job Training

ECONOMIC DEVELOPMENT AND WORKFORCE

Our existing local businesses will thrive, new businesses will be attracted to the neighborhood, and we will have increased access to local jobs

GROWING AND SUPPORTING OUR LOCAL BUSINESSES

We will work together to support and grow our local businesses

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
3.1	Buy Local / Shop Third Ward <i>Initial Action Steps</i>	High			Lead: NTWNPP; D-Mar Publishing; EEDC; Local Businesses; Houston Citizens Chamber of Commerce (Greater Houston Black Chamber); Black Lives Matter Houston; Wheeler Avenue Triangle Ministries Inc.	Small Business Development Loans Southeast Management District Area Banks
	> Create a "Buy Third Ward" program to encourage people to shop at locally owned and black owned businesses		Yr 1 - 5	\$5,000 (Annual)		
	> Work in partnership with area publishers and organizations to create a business directory for the neighborhood		Yr 2	\$5,000		
3.2	Facade Improvement Program <i>Initial Action Steps</i>	High			Lead: NTWNPP; EEDC; UH Graphic Design Partners: Wells Fargo; City of Houston Housing and Community Development; Area Banks; Wheeler Avenue Triangle Ministries Inc.	Wells Fargo Works for Small Business®: Neighborhood Renovation Program Contest Small Business Development Loans Southeast Management District Area Banks
	> Create a storefront improvement program to assist local businesses and provide local jobs, or partner with neighborhood volunteer corps (housing) to improve building facades / youth mentorship program		Yr 1 - 5	\$25,000 (Per Storefront)		
3.3	Building the Capacity of Local Businesses <i>Initial Action Steps</i>	Low			Lead: NTWNPP; Greater Houston Black Chamber; NAACP SMAART Partners: HCC; UH Small Business and Entrepreneur Programs; Houston Business Development Center; Area Banks; EEDC; Wheeler Avenue Triangle Ministries Inc.	UH SURE Program UH Small Business Development Center City of Houston Economic Development Funds WFRF Grant Funding City of Houston Office of Business Opportunity
	> Expand access to small business support programs including financial support, loans and funding opportunities		Yr 1 - 5	\$2,000 (Annual)		
	> Work in partnership with the Greater Houston Black Chamber (GHBC) and the UH Sure Program to create a mentorship program for locally owned and black owned businesses in organized monthly meetings		Yr 1 - 5	\$2,000 (Annual)		

BUILDING AN INCLUSIVE AND COOPERATIVE ECONOMY

We will work together to create new business models that grow our amenities, meet our needs, and support local and black entrepreneurship

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
3.4	Seed New Community-Owned or Worker-Owned Cooperatives and Businesses <i>Initial Action Steps</i>	High			Lead: NTWNPP; EEDC Partners: National Cooperative Bank; Universities; City of Houston Office of Business Opportunity	Small Business Development Loans Southeast Management District Area Banks Complete Communities Initiative City of Houston Office of Business Opportunity Texas Main Street Program
	> Work together to identify key needs and develop a plan to seed new community-owned or worker-owned co-operative businesses in our community (similar to NuWaters)		Yr 1	\$5,000		
	> Focus on full service grocery stores, restaurants, basic services, washateria and hardware store, banks and financial services		Yr 3 - 5	\$5,000 (Marketing)		
	> Identify sites and key areas for new retail, work spaces and amenities, focus on key neighborhood corridors such as Emancipation Avenue		Yr 2	\$5,000		
3.5	Activate Vacant Storefronts, Historic Buildings and Lots with Pop-Up Shops <i>Initial Action Steps</i>	High			Lead: NTWNPP; EEDC Partners: Midtown TIRZ; Southeast Management District; Houston Area Urban League; UH SURE Program; Complete Communities Initiative; City of Houston Office of Business Opportunity	Wells Fargo Works for Small Business®: Neighborhood Renovation Program Contest Small Business Development Loans Southeast Management District Area Banks Complete Communities Initiative City of Houston Office of Business Opportunity
	> Spark entrepreneurship by working in partnership with property owners to identify vacant storefronts, historic buildings and lots to activate new Pop-Up Shops at low or no cost.		Yr 2	\$50,000 (Pilot)		

EXPANDING OPPORTUNITIES

We will collaborate with area businesses and institutions to remove barriers to employment and create opportunities

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
3.6	Hire Local <i>Initial Action Steps</i>	High			Lead: NTWNPP; EEDC Partners: University of Houston; Texas Southern University; Texas Medical Center	Complete Communities Funding Hire Houston Youth WFRF Grant Funding
	> Work with major employers and anchor institutions to create a “Hire Local” program that employs local residents and contacts with local business companies		Yr 1 -3	\$5,000 (Annual)		
	> Identify employer needs, required skills and job training initiatives to meet the needs of local employers		Yr 1 -3	\$25,000 (Study)		
3.7	Job Training <i>Initial Action Steps</i>	Low			Lead: HCC; Up Skill Houston Initiative; SER Jobs for Progress; Universities; Workforce Solutions; Houston Area Urban League	Hire Houston Youth WFRF Grant Funding Houston Area Urban League
	> Increase job-training resources in the neighborhood, including trade programs.		Yr 3 - 5	\$5,000 (Annual)		



BCM
Baylor College of Medicine Academy
HOUSTON 80

SPECTRUM
MEDICAL CENTER
70-94-000

at
RYAN

Baylor College of Medicine Academy at Ryan

EDUCATION

EDUCATION

OUR VISION

Our historic neighborhood schools, our families and our children have the resources and support they need to succeed; our many educational institutions—that serve people of all ages—combine their strengths to ensure early and lifelong success for us all.

Neighborhood schools anchor communities, and education is an important path to success. The Northern Third Ward is currently served by four public schools—Blackshear and Lockhart Elementary Schools, Baylor College of Medicine at Ryan Middle School, which is a magnet school, and Yates High School. The neighborhood is also served by Yellowstone Academy, a charter school with 350 students. Over 3,000 students attend elementary, middle and high school in the Northern Third Ward. Cullen Middle School, outside of the neighborhood boundaries, serves area middle schoolers.

Over the last ten years many neighborhood schools have either closed or have been re-purposed as the number of families with children have declined. According to Census data, there were 38% fewer residents under the age of 18 years in 2015 compared to 2000. As children have grown or moved away many of our neighborhood schools have been impacted—Douglass, J. Will Jones, Dodson and Turner Elementary Schools have closed, along with Miller Junior High School. Other schools, such as the Energy High School, currently at Dodson Elementary, are moving outside of the Northern Third Ward.

The Northern Third Ward is also home to Texas Southern University and the University of Houston, which are important anchor institutions in the community.

As we move forward we will be building strong partnerships between all of the educational institutions serving our community, and our parents, teachers and students. Our goals are to ensure that our historic local schools excel and that our children have access to the programs and resources they need to succeed both now and into the future.

OUR GOALS

- **Strengthening Our Historic Local Schools and Institutions**

Our neighborhood is home to educational pathways of choice, building upon historic and strong institutional and community relationships

- **Expanding After-school and Summer Enrichment**

Our children and youth will have access to programs and resources they need to succeed



The Community Mural at Blackshear Elementary School

WHAT ELSE WE HEARD

In addition to our four public community meetings where we established our visions, goals, projects and priorities, we also conducted a resident survey and a series of focus groups. These activities were incorporated into our planning process to ensure we were reaching out to a broad cross section of our community. The resident survey and focus groups gave us the opportunity to talk one-on-one with residents about the assets of the community and the challenges. What we heard through these processes further supported the goals and projects developed through our public community meetings.

Resident Survey

Our resident survey asked a series of questions about the community overall and how well our neighbors were connected to one another and to neighborhood activities. The survey focused primarily on the physical condition of the neighborhood and therefore did not provide substantial material to build on our goals for education. Yet, we found that only 16 out of 306 survey respondents, or 5%, listed area schools as the reason for moving to the neighborhood.

WHY DID YOU DECIDE TO LIVE IN THE COMMUNITY?



Figure 4.01 | Source NTWNPP Resident Survey 2016

Focus Groups

The Northern Third Ward Neighborhood Planning Project team conducted a series of focus groups around key questions with selected groups active in the Northern Third Ward community. These groups included education, faith-based organizations and seniors. Dr. Jeffrey Guidry facilitated the groups. The education focus group reinforced the challenges for area schools with the declining number of young families with children in the neighborhood, and the impact of this demographic shift on the capacity of the schools to serve our children. The education focus group also provided a number of important recommendations that align with the goals included here. One of the most important recommendations is to nurture better relationships and partnerships between parents, students and local schools. These relationships would help create a network of support and trust among all of the stakeholders. The focus group also recommended that stronger partnerships be formed between local schools, parents, students and teachers and the University of Houston and Texas Southern University. Finally, the group reinforced the importance of out of school enrichment and educational programs for youth, and the need to expand access to these programs in the neighborhood.

In summary, educational institutions are anchors in a neighborhood. In the Northern Third Ward these institutions also represent and stand for important milestones in the history of the community. As a result, we will be working to increase the success of our area schools and build strong partnerships between parents, students, teachers and the educational institutions that serve our community.

