


Goal	Assessment/ Gaps	Strategy	Associated Goals
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1. People

The People category includes topics such as access to health care, equal opportunity, social services, and celebrating the cultural diversity of Houston. The assessment found that numerous programs have been successfully implemented in Houston, such as the End Homelessness Campaign, United Way’s THRIVE program, and the Greater Houston Partnership’s UpSKILL Houston program, aimed at promoting job skills training to create a ready workforce. Additionally, many indicator reports have been completed to illustrate the health disparities among Houston’s population. In general, Houston suffers from a large disparity among levels of prosperity and the lack of a mechanism for neighborhood planning or affordable housing makes it difficult to geographically pinpoint where interventions should occur. More detailed assessments and recommended strategies intended to achieve each Goal are listed below.

 People			
Goal	Assessment/ Gaps	Strategy	Associated Goals
<i>Goal 1: Equitable access to opportunity and prosperity</i>	Assessment 1: Houston does not have an overarching policy to address affordable housing and social service programs.	Strategy 1: Develop an overarching city policy to improve the provision of and access to affordable housing. This policy should develop goals for affordable housing and consider incentive, subsidies and/or requirements for accomplishing housing goals.	Goal 11, Goal 29
	Assessment 2: Various private/non-profit/philanthropic entities, programs and initiatives call for equity, yet few tools or ordinances define what that means. Furthermore, these efforts are narrow in focus, are not unified or cohesive.	Strategy 2: Develop community-wide definition of equity. Consider programs to address equity disparities including differences in access, income and quality of life. Strategy 3: Facilitate public private partnerships to support the creation and implementation of programs. Examples of opportunities for such partnerships include transit-oriented development (TOD); affordable housing, education, job training, and affordable childcare.	
	Assessment 3: There is limited investment in		Goal 5

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	<p>social service programs by City and counties. Further, the non-profit arena does not have the capacity to address social service needs at the scale or scope that is necessary.</p>	<p>Strategy 4: See strategy 30</p>	
	<p>Assessment 4: An example of a successful program is the <i>End Homelessness in Houston</i> partnership between the City, Houston Housing Authority (HHA), and more than 30 other agencies. This program has achieved remarkable results in ending homelessness.</p>	<p>Strategy 5: Continue to combat homelessness Downtown and throughout the city. Use the <i>End Homelessness</i> campaign as a model to illustrate the beneficial impact of leadership from the Mayor’s Office in overcoming a significant city challenge.</p>	
<p><i>Goal 2: Engaged and informed residents</i></p>	<p>Assessment 5: The Houston community continues to struggle with meaningful community-wide engagement. There is a lack of both clear dissemination of information and meaningful opportunities for the community to become involved.</p>	<p>Strategy 6: Develop a citywide public engagement policy and public engagement plan, establishing clear goals, expectations, and processes, and a priority on the citizens’ perspective.</p> <p>Strategy 7: Continue to work with local groups to increase volunteer and community service opportunities, as well as public awareness of those opportunities.</p> <p>Strategy 8: Develop community gateways to identify, welcome and educate.</p>	
	<p>Assessment 6: Many existing plans and programs identify community empowerment as a priority, but the City lacks an overarching public engagement policy that defines objectives and process.</p>	<p>Strategy 9: Set up ongoing protocols with the City’s internal and external partners to institutionalize public engagement.</p> <p>Strategy 10: Identify, promote and leverage Plan Houston Goals and Strategies that will</p>	<p>Goal 26, Goal 27</p>