SCHOOLS AND HISD BOUNDARIES

HISD SCHOOL BOUNDARIES

- 1 Yates High School
 - 2 Cullen Middle School
 - 3 Blackshear Elementary
 - 4 Lockhart Elementary
 - 5 Thompson Elementary
 - 6 Peck Elementary
 - 7 Foster Elementary
 - 8 Hartsfield Elementary
 - 9 Whidby Elementary
 - 10 Yellowstone Academy
 - 11 Baylor College of Medicine at Ryan Middle School
 - 12 TSU Charter
 - 13 Hope Academy
 - 14 A+ UP Charter School (located within Change Happens)
 - High Schools
 - Middle Schools
 - Elementary Schools
 - Charter/Alternative Schools
 - Parks
- School Boundaries**
- Yates High School
 - Cullen Middle School
 - /// Blackshear Elementary
 - /// Lockhart Elementary

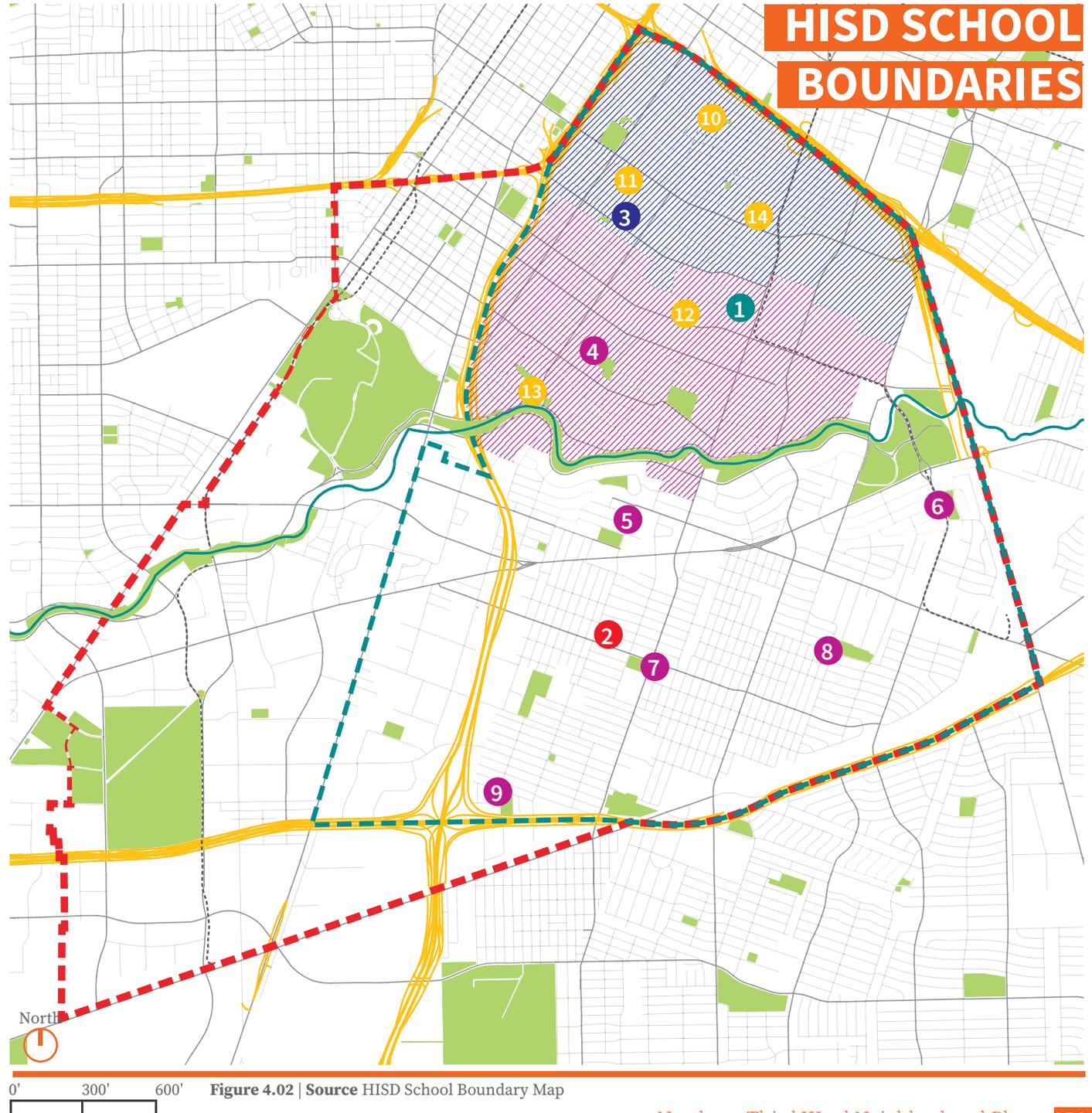


Figure 4.02 | Source HISD School Boundary Map

STRENGTHENING OUR HISTORIC LOCAL SCHOOLS AND INSTITUTIONS

OUR VISION

Our neighborhood is home to educational pathways of choice, building upon historic and strong institutional and community relationships

4.1 Yates High School

Jack Yates High School is home to two magnet programs—the School of Communications and the Maritime Program, HISD’s newest magnet school. Yates High School has housed the Magnet School of Communications since 1978. The program offers students challenging academics while infusing opportunities to learn skills in film production, television production, radio production, photography, graphic design, printing technology, digital print journalism and electrical technology. The Maritime program provides students with professional training in the area of oceanic shipping, logistics and transportation technology.

Advocate for strengthening the communication and maritime magnet programs at Yates HS

Magnet programs can improve academic achievement, encourage diverse student enrollment, increase employment opportunities for graduates, lead to higher graduation rates, and greater teacher satisfaction. Magnet schools boast more parental and community involvement, more personalization through theme-based education, and specialized programs that create a shared sense of community that leads to a safer environment for learning. For example, in December 2016 Yates High School students premiered an original play that they both wrote and produced, “Gun Violence: The New

Normal” at the University of Houston. The impact of the play was immense, and its success illustrates the power of youth when they are provided with the tools and education to realize their dreams.

In June of 2016 the ceremonial groundbreaking took place for the new Yates High School building, which will replace the former structure built in 1958. The new school will feature flexible learning spaces accommodating the school’s communications and maritime magnet programs. It also will have a performance wing with auditorium, spaces for fine arts and JROTC, and a gymnasium and athletics area. Over the coming years we will be working with Yates High School students, teachers, administration and alumni—as well as Texas Southern University and the University of Houston—to ensure that Yates High School’s magnet programs are of the highest quality and that the school maintains its legacy for our community and the city as a whole, as a place of excellence.



Figure 4.11 | Yates High School Students, Producers of Gun Violence: The New Normal

ELEMENTARY SCHOOLS

- 1 Blackshear Elementary
- 2 Yellowstone Academy
- 3 Lockhart Elementary

MIDDLE SCHOOL

- 4 Baylor Academy of Medicine at Ryan Middle School
- 5 Cullen Middle School

HIGH SCHOOL

- 6 Energy Institute High School
- 7 Houston Academy of International Studies
- 8 Yates High School
- 9 Young Women’s College Prep

EARLY CHILDHOOD & PRE K ORGANIZATIONS

- 10 SEARCH’s House of Tiny Treasures
- 11 Pilgrim Day Care Center
- 12 Blackshear Elementary & Pre-K

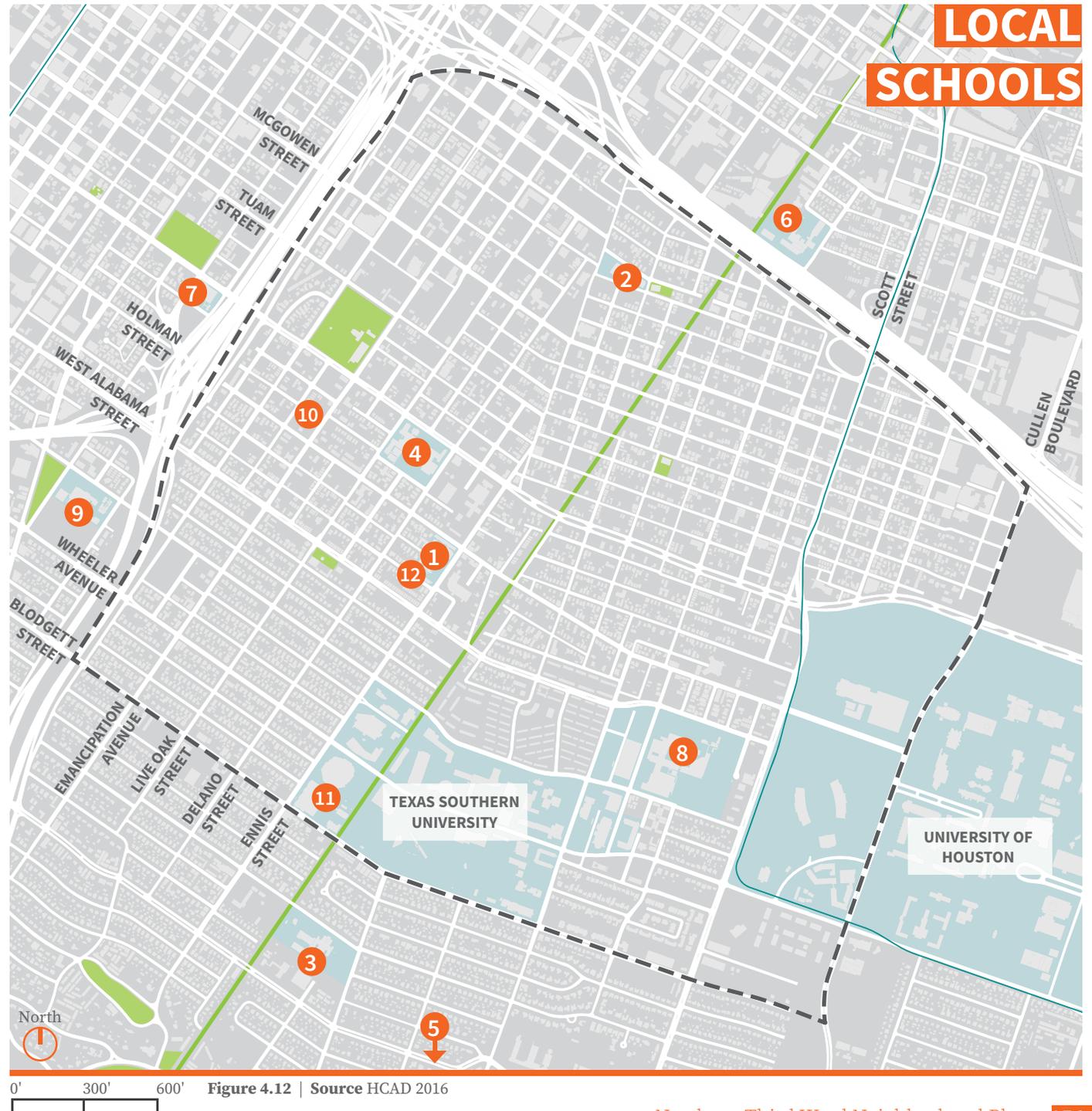


Figure 4.12 | Source HCAD 2016

4.2 Parent Teacher Engagement

Over the last two decades the Third Ward community, alumni and other supporters have rallied around the closing of many area schools. Substantial demographic change in the Third Ward neighborhood and competition from charter schools has greatly impacted enrollment. For example, in the 2000 Census the percent of residents in the Northern Third Ward under the age of 18 years was consistent with the city overall. However, the 2015 American Community Survey data indicates a 38% decline in the percent of residents under 18 years, far below Houston. As a result, in the last ten years, four local elementary schools and the middle school have been closed. Specifically, in 2007 Douglass Elementary School was closed and is now Yellowstone Academy. Yellowstone Academy is a non-profit, non-denominational Christian, private school which opened in 2001 and currently serves 350 students from Pre-K through 8th grade. In 2008 J. Will Jones Elementary closed and consolidated with Blackshear Elementary; in 2013 Turner Elementary closed and was combined with Lockhart Elementary in a new building; and in 2014 Dodson Elementary closed and is currently the temporary home for the Energy High School. Ryan Middle School was closed in 2013 and is now the Baylor College of Medicine at Ryan Middle School.