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		require citizen support and involvement to accomplish, and create mechanism to harness this involvement.	
	<p>Assessment 7: Several tools exist to inform citizens what is planned in neighborhoods, but they are not always used effectively to communicate the complete picture in ways the community can understand.</p>	<p>Strategy 11: Continue work to ensure that City’s codes, programs and policies are transparent and understandable. Strategies include:</p> <ul style="list-style-type: none"> - Review, update and streamline regulations, processes and procedures to improve simplicity, predictability, and user friendliness - Establish indicators and metrics to allow the City’s progress on commitments <p>Strategy 12: Regularly assess changes in community demographics to ensure that the City communicates in methods that match the audience’s needs.</p> <p>Strategy 13: Expand and promote awareness of language resources available through library system.</p> <p>Strategy 14: Promote opportunities for those with diverse backgrounds to participate fully.</p>	<p>Goal 14</p>
	<p>Assessment 8: 311, one of the city’s major resources for collecting community input, is useful for reporting problems in the City; however, it is often unclear to residents where the service ends.</p>	<p>Strategy 15: Partner with surrounding areas to provide seamless 311 response beyond the city limits.</p>	<p>Goal 32</p>
	<p>Assessment 9: The Super Neighborhood Councils and their Super Neighborhood</p>	<p>Strategy 16: Revisit the Super Neighborhood Initiative to better define their</p>	<p>Goal 3</p>

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	<p>Alliance are an existing structure encouraging direct engagement with the community on City activities, but their roles need to be clarified in order to be more effective.</p>	<p>role and objectives in order to make program more effective planning.</p>	
	<p>Assessment 10: In this era of Houston’s economic success, many Houstonians are not aware that a large percentage of Houstonians are struggling with limited economic success.</p>	<p>Strategy 17: Improve public education efforts to inform people about the current needs affecting all Houstonians’ access to resources that improve quality of life and the potential consequences if such issues are not addressed.</p>	<p>Goal 26</p>
	<p>Assessment 11: Numerous public safety education efforts are implemented by various departments in the City, but these efforts could be more effective with greater coordination.</p>	<p>Strategy 18: Create an overarching policy and coordination of public safety education efforts among City departments to implement streamlined programs and successfully educate and influence behavior.</p>	<p>Goal 26</p>
<p><i>Goal 3: Strong social ties supported by social, civic, and faith organizations</i></p>	<p>Assessment 12: Numerous neighborhood and citywide plans cite social, civic, and faith organizations as key mechanisms to support economic development, supportive services, and neighborhood empowerment; however there is little coordination and follow-up to ensure implement of such plans Stronger tools are needed for grassroots planning and to support ability of Civic Clubs and Super Neighborhoods to enact change.</p>	<p>Strategy 19: Consider creating a structure and process for developing small area or neighborhood plans encouraging proactive community involvement, and adopted, implementable plans. Revisit Super Neighborhood program to link with new structure and empower Super Neighborhoods and Civic Clubs to lead effort. These plans should involve programming for community facilities and schools, housing and mobility needs, and to celebrate neighborhood diversity. Create policy to link recommendations with Plan Houston goals and strategies, and update plans every five years.</p> <p>Strategy 20: Consider the creation of events focused on strengthening community ties, elevating public spirit, and encouraging citizen engagement with the public sector.</p>	<p>Goal 16</p>

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	<p>Assessment 13: Schools are a significant force in promoting and sustaining strong social ties through this is sometimes overlooked when making decisions.</p>	<p>Strategy 21: Consider the role that schools play in strengthening social ties when preparing neighborhood and small area plans.</p>	
<p><i>Goal 4: Affordable, high-quality health care for all</i></p>	<p>Assessment 14: Houston is known for having state of the art, high quality health care providers. However, this supply does not always translate to high quality health care for all Houstonians. Nearly one third of Houstonians are without health insurance and adequate access to health care. Furthermore, twenty-three percent of Houstonians have incomes below the poverty line, compared to 16.8% in Harris County, Texas, and 13.8% nationally. There is no plan that coordinates efforts of the various agencies and organizations providing healthcare services to disadvantaged people.</p>	<p>Strategy 22: Research additional resources that can be tapped to increase the number of sites providing accessible and efficient healthcare, including preventative healthcare services, to disadvantaged communities.</p> <p>Strategy 23: Leverage the expansive work done on community indicators to match available health care services with communities in greatest need.</p>	
	<p>Assessment 15: Foundations (e.g., Episcopal Health Foundation) are doing effective work in the greater Houston area to help local nonprofits improve health care delivery and community development services with a focus on capacity building, but improved coordination between public and private sectors is needed.</p>	<p>Strategy 24: Explore further partnership between Texas Medical Center (TMC), the City, and communities in need.</p> <p>Strategy 25: Support and coordinate with county hospital districts, health foundations, and non-profits that promote improvements in wellness programs and health care delivery.</p>	<p>Goal 32</p>
	<p>Assessment 16: The city of Houston has policies that address the need for residents to have accessible health care and disease prevention, an overarching policy for the City to support health and the environment has not been prioritized.</p>	<p>Strategy 26: Develop City policy for addressing health needs beyond the hospital system, such as senior care (i.e. standards for nursing home facilities and guidelines for Aging in Place), and mental health services (i.e. services available within jail juvenile facilities, court system).</p>	