The loss of these anchors in the community has had a substantial impact on the neighborhood and on the engagement of parents in support of their local schools.

Build relationships between parents and teachers to ensure academic success, including increasing participation in school activities and PTA/ PTOs. Work to provide holistic staff, parent and faculty resources.

Research consistently shows that family engagement in student learning helps children succeed in school and in life. We, together with our schools,

parents and teachers will create and sustain strong relationships that will bind us together in shared success. This includes creating a campaign to engage parents in their children’s schools and with formal parent teacher organizations. PTAs and PTO’s maximize the impact of parent involvement by coordinating the efforts of parents and guardians with those of teachers and school administrators. We will also create the “Friends and Parents of Blackshear” support group consisting of community members and other volunteers to attend field trips, assist with fundraising, provide mentorship and be public advocates for the school.

Improving the engagement of our parents in schools will increase student performance and success overall, it will also build excellence in our local schools.

HISD SCHOOL ENROLLMENT

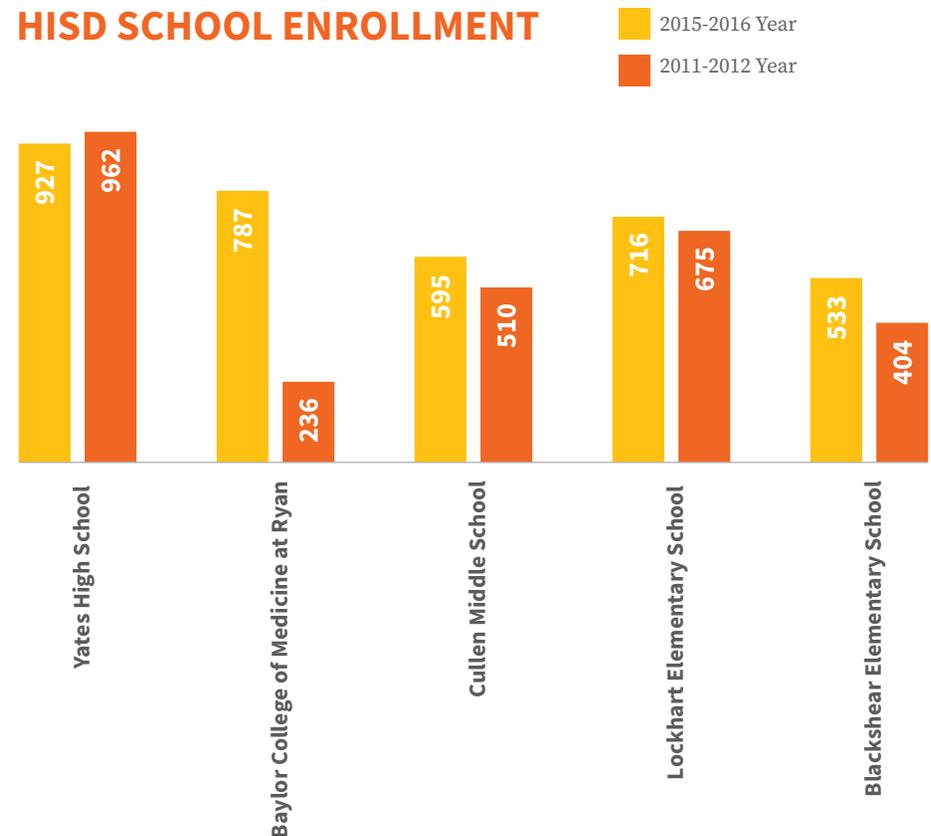


Figure 4.21 | Source HISD School Profiles



Figure 00 | Blackshear Elementary School Principal

CHILDREN & YOUTH AS A % OF TOTAL POPULATION

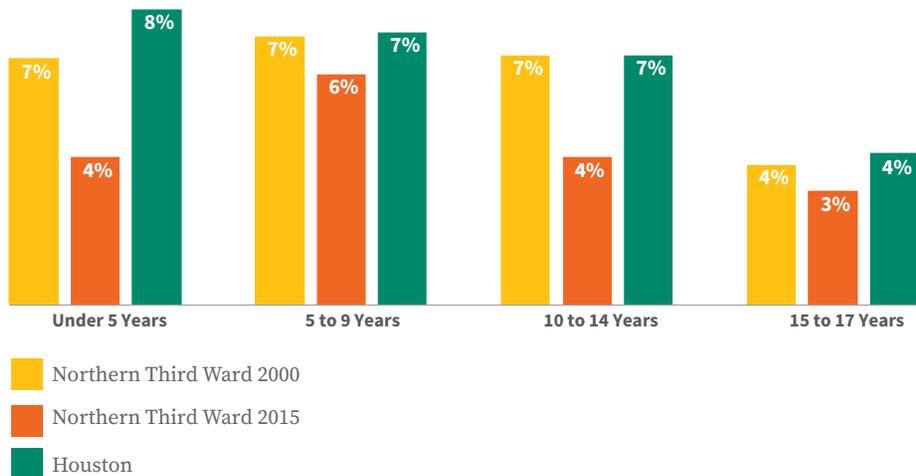


Figure 4.22 | Source Census 2000 and ACS 2015

FEATURE

UCLA PARENT CURRICULUM PROJECTSCHOOL

Since 1997, the UCLA Parent Curriculum Project (PCP) has provided researched-based programs grounded in best practices of parent involvement in schools for Los Angeles County School Districts. The PCP is a professional development program that focuses on developing and sustaining parent leadership in schools. Its programs are embedded in the belief that parent's:

- Knowledge can assist in school progress
- Social, cultural and economic backgrounds are strengths
- Strengths can assist schools in making informed decision that will make schools a better place for all students.

This project brings parents of diverse ethnic backgrounds together to share their expertise and to experience interactive California Curriculum Framework presentations by the UCLA Center X Subject Matter Projects. Parents have an opportunity to dialogue with principals, visit classrooms, and explore assessment practices. The participants then design action plans to implement change at their local school sites. Parents join educators as a necessary part of professional development that will improve schools for all children.

The PCP partners with schools and local districts to improve parent involvement and student outcomes in low performing schools. The PCP also contracts with schools to custom design parent leadership development programs that meet the needs of their particular parent population. The overall outcome goal of the PCP is to enable parents to acquire: the knowledge, effective skills and strategies to significantly increase and sustain parent involvement and parent leadership in schools.

4.3 Strong Historic and Local Schools

Educational attainment in the Northern Third Ward has been steadily improving over the last fifteen years. In 2000 only 55% of the population had a high school diploma, in 2015 the number had increased to 75%, slightly below the total for the city. Maintaining this positive trajectory in education, and increasing the overall achievement of our historic local schools, is one of our primary goals.

Yates High School was established in 1926 by former slave and minister Jack Yates. The school was originally named Yates Colored High School and was the second school for African-Americans established in Houston. Yates High School is heralded as a symbol of solidarity in the Third Ward, and is known for its highly ranked boy's basketball team. Notable alumni include actresses Debbie Allen and Phylicia Rashad, and Garnet Coleman State Representative for District 147 in Houston.

From 1926 to 1980 there were a total of six principals at Yates High School. As a result, a legacy was institutionalized and supported by the neighborhood. In recent years the school has experienced a more rapid principal turnover, which has diminished trust and the public perception of the school. In similar fashion, residents' faith in Blackshear Elementary School has waned. Many parents now send their children to either public or charter schools outside of the neighborhood. This has further diminished parent involvement and local volunteers.

Support Yates High School and its feeder institutions to enhance their success and support parent's voice in shaping the future of the schools, including support groups to fundraise, supervise field trips, and advocate for improvements

To accomplish our goal we will be working directly with our area schools and their administrators to fully understand how we can best get parents

involved, attract new resources to the schools and ensure student and school success. Our school administrators have been active in our planning process and will continue to be strong partners in this effort.

For example, Blackshear Elementary School's Principal Alicia Lewis has introduced efforts to improve the student experience and extracurricular activities. The principal has increased the number of field trips with a focus on social emotional learning for students, as well as introducing positive behavior modification programs. By increasing parent participation as field trip supervisors and fundraisers, Blackshear Elementary School would be able to offer more educational opportunities to its students and simultaneously create parental excitement and school-wide improvement.

In addition, University of Houston President Renu Khator has committed to work in partnership with area schools to elevate their academic performance. The Dean of the College of Education has assigned two high level administrators to work with area schools. The plan is to work directly with Blackshear Elementary and Cullen Middle Schools, and two other schools outside of our focus area, to move from a rating of "Improvement Required" to meeting or exceeding standards under the new Texas Education Agency system by Fall 2019. The project includes additional activities to strengthen academic outcomes at Yates High School, and includes coordinators to supervise graduate students, mentors and tutors to work directly with area students. Social workers and graduate students in educational psychology will assist with health and social-emotional issues that can be impediments to learning.

As we move forward we will be supporting these existing programs focused on Blackshear Elementary School and Yates High School to ensure they succeed and develop outreach strategies to get parents more involved in the area schools.

Create a strategy to engage leaders and teachers at Yates and Blackshear to better understand their needs and where support is needed.

Supporting our teachers is an important project to get to our goal of strengthening our schools. Teachers are mentors and guides to our students and children and we want to identify how we can best support their needs both inside the classroom and out. To accomplish this project we will be working with area parents, alumni, education experts, and others to work hand in hand with our teachers to improve educational outcomes and school success. University of Houston's College of Education has offered training assistance for six schools in the Yates feeder pattern. Yates High School's alumni leadership and others are working to create or support tutoring and mentoring programs across our neighborhood in the coming years; this should lighten the workload on teachers and contribute to academic success.