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	<p>Assessment 17: Houston has several Federal Qualified Health Centers (FQHCs) to provide comprehensive health care services to underserved communities; however, there are few organizations providing specialized care. This results in limited access to these important services.</p>	<p>Strategy 27: Work to expand number of affordable clinics in Houston that can provide specialized care for all.</p>	<p>Goal 21</p>
	<p>Assessment 18: There is little connection between health and neighborhood planning.</p>	<p>Strategy 28: Consider adopting policy to require Health Impact Assessments for new development.</p>	
	<p>Assessment 19: Many plans identify opportunities for the County and the City to coordinate health care planning and services. Such coordination could result in significant service improvement and increased efficiencies; however, the entities have never undertaken a comprehensive analysis of the costs and benefits of such coordination</p>	<p>Strategy 29: Consider a full analysis of the costs and benefits of improving coordination between the City and Harris County to ensure efficient health care coverage and policy alignment. Include other agencies and organizations in the analysis, as appropriate.</p>	
<p><i>Goal 5: Supportive services for disadvantaged and at-risk groups</i></p>	<p>Assessment 20: The basic needs of many Houstonians are not being met through existing social services. Assessment 21: Many non-profits are involved in providing supportive services; however, each organization’s plans and programs are specific to the interests of the organization. The public sector does not exert adequate leadership to provide for coordination and complete coverage of supportive services.</p>	<p>Strategy 30: Develop policies to enable the City to take a leadership role in developing supportive services. Strategy 31: Coordinate the work of city departments to encourage efficiency and to become more involved with service providers. Strategy 32: Use success of <i>End Homelessness</i> campaign as model for successful City leadership in tackling important issues</p>	


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	Assessment 22: A gap exists in the ability to tie tools and funding sources to neighborhoods/ communities of greatest need.	Strategy 33: Conduct service needs assessments among stakeholder groups and use findings in the planning of new service offerings or in revising existing offerings.	
	Assessment 23: There is a need to better communicate the availability of social services to populations in need, and to better communicate the need for these services to the community at large.	Strategy 34: Promote awareness of supportive service offerings and their benefits, and how to apply. Strategy 35: Continue to support the Houston Public Library’s mission to provide free and equal access to high-quality, cost-effective services that improve quality of life across the community.	Goal 25
<i>Goal 6: An integrated community that reflects our cultural diversity and heritage</i>	Assessment 24: While Houston as a whole is the “most diverse city in the nation” according to the US Census Bureau, within its borders, neighborhoods are becoming more monolithic. Houston’s overall diversity is an advantage but if it is not nurtured, it could end up impairing the city’s economic growth and competitiveness	Strategy 36: Develop programs that deliberately speak to Houston’s multi-national, multi-cultural makeup and builds awareness of cultural diversity.	Goal 16
	Assessment 25: All ethnic and racial groups do not experience prosperity equally and the city has pockets of increasingly severe ethnic	Strategy 37: Identify the specialized needs of residents in these groups and neighborhoods and seek to find solutions to	Goal 1

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	<p>and economic segregation. Neighborhoods are not balanced in range of incomes and ethnicities.</p> <p>Assessment 26: The Office of International Communities (OIC) and Global Houston program are city-led initiatives aimed at welcoming newcomers to the Houston area. The Office “brings together Houston’s international community by promoting their well-being and connectedness and facilitating their successful civic, economic, and cultural integration in Houston.” Global Houston was developed “to foster better communication and collaboration within Houston’s international community. It serves as Houston’s link to international resources.”</p>	<p>their isolation and economic segregation.</p> <p>Strategy 38: Continue to support and develop Office of International Communities (OIC) and Global Houston programs, and other initiatives that welcome and help newcomers integrate into and succeed in the community.</p> <p>Strategy 39: Consider becoming involved in the Welcoming America Cities and Counties Program.</p> <p>Strategy 40: Expand cultural collections and programs offered by library system.</p>	<p>Goal 15, Goal 16, Goal 17</p>
<p><i>Goal 7: A diverse, welcoming culture that is celebrated and respected</i></p>	<p>Assessment 27: The term “culture” has different meanings depending on whether you ask an arts patron or an artist in a small non-profit. Need to reach consensus on what words mean to each of us and to clearly hear and understand each other.</p>	<p>Strategy 41: Convene citywide forum to discuss meaning of culture and identify locations and opportunities to promote and celebrate diverse groups throughout the city.</p>	<p>Goal 2, Goal 3</p>
	<p>Assessment 28: Through the Mayor’s Office, the City has served as a leader and dialogue convener on the issue of undocumented immigration and its implications for the city’s future. Dialogue includes partnerships with civic and business organizations and key non-profits and charities, such as Interfaith Ministries.</p> <p>Assessment 29: Need to expand language access program for government documents.</p>	<p>Strategy 42: Work with local non-profits, charities, and faith communities to assist in non-English speakers in Houston needing assistance. Continue to expand language access (additional languages) to government documents.</p> <p>Strategy 43: Further the work of the Mayor’s office in assisting and planning for the future of undocumented immigrants.</p>	
	<p>Assessment 30: The Mayor’s office conducts</p>	<p>Strategy 44: Work with regional partners to</p>	<p>Goal 2</p>

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	refugee service programs, but many refugees are beyond city limits.	expand City’s refugee services to meet needs of those outside Houston city limits.	
			Goal 8
	Assessment 31: Many of Houston’s newest residents come from communities with different traditions and beliefs making it difficult to take advantage of the wide variety of programs and activities that Houston offers.	Strategy 45: Recognize and plan for the special needs of certain cultures in community facilities and increase the cross-cultural education of service providers. One such example is the women-nly exercise room offered tat the Tellepsen YMCA.	

2. Place

The Place category includes topics promoting vibrant neighborhoods, parks, quality of the built environment, and community health, safety, and security. The assessment found that some elements of “Place” were successfully being planned for, such as promoting disaster preparedness, and creating a central spine of open space through the *Bayou Greenways* program. However, tools for neighborhood planning, creating housing diversity, and promoting connected, multi-modal neighborhoods, are lacking. Funding for public improvements and affordable housing are largely restricted to areas covered by Tax Increment Reinvestment Zones (TIRZ) and Municipal Management Districts, which results in prosperous communities receiving capital investments, and little is done outside of these boundaries in the balance of the city. While the City is responsible for upgrading community facilities, funding is insufficient to meet the need, and without private investment or proactive neighborhood planning, many communities are consistently overlooked. More detailed assessments and recommended strategies intended to achieve each Goal are listed below.

 Place			
Goal	Assessment/ Gaps	Strategy	Associated Goals
<i>Goal 8: A safe, secure community</i>	Assessment 32: Changes in development patterns can have significant implications for the provision of public safety; however the city has limited ways of identifying and accommodating these changed needs.	Strategy 46: Develop new tools for identifying the impact that changes in development patterns have on public safety response.	Goal 29
	Assessment 33: Multiple departments have tools, plans, programs and initiatives in place to support public safety but limited resources impact overall effectiveness. (e.g., Keep	Strategy 47: Continue to work with police department to address community policing in underserved or crime-affected areas.	