% OF PEOPLE OVER THE AGE OF 25 WHO GRADUATED FROM HIGH SCHOOL

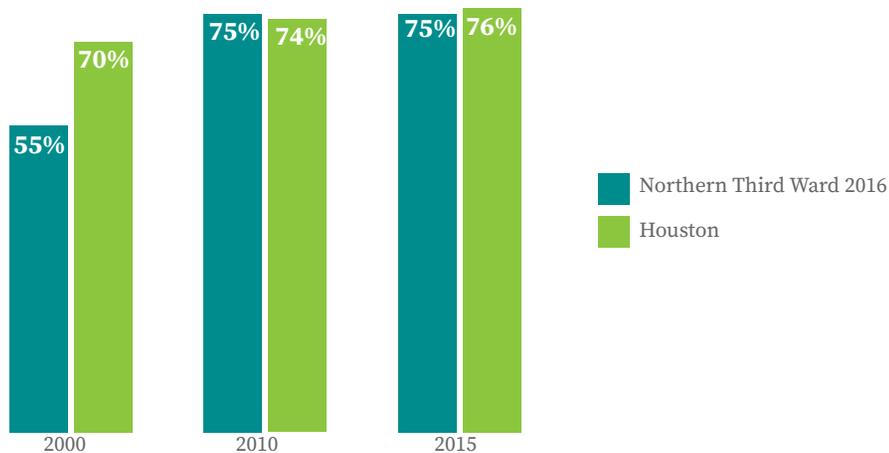


Figure 4.32 | Source Census 2000, 2010 and ACS 2015

FEATURE

GLENN O. SWING ELEMENTARY SCHOOL

Glenn O. Swing Elementary School, located in Covington, KY once ranked in the 99th percentile of elementary schools in all of Kentucky. Over the past ten years the school has eliminated learning gaps and is now a model school. The school's "recipe for success" includes:

The principal listens to teachers and creates roles based on student need and teacher expertise.

Everyone teaches, even the principal.

There is an emphasis on student work, and there is no difference between principal & teacher when discussing student work in curriculum planning meetings.

The school schedule is built around teacher collaboration. Grade levels have common planning every day, with vertical planning for intermediate grades every three days.

The principal works to intentionally build leadership capacity in the school, not only to improve student achievement, but also to retain teachers, which is done by engaging teachers in conversation and encouraging peer observations, co-teaching, and individual professional development.

Teachers lead the school planning meetings, rather than the principal. So, there is a sense of collective buy-in and teachers do not feel dictated to.

4.4 Partnerships for Progress

Partnerships are important for us to meet the goals we have established in this plan. Yet partnerships also need to be structured and guided to ensure that there is little redundancy in services and that the real needs of residents are being met. As we move forward we will create inventories of the organizations working in our neighborhood and build stronger partnerships to ensure we are all working towards holistic change together.

Inventory all organizations and institutions working in Northern Third Ward Schools, ensure partners are working together and holistically to support neighborhood schools

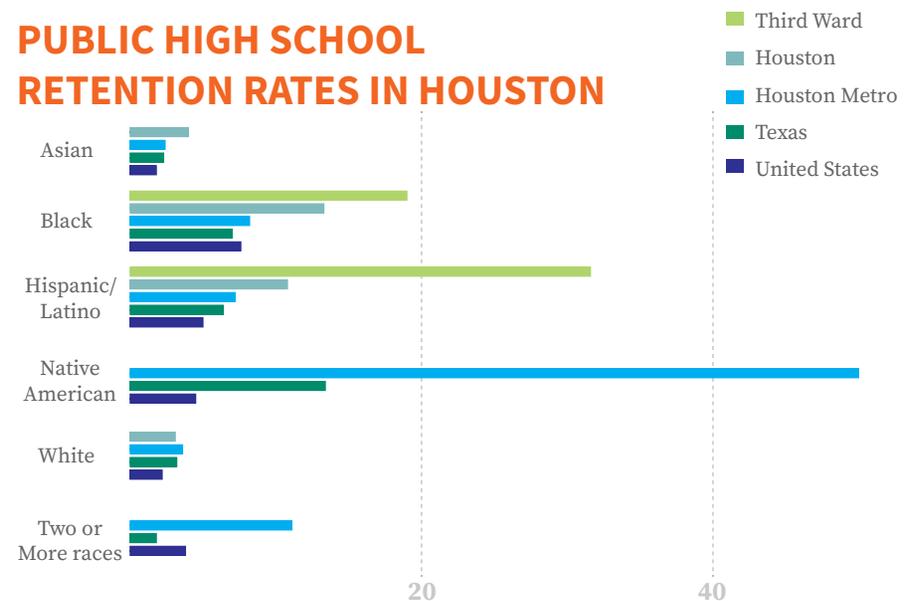
Many outside organizations and institutions provide programming in the Northern Third Ward, yet there is little collaboration with parents, residents and community-based organizations. We will inventory all of the services and service-providers working in our neighborhood to ensure that they are working together to meet our needs, and that we are determining the types of programs provided to ensure that our children and our schools succeed.

For example, the Third Ward Initiative is a collaborative partnership engaging the Third Ward community. University of Houston faculty, administrators, staff and students aim to combine intellectual talents and physical energies to forge a sustainable partnership that demonstrably improves the quality of life by improving educational outcomes, securing jobs, developing and strengthening businesses, and celebrating the arts, culture, and history of the area. Fostering more partnerships between institutions and our community will create synergy among our local institutions and ensure that academic success of our children is a primary goal. Holistically supporting our neighborhood schools will measurably impact student retention, which is disproportionately higher in our neighborhood in comparison to Houston, especially amongst our Black and Hispanic students (see figure 4.41).

Work to build strong relationships and partnerships between organizations, local schools and universities to create a holistic education system in the neighborhood and encourage residents to go to local schools

Beyond the Third Ward Initiative led by the University of Houston, we will build strong partnerships with Texas Southern University, Houston Independent School District, local schools, parents and teachers to ensure that all of our partners are working together for the success of our children and our schools.

PUBLIC HIGH SCHOOL RETENTION RATES IN HOUSTON



More Hispanic/Latino Students Get Held Back a Grade Than Other Ethnicities
Hispanic/Latino high school students in the Third Ward get held back a grade at a higher rate (31.6%) than other ethnicities. This trend **does not reflect the norm** for Houston:

- **Black** high school students have the highest retention rate (**13.3%**)
- Retention rate among Hispanic/Latino high school students is **10.8%**

Figure 4.41 | Source <http://education-places.startclass.com/l/39651/Greater-Third-Ward-Houston-TX> - 2014 Data

EXPANDING AFTER-SCHOOL AND SUMMER ENRICHMENT

OUR VISION

Our children and youth will have access to programs and resources they need to succeed

4.5 Publicize Out of School Programs

Nine organizations and institutions inside of the Northern Third Ward provide summer or afterschool enrichment and education programs for youth. Yet, many of our families do not know about the resources that are available to them and their children. As a result, one of our most important goals is to expand knowledge of and access to out of school programs.

Create a directory of after-school and summer enrichment programs for children and youth, ensure that this information is reaching residents

We will be working to inventory all out of school programs in our neighborhood and keep an annual updated directory of these programs. We will also ensure that the information is reaching residents by exploring different promotional methods, include the web, printed materials, and other methods.

Target university summer programs for youth to Northern Third Ward schools.

We will create partnerships with our universities to target the youth and children in the Northern Third Ward for summer camps, afterschool programs and other resources provided by these institutions.

FEATURE

TEXAS AFTER SCHOOL PROGRAMS

21st Century Community Learning Centers

Funded by the Texas Education Agency, this program is designed to prepare students of all ages for the workforce and higher education after graduation.

After School Achievement

Subsidized by the City of Houston Parks and Recreation Department, this program serves children age 5-14, and participating schools set their own curricula with input from parents, students, teachers, and partners

Cooperative for After School Enrichment

A division of the Harris County Department of Education, CASE acts as an intermediary with other organizations to provide high-quality after-school programming to all students in Harris County; its signature curricula, called “Kids’ Days Projects,” connect after-school activities to the world of work.



4.6 Expanding Out of School Enrichment Programs

Out of school programs provide children and youth with opportunities for new experiences, insights and skills. Quality out of school programs bring a wide range of benefits to youth, families and communities. These programs can boost academic performance, reduce risky behaviors, promote physical health, and provide a safe, structured environment for the children of working parents.

Work in partnership with community centers, non-profit organizations, and parks to expand and grow after-school and summer enrichment programs for children and youth such as S.H.A.P.E. Center's summer civil rights freedom tour

Currently, the Northern Third Ward has nine organizations or institutions who provide either afterschool or summer programs. Nearly all of the free or reduced-fee programs are at capacity. We will work in partnership with S.H.A.P.E. Community Center, Workshop Houston, Emancipation Park, C-STEM, Change Happens and the Blue Triangle Multicultural Center to expand free or affordable summer and after-school programs. We will also work with area universities to develop scholarships for summer camps.

Focus programs on motivating students to increase academic performance and to set high career goals

As we move forward we want to focus more programs on motivating youth to seek high academic performance and to set high career goals. We will be working with our partner organizations to complete this project.

Expand knowledge of after-school zone programs provided by the Smith Family Library

'After School Zone' operates out of 15 library locations and offers youth age 7-18 a variety of engaging activities and a chance to hang out with friends, weekdays after school hours. Video games, homework help, and hands on STEM programs are just some of the activities offered. Expanding knowledge of this program to our families is a key action step.

FEATURE

STATEWIDE STATS ON AFTER SCHOOL PROGRAMS

1.5 Million students in Texas would participate in an afterschool program if one were available to them (37%)

935,057 students are on their own during the hours after school in Texas (19%)

880,636 students participate in an afterschool program (18%)

103,133 students participate in a 21st Century Community Learning Center Program - programs that serve children living in high-poverty areas and attending low-performing schools.

148 21st Century Community Learning Center grantees are in Texas.

1001 Communities are served by a 21st Century Community Learning Center in Texas.

80% of Texas parents support public funding for afterschool programs



OUT OF SCHOOL PROGRAM PROVIDERS

- 1 The Lawson Academy
- 2 S.H.A.P.E. Center
After School Enrichment Program
Summer Youth Enrichment Program
Free Math Tutorials
- 3 Change Happens!
After-School/Summer Programs
School-Based Prevention Programs
- 4 Blue Triangle Summer Fun Camp
Summer Program
Swimming Lessons
- 5 Workshop Houston
Tutoring
Creative Workshops
- 6 C Stem Inc
- 7 Community Music Center of Houston
Summer Youth Music Camp
- 8 Emancipation Park Community Center
- 9 University of Houston
Summer Camps
- 10 Smith Family Library
Afterschool Zone
- 11 Herman Park Rotary Club
Mentoring & Tutoring Programs



4.7 Youth Mentorship

Improved academic performance, stronger and healthier relationships with parents, teachers and peers, and an overall better attitude about school are only a few of the benefits of mentorship. There are a number of organizations in the Northern Third Ward that are seeking to provide mentors, the challenge has been to connect them to local schools and students. Mentors for young black males attending Yates High School and Blackshear Elementary School was emphasized as a top priority. Combined these two schools have 1,460 students enrolled, both male and female.

Develop youth mentorship programs with local leaders and role models, including churches, universities, and the Hermann Park Rotary program.

As we move forward we will be identifying organizations and institutions to coordinate mentoring and tutoring programs at our area schools. We will also be working directly with the Herman Park Rotary Club to meet their goal of providing a mentor for every student in the Northern Third Ward. We will also be conducting outreach to our area churches to identify additional mentors and connect the churches back to the community they call home.