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	Houston Safe, Positive Interaction Program, Smoke Detector Giveaway Program, Make Safe, etc.)	<p>Strategy 48: Continue to build upon existing programs and develop new tools that build mutual trust in the community..</p> <p>Strategy 49: Explore how the combination of public safety agency meetings may increase their effectiveness with the community.</p>	
	<p>Assessment 34: Safety and security is a widespread theme in citywide and neighborhood plans. Topics include bicycle and pedestrian safety, community policing, CPTED, vacancy abatement, and disaster preparedness.</p> <p>Assessment 35: There is inadequate planning, coordination and implementation to improve pedestrian and bicycle safety.</p>	<p>Strategy 50: Coordinate the work of city departments and integrate CPTED principles in all aspects of community design.</p> <p>Strategy 51: Implement programs such as a Pedestrian Plan, the updated Bike Plan, and the Complete Streets Executive Order to ensure adequate sidewalks and other measures to ensure pedestrian and cyclist safety.</p> <p>Strategy 52: Fully incorporate the Complete Streets Executive Order concepts into ReBuild Houston.</p>	Goal 1, Goal 29
	Assessment 36: The City has developed a detailed disaster preparedness program; however, the community’s frequentlast-minute response does not always reflect this extensive planning.	<p>Strategy 53: Leverage grant programs to provide funding for preparedness programs and to mitigate the results of natural disasters..</p> <p>Strategy 54: Develop combined training and community-level preparedness programs.</p>	
	Assessment 37: The City’s Public Works and Engineering Department regularly updates its Infrastructure Design Manual. Updates to other codes and laws that affect public safety are irregular and not institutionalized.	Strategy 55: Regularly review codes to promote best practices and improved life safety requirements.	
	Assessment 38: Animal control is a persistent	Strategy 56: Consider formal partnerships	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	issue without jurisdictional boundaries.	with other jurisdictions to address animal control issues.	
	Assessment 39: The amount and distribution of public safety resources is not always based on a strict needs analysis.	Strategy 57: Develop policies and practices to ensure that public safety departments can distribute resources in the most effective way possible, based on need.	
	Assessment 40: More safe places are needed for the out of school time for children.	Strategy 58: Leverage federal funds to support out of school time programs (e.g., My Brother’s Keeper).	
<i>Goal 9: Attractive, walkable and bikeable neighborhoods with diverse housing types, values, and character</i>	Assessment 41: Many neighborhoods in Houston are segregated from the jobs and services needed to sustain the community, placing a burden on the city’s transportation system and impacting the resident’s quality of life.	Strategy 59: Develop policies that encourage complete neighborhoods that contain housing, local services and jobs, that are accessible without the need for automobiles.	Goal 5, Goal 29
	Assessment 42: As Houston moves toward a more multi-modal community, safe and complete sidewalks will become more important than ever. However, the city lacks formal, written policy and processes on when, where and how it builds, rebuilds and protects them. Examples of policy issues include the following: preventing obstructions in sidewalks; the use of alternate standards to ensure connectivity; and variances for sidewalk requirements	Strategy 60: Develop, and find funding sources for implementation of, fully coordinated policies and programs to help develop, maintain and protect the city’s network of ample, safe, accessible sidewalks (e.g., obstructions, pedestrian sidewalk repair program). Strategy 61: Coordinate with private utilities and review internal processes to prevent obstructions in the sidewalk.	
	Assessment 43: There is an ongoing tension between the interest of preserving neighborhoods and their character and encouraging revitalization and investment.	Strategy 62: Work with property owners and residents to develop consensus on the balance between preservation and revitalization. Explore additional options to	Goal 3, Goal 8, Goal 15

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	<p>Assessment 44: Houston is experiencing a loss of housing options at mixed price-points within neighborhoods that are undergoing significant reinvestment. Maintaining housing choice within a neighborhood is challenging.</p>	<p>support property owners' interests.</p> <p>Strategy 63: Research best practices used by other communities to incentivize the development of mixed price-point housing throughout the city.</p> <p>Strategy 64: Research and fully utilize programs, such as the TIRZ set aside and LARA to support creation, rehabilitation and resale of affordable housing units in a variety of neighborhoods.</p> <p>Strategy 65: Educate the community on the quality level and benefits of publicly-supported affordable housing.</p>	<p>Goal 17, Goal 23, Goal 31</p>
<p><i>Goal 10: Inviting and accessible parks and public spaces that provide recreation experiences, respect the environment, and connect people and places</i></p>	<p>Assessment 45: The Parks Master Plan is being updated to include a plan and needs assessment for each of the twenty-one park sectors.</p>	<p>Strategy 66: Include Plan Houston goals in the Parks Master Plan update. Include a goal that all citizens have access to parks within a half mile or ten minute walk.</p> <p>Strategy 67: Balance green open space with appropriate amenities in the design and programming of local parks.</p> <p>Strategy 68: Continue and expand strategy for creating open spaces with multiple purposes (e.g., parks, flood control, and trails).</p>	<p>Goal 29</p>