CHECK IN

4.7 Each student at Yates HS and Blackshear Elementary has a mentor or participates in a mentorship program by 2019 .

Create a college-bound experience program with area universities.

While our neighborhood is home to two major universities—Texas Southern University and the University of Houston—many of our young people have not had the experience of touring a college campus, participating in a summer camp, or other college-bound experiences. We will be working directly with our universities to expand opportunities for the children and youth who call the Northern Third Ward home. This will include establishing scholarships for summer camps and creating a direct line of communication between the universities and area schools.

GRADUATION RATES BY STUDENT GROUPS

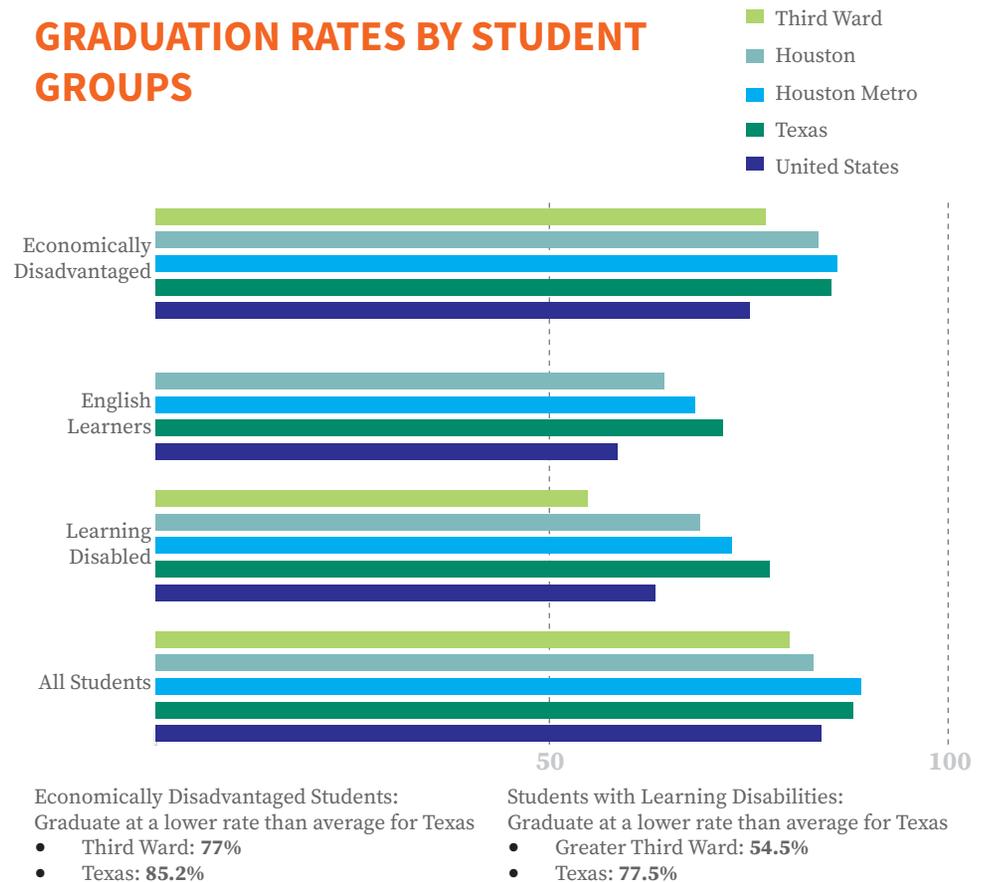


Figure 4.71 | Graduation Rates by Student Groups 2014 | **Source** <http://education-places.startclass.com/l/39651/Greater-Third-Ward-Houston-TX-2014-Data>

FEATURE

OK PROGRAM

The OK Program is a mentoring and leadership development model that focuses on African-American males 12 to 18 years old. The Program's primary goals are to help young men develop leadership and critical thinking skills, promote academic excellence, and reduce the high rates of incarceration and homicide young African-American males face.

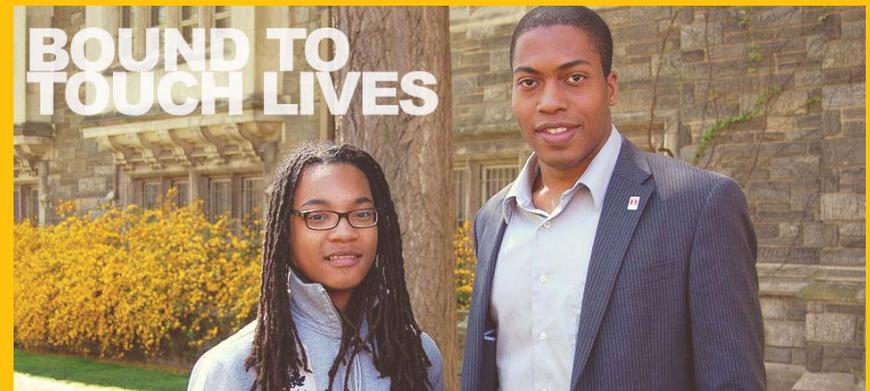
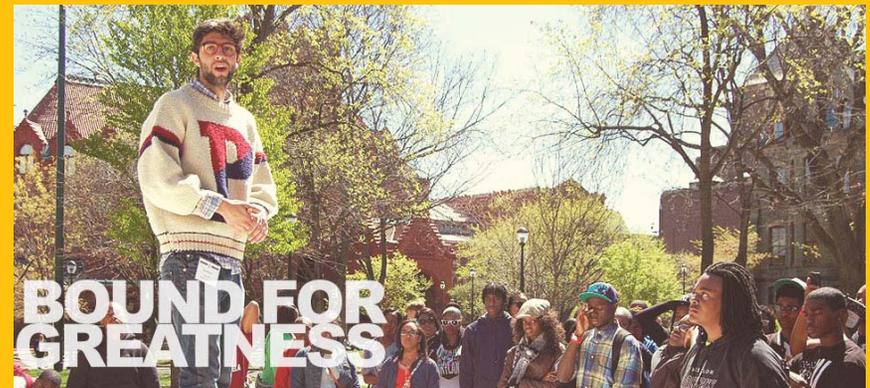
Since 1990, when it was founded in Rancho Cordova, California, the OK Program has touched the lives of thousands of young African-American boys. When you meet and talk with some of the Program alums, it doesn't take long for them to share how OK has changed their lives. When they talk about the Program, you not only see a smile on their face, you also hear it in their voice. It's because the OK Program helped them become the responsible, value-driven men they are today. Some say that it literally saved their lives.



FEATURE

COLLEGE BOUND

College Bound helps over 150 students from 46 schools in the Washington, D.C. area. 100% of their students graduate high school and are accepted at colleges and universities. College Bound's mission is to prepare public and public charter school students in the metropolitan D.C. area to enter college, earn a degree, and achieve their personal and professional goal with a vision to make college a reality by adequately preparing students to matriculate and graduate from college, allowing them to positively contribute to our society.



IMPLEMENTATION

Implementation Approach

The Education planning area has seven goals. The goals have been prioritized and include specific actions steps and projects to achieve our vision. Our Implementation Approach also includes a recommended timeframe, estimated cost, target partners and potential sources of funds.

Education goals include improving and supporting our area schools, engaging parents in the education of their children, creating a directory of out of school programs and expanding these programs, while also ensuring our youth have mentors and that we are partnering across organizations to improve success. We know that by improving educational outcomes and the quality of our schools we will build a healthier and more sustainable community, increase safety, health, and the economic outlook for our families.

The tables which follow are our plan for action.

The highest priorities for the Education focus area of our plan are:

- Yates High School, Blackshear and feeder pattern public schools
- Parent Teacher Engagement
- Publicize Out of School Programs

All other priorities are listed below:

- Strong Historic and Local Schools
- Partnerships for Progress
- Expanding Out of School Enrichment Programs
- Youth Mentorship

EDUCATION

Our historic neighborhood schools, our families and our children have the resources and support they need to succeed; our many educational institutions—that serve people of all ages—combine their strengths to ensure early and lifelong success for us all.

STRENGTHENING OUR HISTORIC LOCAL SCHOOLS AND INSTITUTIONS

Our neighborhood is home to educational pathways of choice, building upon historic and strong institutional and community relationships

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
4.1	Yates High School <i>Initial Action Steps</i>	High			Lead: HISD; Local Schools; Parents; Students; Alumni	HISD U.S. Department of Education
	> Advocate for strengthening the communication and maritime magnet programs at Yates HS		Yr 2	\$5,000 (Annual)		
4.2	Parent Teacher Engagement <i>Initial Action Steps</i>	High			Lead: HISD; Local Schools; Parents; Students	HISD University Funding
	> Build relationships between parents and teachers to ensure academic success, including increasing participation in school activities and PTA/PTOs. Work to provide holistic staff, parent and faculty resources.		Yr 1 -5	\$5,000 (Annual)		
4.3	Strong Historic and Local Schools <i>Initial Action Steps</i>	Medium			Lead: HISD; Local Schools; Parents; Students; Alumni; Universities; NTWNPP Herman Park Rotary Club; Area Churches; Wheeler Avenue Triangle Ministries Inc.; WA5C's (Wheeler Avenue Central City Comprehensive Community Center); Wheeler Avenue Baptist Church	HISD U.S. Department of Education University Funding
	> Support Yates High School and its feeder institutions to enhance their success and support parent's voice in shaping the future of the schools, including support groups to fundraise, supervise field trips, and advocate for improvements		Yr 1 -5	\$5,000 (Annual)		
	> Create a strategy to engage leaders and teachers at Yates, Blackshear and other feeder institutions to better understand their needs and where support is needed from the community		Yr 1 -5	\$5,000 (Annual)		

STRENGTHENING OUR HISTORIC LOCAL SCHOOLS AND INSTITUTIONS

Our neighborhood is home to educational pathways of choice, building upon historic and strong institutional and community relationships

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
4.4	Partnerships for Progress <i>Initial Action Steps</i>	Low			Lead: NTWNPP; UH Third Ward Initiative; Texas Southern University; University of Houston College of Education; HISD; Local Schools; Parents; Students; Change Happens ; Yellowstone Academy; SHAPE; Barbara Bush Literacy Foundation; Smith Family Library	University Funding Local Foundations City of Houston United Way
	> Inventory all organizations and institutions working in Northern Third Ward Schools, ensure partners are working together and holistically to support neighborhood schools		Yr 2	\$5,000 (Annual)		
	> Work to build strong relationships and partnerships between organizations, local schools and universities to create a holistic education system in the neighborhood and encourage residents to go to local schools		Yr 2	\$5,000 (Annual)		

EXPANDING AFTER-SCHOOL AND SUMMER ENRICHMENT

Our children and youth will have access to programs and resources they need to succeed

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
4.5	Publicize Out of School Programs <i>Initial Action Steps</i>	High			Lead: NTWNPP; Universities Partners: HISD; Local Schools; Parents; Students; City of Houston	United Way Community Building Grant University Funding
	> Create a directory of after-school and summer enrichment programs for children and youth, ensure that this information is reaching residents		Yr 2	\$5,000 (Annual)		
	> Target University summer programs for youth to Northern Third Ward schools		Yr 2	\$5,000 (Annual)		
4.6	Expanding Out of School Enrichment Programs <i>Initial Action Steps</i>	Medium			Lead: NTWNPP; Change Happens; Universities Partners: HISD; Local Schools; Parents; Students; SHAPE; City of Houston Parks and Recreation; Smith Family Library; Emancipation Park	City of Houston Parks and Recreation Department My Brother's Keeper National Endowment for the Arts Local Foundations LISC Houston Journey Seed Grants
	> Work in partnership with community centers, non-profit organizations, and parks to expand and grow after-school and summer enrichment programs for children and youth such as S.H.A.P.E. Center's summer civil rights freedom tour		Yr 2	\$5,000 (Annual)		
	> Focus programs on motivating students to increase academic performance and to set high career goals		Yr 2	\$5,000 (Annual)		
	> Expand knowledge of after-school zone programs provided by the Smith Family library		Yr 2	\$5,000 (Annual)		
4.7	Youth Mentorship <i>Initial Action Steps</i>	Medium			Lead: Change Happens Partners: HISD; Local Schools; Parents; Students; Hermann Park Rotary Club; University of Houston; Texas Southern University; University student organizations; Fraternity and Sorority groups; Area Churches; Workshop Houston	Hire Houston Youth My Brother's Keeper Houston University Funding Local Foundations LISC Houston Journey Seed Grants
	> Develop youth mentorship programs with local leaders and role models, including churches, universities, and the Hermann Park Rotary program.		Yr 2	\$5,000 (Annual)		
	> Create a college-bound experience program with area universities		Yr 2	\$5,000 (Annual)		

Our Park Playground



*FAMILIES
CHILDREN
AND SENIORS*

FAMILIES, CHILDREN, AND SENIORS

OUR VISION

Our seniors, children and families will thrive in a neighborhood that is connected, informed and rich with opportunities and resources.

Our families, children and seniors are the pillars upon which our community stands, and it is critical to strengthen our neighborhood through these social connections. As redevelopment and gentrification press upon this fabric, we will create resiliency by promoting opportunities to bring all of us—young and old—together. We believe that in order to create sustainable community-driven change, we must build on the assets of our community. We know that people drive positive change and that by mobilizing existing (but often unrecognized) assets, together we can transform our neighborhood and our lives. For this reason, one of our most important goals is to mobilize everyone—individuals, associations, and institutions—to build upon our existing assets, rather than concentrate on needs.

Our vision is a neighborhood where each and every one of our families, children and seniors can thrive in a neighborhood that is connected, informed and rich with opportunities and resources. To achieve our vision, we will work to build bridges between our diverse residents and generations and ensure that they are connected to the resources and services they need to live healthy and prosperous lives.



Seniors exercise at the Third Ward Multi-Service Center

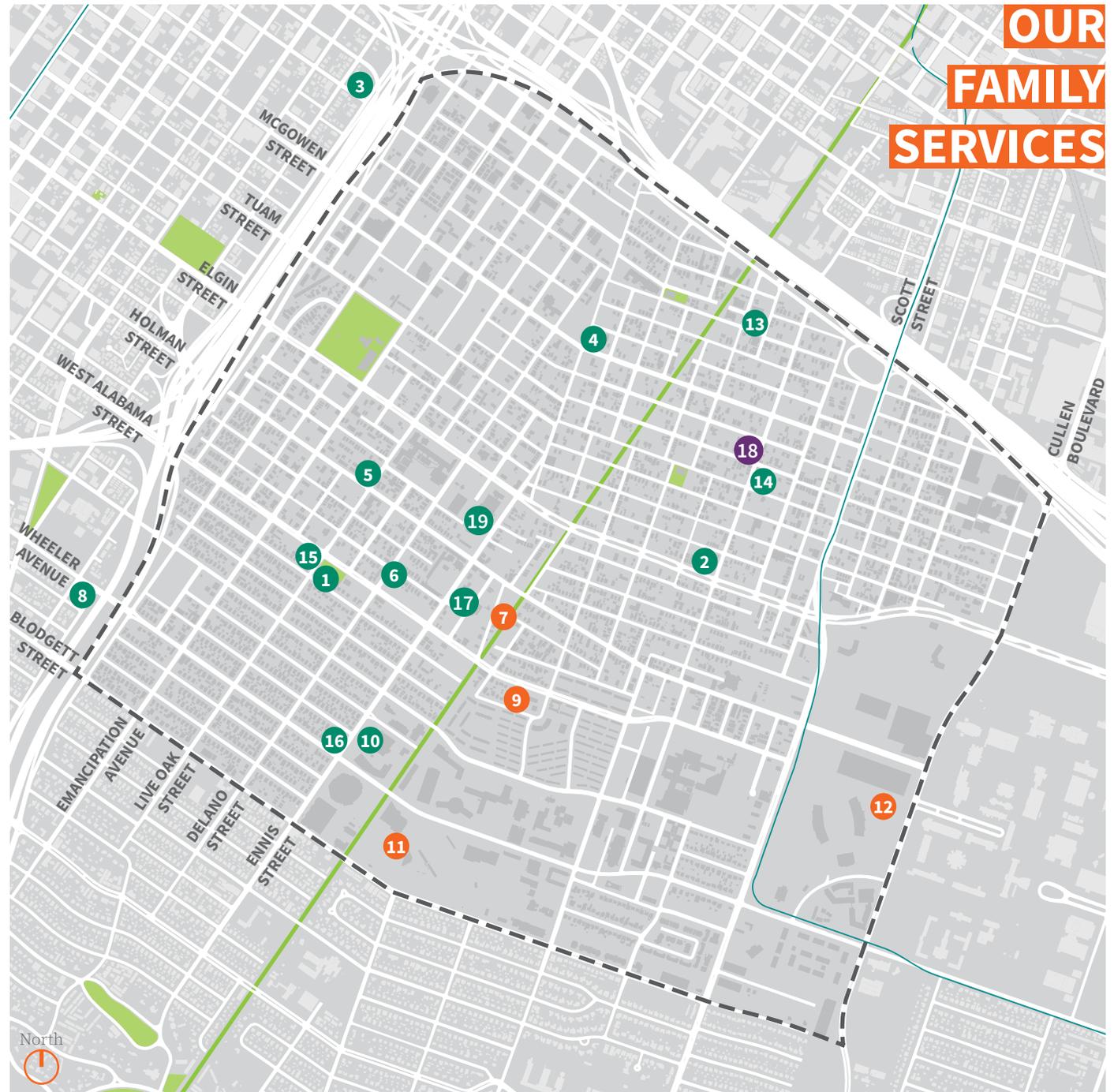
Source <https://www.bakerripley.org/locations/third-ward-multi-service-center>

OUR GOALS

- **Strong Families**
Support the strength and connectedness of our families, youth and seniors through knowledge and services
- **Access to Quality Care**
Improve and expand our access to healthcare

EXISTING FAMILY SERVICES

- Youth Services
 - Family Services
 - Senior Services
- 1 SHAPE Community Center
 - 2 Change Happens
 - 3 ESCAPE Family Resource Center
 - 4 Blue Triangle Community Center
 - 5 Project Row Houses
 - 6 Golden Age Hobby House
 - 7 Workshop Houston
 - 8 NAACP
 - 9 C Stem Inc.
 - 10 Community Music Center of Houston
 - 11 TSU, Summer Program
 - 12 UH, Summer Program
 - 13 City Wide Club of Clubs
 - 14 Madge Bush Transitional Living Center
 - 15 ASPIRE to Win
 - 16 Shamar Hope Haven
 - 17 Third Ward Multi-Service Center
 - 18 Audrey Hoffman Lawson Senior Residences
 - 19 Riverside Health Clinic
 - Central Care (FQHC)
 - Harris County Dialysis Center



OUR FAMILY SERVICES

Figure 5.01 | Source City of Houston

WHAT ELSE WE HEARD

In addition to our four public community meetings—where we established our visions, goals, projects and priorities—we also conducted a resident survey and a series of focus groups. These activities were incorporated into our planning process to ensure we reach a broad cross section of our community. The resident survey and focus groups gave us the opportunity to talk one-on-one with residents about the assets and the challenges of the community. What we heard through these processes further supported the goals and projects developed through our public community meetings.

Resident Survey

Through our resident survey we asked a series of questions about the community overall and how well our neighbors were connected to one another and to neighborhood activities. In general, the responses were very positive. For example, the survey reinforced that there is a strong sense of community in the Northern Third Ward. The majority of residents, 77% feel people would work together to fix problems in the community.

Unsurprisingly, the responses were incredibly positive when residents were asked how likely it was that a neighbor would help in a variety of situations.

IF SOMETHING WERE WRONG IN THE COMMUNITY, WOULD NEIGHBORS WORK TOGETHER TO FIX IT?



Figure 5.02 | Source NTWNPP Resident Survey 2017

About 88% of respondents felt it was “likely” that someone would check on an elderly neighbor, 84% felt it was “likely” neighbors would help out if they needed a favor, and 80% felt it was “likely” neighbors would take care of a child in an emergency.

People who call Northern Third Ward home are very involved in their community. In our survey, 88% of respondents reported being involved in at least one activity over the past year and 40% of respondents said they were involved in 5-8 different activities over the past year.

Overall, Northern Third Ward residents feel they can make a positive difference in the community. Half of all respondents say they can make “a great deal” of positive difference, while 26% say they can make “a fair amount” of positive difference. Renters were slightly more likely to say they could make “a great deal” of positive difference compared with owner occupants, 49% compared to 43%. Very few respondents, 6% overall, responded that they could make little or no positive difference in the community.

Focus Groups

The Northern Third Ward Neighborhood Planning Project team conducted a

LIKELIHOOD OF YOUR NEIGHBOR HELPING TO?



series of focus groups around key questions with selected groups active in the Northern Third Ward community. These groups included education, faith-based organizations and seniors. Dr. Jeffrey Guidry facilitated the groups. Each group emphasized the need to create better and stronger connections between residents, neighbors and the institutions and organizations in the neighborhood. For example, the senior group suggested that the changing demographics of the community makes it more difficult for them to know their neighbors. They also suggested that more engagement among residents could have a positive impact on safety and pointed to the need for increased communication between civic clubs and neighborhood associations. Education leaders suggested exploring new means to engage the community, including social media. The faith-based group felt that churches and faith-based congregations should play a more active role in mobilizing the community.