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	<p>Assessment 46: A comprehensive citywide green space network is envisioned for the city and region, as well as parks and public spaces to serve individual neighborhoods. Bayou Greenways 2020 is an important step; however, more is needed to fully connect neighborhoods to the Bayou Greenways system.</p>	<p>Strategy 69: Build on Bayou Greenways to complete the “green grid” with north/south and east/west connections throughout the city, and update the Houston Bicycle Master Plan to connect neighborhoods to this grid.</p>	<p>Goal 26</p>
	<p>Assessment 47: Houston relies on a combination of public and private support for park improvements. Private funding is often focused on signature parks and on parks where the local neighborhood has a greater degree of resources. This leads to uneven support for the parks system.</p>	<p>Strategy 70: Continue public private partnerships that generate funding for parks. Seek out ways to increase the equity of funding for park improvements.</p>	
	<p>Assessment 48: The City’s Open Space Ordinance, adopted in 2007, has created a foundation for ensuring that the development community participated adequately Its effectiveness has not been regularly evaluated.</p>	<p>Strategy 71: Review and consider updating the Open Space Ordinance to include provisions that encourage the dedication of land for parks rather than the payment in lieu in situations where there is a park shortage.</p>	
	<p>Assessment 49: Recycling is not available in parks and other locations that generate significant recyclable waste.</p>	<p>Strategy 72: Encourage the provision of city services at all city facilities, were not currently provided (e.g., recycling). Consider adopting ordinance to support recycling at all gathering spaces.</p>	
<p>Goal 11:</p>	<p>Assessment 50: The desire for a beautiful,</p>	<p>Strategy 73: The Transit Corridor</p>	<p>Goal 29</p>

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<p><i>Beautiful streetscapes and public spaces</i></p>	<p>clean, well-maintained public realm unites numerous citywide and neighborhood plans. Recommendations include neighborhood clean-up, streetscape improvements, elements to beautify and highlight community character, such as public art, and removal of blight. However, most tools at the City’s disposal are geared toward eliminating litter and nuisances, rather than at beautification or streetscape improvements.</p>	<p>performance standards require pedestrian friendly elements. Consider strengthening it to encourage aesthetic improvements as well.</p> <p>Strategy 74: Consider strengthening the Neighborhood Matching Grant Program to encourage local organizations to improve esplanades in their areas.</p> <p>Strategy 75: Review and consider including Scenic Houston principles in streetscape projects where appropriate.</p>	
	<p>Assessment 51: Some areas of Houston are urbanizing; however, Houston’s urban design requirements are not adequate to create the type of pedestrian realm for a vibrant urban fabric, as can be seen in other pedestrian-oriented cities. Some new developments do not provide an adequate public realm. Some aspects of this include the location of street trees and amenities, the orientation of the front door, the pedestrian clear space and building transparency.</p>	<p>Strategy 76: : Adopt design guidelines for the development of quality, context-sensitive pedestrian realms for use in new development and redevelopment.</p>	
	<p>Assessment 52: Public art is primarily funded through the 1.75% civic art allocation from eligible Capital Improvement Program (CIP) building projects. The city contracts with Houston Arts Alliance to oversee the selection, acquisition and management of artworks for the city under this program.</p>	<p>Strategy 77: Continue to work with the Houston Arts Alliance and related groups and organizations to achieve a well-placed, well curated public art program to enhance the public realm throughout the city.</p>	
<p><i>Goal 12: Vibrant and connected activity centers</i></p>	<p>Assessment 53: Existing plans and policies envision a city of neighborhoods and activity centers that are self-sufficient and connected by mobility networks, jobs, housing, and commercial areas, as well as by open space</p>	<p>Strategy 78: Identify existing activity centers and explore ways to provide support for their continued success.</p> <p>Strategy 79: Develop policies that address</p>	<p>Goal 29</p>

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	<p>and recreation links.</p> <p>Assessment 54: Houston’s continued economic growth is dependent on adequate transportation; however, roadway and parking capacity is often saturated and inadequate to sustain continued growth.</p> <p>Assessment 55: Ground floor retail is a community amenity that could be incorporated into many mid-rise and high-rise projects; however, it is often hard to accomplish this in Houston’s current regulatory and economic environment.</p> <p>Assessment 56: Having a healthy urban core is vital to the region’s success.</p>	<p>the city’s economic development and transportation needs in a coordinated manner. This policy should utilize an approach focused on mixed-use activity centers. These centers can enable economic development while managing mobility impacts. Focus this approach on providing access within and between activity centers without the need for automobiles.</p> <p>Strategy 80: Identify barriers to and strategies for incorporating ground floor retail.</p> <p>Strategy 81: Continue to develop and implement policies and programs that support and encourage investment in Houston’s urban core.</p> <p>Strategy 82: Institutionalize the periodic review of development-related ordinances and investments that can encourage the continued success of Houston’s activity centers.</p>	
	<p>Assessment 57: No tool exists to implement an overarching framework for creating plans for these diverse centers. Small area planning is done ad hoc and is not linked by an adopted framework to achieve this goal.</p>	<p>Strategy 83: Conduct small area plans that link community needs, land use and transportation planning.</p>	<p>Goal 3</p>
	<p>Assessment 58: The Urban Houston Framework provides guidance for identifying and creating urban centers but is not being implemented widely.</p>	<p>Strategy 84: Build on Urban Houston Framework and criteria to map and develop distinct tools for creating urban centers.</p>	
			<p>Goal 10</p>

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	<p>Assessment 59: Vibrant walkable streets are highly desirable; however, certain existing City regulations encourage “suburban style” development patterns (e.g., wide streets, deep setbacks, and large surface parking lots).</p>	<p>Strategy 85: Actively promote the existing ordinances that allow and encourage walkable streets.</p> <p>Strategy 86: Create an overarching parking strategy, with recommendations for both on-street and off-street parking.</p>	<p>Goal 15</p>
	<p>Assessment 60: High density and economic development is not focused in areas where transit investment has occurred. This often exacerbates auto-dependency.</p>	<p>Strategy 87: Increase the coordination of transportation, land use and economic development. Revisit ordinances related to development regulation in areas with transit investment.</p>	
<p><i>Goal 13: High-quality community facilities that provide for the diverse needs of residents</i></p>	<p>Assessment 61: The construction of new facilities is funded through the CIP; however, the city has not consistently considered future maintenance costs when constructing these new facilities.</p>	<p>Strategy 88: Include allocated funding for new and upgraded community facilities in updates to the City’s Capital Improvement Plan (CIP).</p>	<p>Goal 21</p>
	<p>Assessment 62: Certain types of neighborhood facilities (recreation centers, health facilities, libraries, etc.) can be built or upgraded in low- to moderate-income residential areas through the Neighborhood Facilities Development and Renovation Program, funded by federal CDBG funds.</p>	<p>Strategy 89: Explore other grant opportunities to fund new community facilities and upgrades.</p> <p>Strategy 90: Expand opportunities for community involvement in the programming of future community facilities.</p>	
	<p>Assessment 63: Some departments work together to leverage resources; however there is no institutionalized program to consider co-location of facilities in order to maximize efficiencies. Co-location not only save resources, it provides improved services by providing residents with multiple services</p>	<p>Strategy 91: Develop a comprehensive and coordinated planning strategy for public facilities that maximizes opportunities for joint uses that complement each other.</p> <p>Strategy 92: Continue to build on existing synergies to encourage and incentivize</p>	