In summary, what we have heard through all of our outreach is that while the Northern Third Ward has many services and programs, too many of our

neighbors are not connected to these services. As a result, we will expand knowledge of what is already available, while also creating new programs that build on the assets and strengths of our families, youth and seniors.

CAN YOU MAKE A POSITIVE DIFFERENCE IN YOUR COMMUNITY?



Figure 5.03 | Source NTWNPP Resident Survey 2017



STRONG FAMILIES

OUR VISION

Support the strength and connectedness of our families and seniors through knowledge and services

5.1 Connected Generations

As redevelopment and gentrification changes our community, we will strengthen our neighborhood and the social connections that create resiliency by promoting opportunities to bring our young and old together. What we have heard through our meetings, surveys and focus groups is that we have many services and programs, yet many of us are not connected to these services. As a result, we will expand knowledge of what is already available, while also creating new programs that build on the assets and strengths of our families, youth and seniors.

Build a stronger community of support through inter-generational gatherings and events

Half of the respondents in our survey participate in organized community social event such as festivals, block parties and related celebrations. As we move forward, we will be creating more of these opportunities, and work to take advantage of them as a chance for cross-generational learning and sharing. We will also engage our neighbors who may not be attending these community-wide events to ensure that they both feel welcome and have the opportunity to contribute to the cultural fabric of our neighborhood. We believe that both our youth and our seniors should share in the leadership of our community, and we want to find new ways to make this happen.

GENERATION WAKING UP: WISER TOGETHER

Generation Waking Up in Oakland, CA hosted a series of intergenerational convenings that brought together youth, adults and elders from around Oakland and the Bay Area. The purpose was to build community connections across generations, to unleash innovative solutions, and to support intergenerational collaboration around local community projects.

The convenings use the World Café conversation methodology to explore the questions such as: What are the gifts we each bring as a generation? What are effective approaches for intergenerational collaboration? What is our vision for the future of our communities and how can we work together to make it happen?



Figure 00 | Source

5.2 Directory of Family and Senior Services

Our neighborhood is rich with programs and resources serving our families. Yet, many people are not aware of these resources and are not taking advantage of the programs available in the community. As a result, one of our most important projects will be creating a directory of services and programs. The directory will be developed and shared in multiple formats, including in print, community message board, on the web, social media, and potentially through an app- or text-based delivery system. Our goal is to ensure that our families are connected to the available resources in the neighborhood, including those at Shape Community Center, Change Happens, the Third Ward Multi-Service Center, area schools and universities, and other locations.

Create a directory of services and programs in multiple formats (printed, web, app) to ensure families are connected to the available resources in the neighborhood, including those at Shape Community Center and Change Happens

The directory will help to ensure that our residents know where to find the services they need. Our neighborhood has many community-based organizations that have maintained a presence for decades. Our web and printed communication announcements will include real-time information about programs offered at area community organizations, agencies and institutions.

Support the Third Ward Community Cloth Cooperative’s website, calendar of events, and other resources

We will also support the ongoing sustainability of Third Ward Cloth Cooperative’s website which includes a calendar of neighborhood events, meeting schedule, links to programs and services and other important information. Sustaining this important resource is key to keeping our families and residents informed.

Number of Residents < 18 Years, 2000 and 2015



Number of Residents Over 65 Years, 2000 and 2015



Figure 5.21 | Residents by Age, Change 2000 to 2015 | Source: Census 2000 and ACS 2015

ARE THERE CHILDREN IN YOUR HOUSEHOLD?

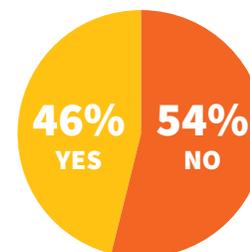


Figure 5.22 | Source NTWNPP Resident Survey

ACCESS TO QUALITY HEALTH CARE

OUR VISION

Improve and expand our access to support services and healthcare

5.3 Support Services

The Northern Third Ward is rich with services. Yet, the connection between available programs and the needs of our residents are not always aligned. As we move forward, we will survey the existing programs in our neighborhood to create the proposed directory and then fill any gaps in our support services. For us, support services provide the critical link between health, prosperity and family stability. Too many of our families are struggling with poverty and the challenges that go along with limited economic resources. For example, 64% of our residents under the age of 18, and 38% of our seniors, live in households with incomes below the federal poverty line. Our single mothers are also vulnerable: 66% of our mothers with children under the age of 18 struggle with poverty.

As a result, we will make sure that our residents have the support services they need, including counseling, mental healthcare, financial literacy, credit counseling, childcare assistance, and supportive programs for children and families.

As we continue to partner with our neighbors, agencies, institutions and public officials we will seek to develop more community specific resources in support of healthy families and safe living environments.

Provide counseling and other supportive resources, including financial literacy and credit counseling, to families in need to ensure they can thrive.

We will create a team, the Third Ward Health Collaborative, comprised of the health and social service providers serving our community, and in support of the work the health strand of the Third Ward Community Cloth is already doing. This will encourage the organizations to work together and focus their efforts on the real needs expressed by our neighbors.

CHECK IN

5.3 *Health Collaborative
Team is formed and active*

EXISTING COMMUNITY GARDENS

- 1 Alabama Gardens
- 2 Blodgett Urban Gardens
- 3 Third Ward Multi-Service Center Community Garden



HOW WOULD YOU RATE THE QUALITY OF PUBLIC SERVICES?

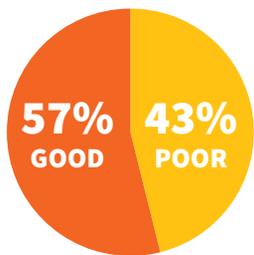


Figure 5.31 | Source NTWNPP Resident Survey

Figure 5.32 | Source HCAD 2016

5.4 Staying Healthy

Northern Third Ward residents have a higher rate of health insurance coverage than the city overall, at 77%, yet accessing healthcare can be a challenge. Currently, the neighborhood is not served by any primary care physicians or family doctor offices; the closest primary care services are provided at the Martin Luther King Jr. Health Center operated by the Harris Health System and located just south of the neighborhood. Many of our residents are dependent on public transportation, which makes it difficult for them to regularly travel to medical services outside of the neighborhood.

Expand access to preventive healthcare, such as diabetes awareness programs, HIV prevention, STD prevention, and mental health support through outreach and health fairs

As we move forward, we will ensure that our residents have mobility options near their homes in order to reach health care facilities. More importantly, we will ensure our residents have the information they need to access preventative healthcare services where they live—such as the DAWN (Diabetes Awareness and Wellness Network) program at the Third Ward Multi-Service Center. This program, managed by the Houston Health Department, offers free wellness programming to those diagnosed with, and at risk for, diabetes. The Multi-Service Center also has services from Gateway to Care, a non-profit organization dedicated to ensuring that each resident of Houston/Harris County has access to affordable and accessible healthcare. Additionally, the University of Houston has been expanding their healthcare programs in the neighborhood, including: diabetes and obesity awareness and prevention, mental health counseling at Blackshear Elementary, and the Vision Collaborative--a partnership between the Health Department, and the Colleges of Nursing, Optometry and Social Work. The University of Houston will soon have space in the Riverside Clinic for their programming.

In addition, Change Happens offers educational programming to address HIV prevention, STI prevention as well as mental health challenges facing our community. We look for leadership from our community partners at Change Happens to engage our community members about how to address these issues through outreach and health forums. Other active programs at Change Happens include health insurance education and enrollment support.

Expand knowledge of and access to healthcare and other health services in the community.

As we move forward, we will ensure that our residents know about the healthcare programs available in the community by improving and expanding outreach and visibility. We will also ensure that health services outside of our neighborhood are accessible through a mobility program, which is included in the Neighborhood Building section of this plan. Finally, we will encourage preventative care. We will support and expand health fairs in our community to make sure that our residents have access to preventative care that can keep them healthy throughout their lives. We will also utilize existing organizations which provide preventative care programs and invite them into our schools and community centers.

Expand and improve outreach programs.

EXISTING HEALTH CLINICS

- 1 Riverside Health Clinic
 - Central Care (FQHC)
 - Harris County Dialysis Center
- 2 Birthing Place
- 3 Gateway to Care
- 4 Diabetes Awareness & Wellness Network (D.A.W.N.)
- 5 Quentin Mease Community Hospital
- 6 Martin Luther King Health Center
- 7 Serenity Healthcare for Women

THIRD WARD HEALTH INSURANCE

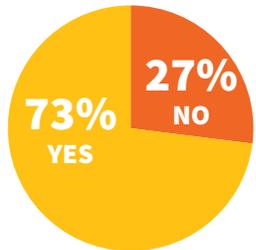


Figure 5.41 | Northern Third Ward Health Insurance Coverage **Source** ACS 2015

HOUSTON HEALTH INSURANCE

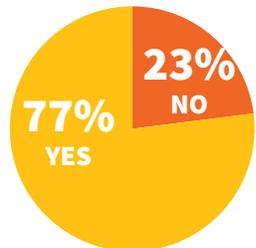


Figure 5.42 | Houston Health Insurance Coverage **Source** ACS 2015



Figure 5.43 | **Source** HCAD 2016

IMPLEMENTATION

Implementation Approach

The Families, Children, and Seniors planning area has four goals. The goals have been prioritized and include specific actions steps and projects to achieve our vision. Our Implementation Approach also includes a recommended timeframe, estimated cost, target partners and potential sources of funds.

Goals for the Families, Children, and Seniors plan include increasing family connectedness, enhancing the quality and access to health care services located in our community, and ensuring that all in our neighborhood are aware of the services which are available within our community.

The tables which follow are our plan for action.

Our Highest priorities for our Families, Children and Seniors plan are:

- Connected Generations
- Support Services
- Staying Healthy

Other priorities are:

- Directory of Family and Senior Services
- Expanding Access to Care

FAMILIES, CHILDREN, AND SENIORS

Our seniors, children and families will thrive in a neighborhood that is connected, informed and rich with opportunities and resources.

STRONG FAMILIES

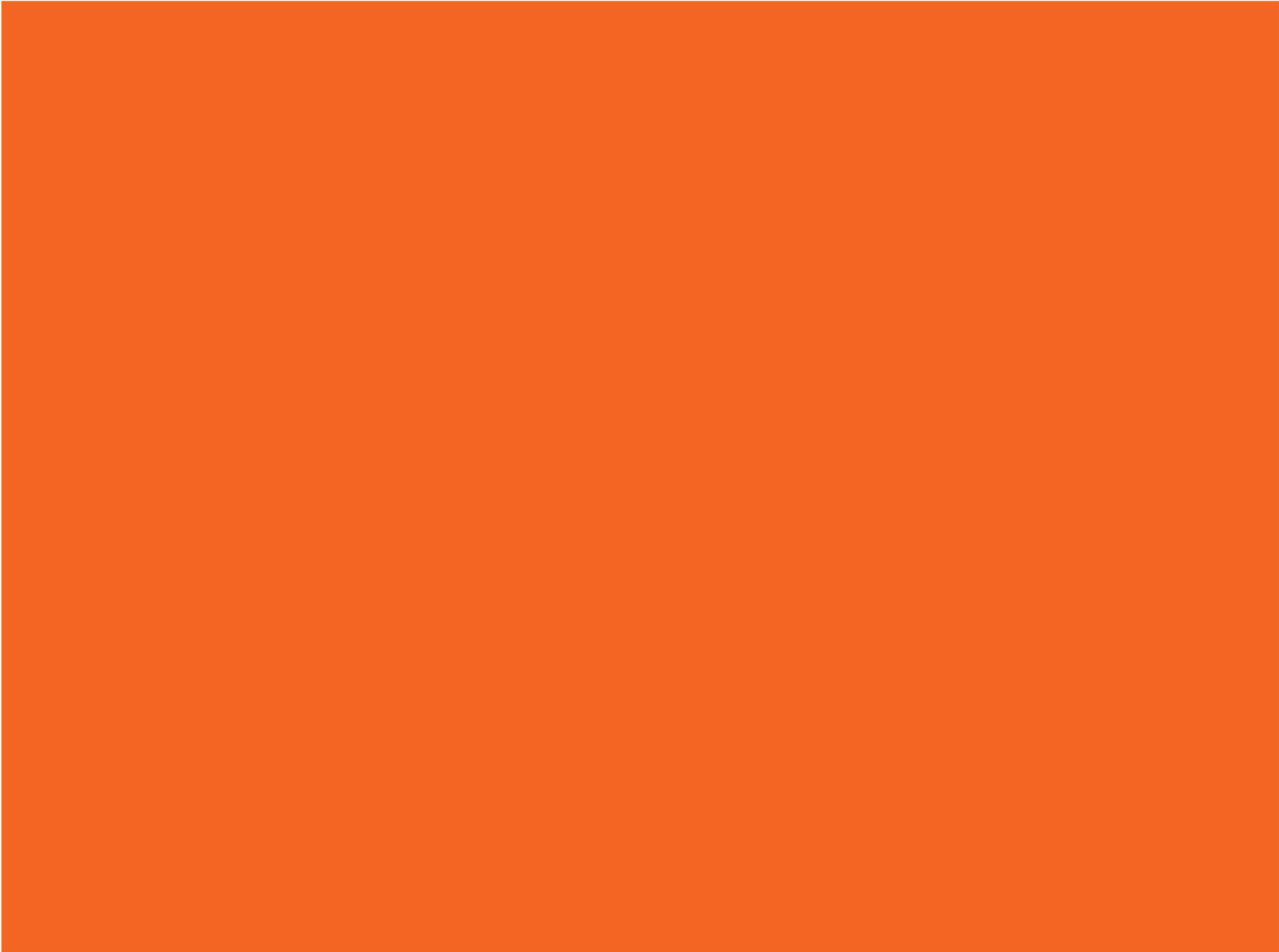
Support the strength and connectedness of our families and seniors through knowledge and services

	Recommendations	Priority	Time-frame	Cost	Target Partners	Potential Source of Funds
5.1	Connected Generations <i>Initial Action Steps</i>	High			Lead: NTWNPP; Change Happens; EEDC; Wheeler Avenue Triangle Ministries Inc.	Local Foundations LISC Houston Journey Seed Grants AARP
	> Build a stronger community of support through inter-generational gatherings and events		Yr 2	\$5,000 (Annual)	Partners: HISD; Local Schools; Parents; Students; Alumni; SHAPE; Project Row Houses; Third Ward Multi-Service Center; City of Houston Parks and Recreation Department; Emancipation Park	
5.2	Directory of Family and Senior Services <i>Initial Action Steps</i>	Medium			Lead: NTWNPP; Change Happens; SHAPE; EEDC; Third Ward Multi-Service Center; Wheeler Avenue Triangle Ministries Inc.	United Way Community Building Grant University of Houston WFRF Grant Funding City of Houston LISC Houston Journey Seed Grants
	> Create a directory of services and programs in multiple formats (printed, web, app) to ensure families are connected to the available resources in the neighborhood, including those at Shape Community Center and Change Happens		Yr 2	\$5,000	Partners: Texas Southern University; University of Houston; Area Schools; Third Ward Community Cloth; Area Churches	
	>Support the Third Ward Community Cloth Cooperative’s website, calendar of events, and other resources		Yr 2	\$5,000 (Annual)		

ACCESS TO QUALITY HEALTH CARE

Improve and expand our access to healthcare

	Recommendations	Priority	Time-frame	Cost	Partners	Potential Source of Funds
5.3	Support Services <i>Initial Action Steps</i>	High			Lead Partners: NTWNPP; Third Ward Multi-Service Center; Universities; Wheeler Avenue Triangle Ministries Inc. Potential Partners: HISD; Local Schools; Unity Bank; Frost Bank; Texas Capital Bank; Central Care	LISC GO Neighborhoods Texas Medical Center City of Houston Department of Health and Human Services Central Care State Farm
	> Provide counseling and other supportive resources, including financial literacy and credit counseling, to families in need to ensure they can thrive		Yr 1 -5	\$5,000 (Annual)		
5.4	Staying Healthy <i>Initial Action Steps</i>	High			Lead Partners: University of Houston; DAWN Center; NTWNPP; EEDC; TSU; Change Happens; City of Houston Health Department Potential Partners: Texas Medical Center; Central Care Clinic; UH Third Ward Initiative; Third Ward Multi-Service Center; Third Ward Community Cloth; SHAPE; Area Churches; Wheeler Avenue Triangle Ministries, Inc.; Area Healthcare Providers	AARP Texas Medical Center City of Houston Department of Health and Human Services University Funding LISC GO Neighborhoods Complete Communities Funding
	> Expand access to preventive healthcare, such as diabetes awareness programs, HIV prevention, STD prevention, and mental health support through outreach and health fairs		Yr 1 -5	\$5,000 (Annual)		
	> Expand knowledge of and access to healthcare and other health services in the community.		Yr 1 -5	\$5,000 (Annual)		
	>Expand and improve outreach programs.		Yr 2	\$5,000 (Annual)		





**YOU
GOTTA
LOVE US
OR LEAVE US
ALONE**

*MOVING
FORWARD*

MOVING FORWARD

The goals and action items that resulted from the Northern Third Ward Neighborhood Planning Project include a full range of ideas — from low-cost solutions, that can be implemented immediately with the time and energy of our residents, to more visionary projects, that will require extensive fundraising, a longer timeframe and close coordination with partners throughout the city. To achieve our goals, different implementation strategies will be required with different sets of project partners to take the lead where they have interest and experience. As with any implementation strategy, community leaders must seek to secure funding from both public and private sources as well as foundations to maximize impact.

This plan is designed as a toolkit for moving forward. It expresses the vision of our community and the goals we created together to achieve that vision. Given the range of action items and the steps necessary to make our goals a reality, it is important to note that this plan is a living document — one that will evolve as we continue to dialogue, as new partnerships are created, and as new funding sources becomes available. As implementation moves forward, recommendations and priorities in this plan should continuously be reevaluated to adapt to changes in the neighborhood and in the political and economic climate. Of the highest priority is that the principles embodied in this plan are followed through.

Several important next steps must be taken to assure that all participants stay involved and that those in leadership positions take note of the plan and embrace an active role in its implementation.

Present the plan to the Wells Fargo Regional Foundation

The next immediate step is to submit the plan to the Wells Fargo Regional Foundation for discussion about potential implementation funding.

Present the plan to government agencies

The plan should be submitted to the local City Council representatives as well as the Houston Planning Commission for review. This should occur immediately after release of the final plan in mid-2017.

Raise awareness of the plan to the community

Printed copies of the Executive Summary and electronic copies of the full plan will be distributed to neighborhood organizations, local partners, and foundations, including Smith Neighborhood Library, Third Ward Multi-Service Center, Change Happens, and Project Row Houses. Media outlets, including print, radio, TV, and social media will be engaged to further spread the word.

Transition to Northern Third Ward Planning Project Implementation Committee

The future of this plan will rely on the Steering Committee transitioning to an Implementation Committee which will be responsible for overseeing and coordinating the implementation of the plan. Other specific plan implementation responsibilities will include: publicizing and disseminating the plan; continuing to recruit community stakeholders into the implementation process; budgeting and raising funds; implementing the

goals, objectives, and activities specified in the plan; obtaining formal approvals and permits needed for physical improvement projects; assembling resources and support to implement long-term objectives; and reporting back to the community. The Implementation Committee will determine the individuals and organizations that will perform in the various capacities needed to meet these implementation activities. For instance, there might be an “outreach” sub-committee who would take the lead on recruiting additional community stakeholders into the planning process among other activities.

The Consortium—in its administrative capacity—will submit an application for implementation of the plan. If the implementation plan is awarded the Steering Committee will:

- The Steering Committee for the plan will evolve into the Steering Committee for implementation and continue to meet on a regular basis.
- On an ongoing basis, the Steering Committee will review member composition and make adjustments or additions as needed.
- The roles, responsibilities, and governance of the Steering Committee will be modified to reflect the new role for implementation, including the responsibilities of the Steering Committee, the lead organization, and all other partners, as well as how the lead organization and Steering Committee members will be held accountable for implementation.
- Participate in the selection/hiring of any consultants that will be required to complete the implementation plan.
- Devise a structure to manage the multiple initiatives included in the planning implementation application.

- Arrange Steering Committee training to ensure that members understand their roles and responsibilities.
- The Steering Committee will oversee the plan’s implementation and create an evaluation plan to measure outcomes and success.
- Develop public relations and communications campaign to inform residents and other stakeholder of activities and need for their participation.
- Monitor all implementation activities.
- The Steering Committee will also coordinate ongoing engagement activities to foster communication among community residents and stakeholders.
- Coordinate activities with other NTW community initiatives.

If the implementation plan is not awarded, the Consortium will remain intact and continue to explore opportunities to secure funding to continue the work addressed in the implementation plan.

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