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	<p>at one location.</p>	<p>coordination and collaboration between city departments (e.g., parks, libraries, health, etc.) to create facilities that allow for complementary uses and services.</p> <p>Strategy 93: Map assets and create databases to coordinate planning across community facilities to promote joint use and shared programs.</p> <p>Strategy 94: Consider expanding opportunities for local non-profits to provide services at city-owned facilities.</p> <p>Strategy 95: Consider coordinated or shared parking for multi-use areas.</p>	
<p><i>Goal 14: A city that enables healthy, active lifestyles and social well-being</i></p>	<p>Assessment 64: “Healthy communities planning” has arisen in citywide and neighborhood plans, driven both by a physical planning and a public health perspective. However, no clear policies currently direct implementation of programs.</p>	<p>Strategy 96: Develop citywide objectives to support healthy-communities planning through all levels of policy, including multi-modal transportation, healthy food access, and promoting air and water quality for all citizens.</p> <p>Strategy 97: Work across sectors for a unified vision of healthy lifestyles and social well-being.</p> <p>Strategy 98: Consider chronic disease prevention programs that address health issues at their root through.</p> <p>Strategy 99: Develop programs that encourage social connectivity, providing spaces and means for different groups to interact and are accessible to meet needs of</p>	<p>Goal 4, Goal 5, Goal 8, Goal 29</p>

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		all Houstonians.	
	Assessment 65: Healthy communities require the integration of health, recreation and activity programming. The City has improved coordination within the appropriate departments, but more institutionalized coordination is necessary.	Strategy 100: Improve the coordination among City departments and other public agencies to ensure that healthy communities are a priority in their programming.	Goal 12
	Assessment 66: The city lacks adequate network of bicycle and pedestrian facilities to enable biking and walking as realistic options for mobility and recreation.	Strategy 101: Update the Bicycle Master Plan and create a Pedestrian Master Plan. Fully implement the plans.	Goal 29
			Goal 8
	Assessment 67: Houston has the least number of grocery stores per capita in the state. Food deserts also hinder the ability of neighborhoods to be self-sufficient.	Strategy 102: Pursue implementation of the recommendations of Houston Grocery Access Task Force to stimulate healthy food retail development in the Houston area to improve healthy food access in underserved communities throughout the state.	Goal 13
Goal 15: <i>Sufficient quality, affordable housing options throughout the community</i>	Assessment 68: There is often a misconception that publicly-supported affordable housing is low quality and will deteriorate the overall quality of the neighborhood in which it is built.	Strategy 103: Research and fully utilize programs, such as the TIRZ set aside LARA to support creation, rehabilitation and resale of affordable housing units in a variety of neighborhoods. Strategy 104: Educate the community on the quality level and benefits of publicly-supported affordable housing.	
	Assessment 69: A variety of federal programs and funding are available to support	Strategy 105: Develop a citywide affordable housing policy.	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	affordable housing (CDBG and HOME) but no citywide policy or plan on affordable housing exist.		
	Assessment 70: Many Houstonians live in unsafe, unhealthy and deteriorated housing.	Strategy 106: Review and improve programs to abate unsafe, unhealthy and deteriorated housing conditions.	
<i>Goal 16: A community that respects its history</i>	Assessment 71: Celebration and respect of Houston’s history and historic built environment is mentioned in many citywide and neighborhood plans. Recommendations include the creation of civic art, promotion of historic districts, and educational outreach programs to expand appreciation of Houston’s history and range of historic attributes; however, there is little public understanding of how to accomplish this.	<p>Strategy 107: : Celebration and respect of history should address all spectrums of Houston’s past.</p> <p>Strategy 108: Utilize civic art projects to reveal Houston’s history and its many stories and promote Houston’s history through walking tours and tourist materials.</p> <p>Strategy 109: Educate the public about and strengthen support for the Houston Public Library’s special historic collections and archives.</p>	
	Assessment 72: The Historic Preservation Ordinance allows for the protection of historic resources on a district, structure or site basis. The Houston Archeological and Historical Commission issues Certificates of Appropriateness and reviews Historic District, Landmark, Protected Landmark, and Archaeological Site designation applications; currently less than one percent of the City land falls within the regulation, and the principles and benefits that guide the City’s historic preservation requirements are not well understood by some members of the community.	<p>Strategy 110: Create an educational outreach program to promote the importance and benefits of historic preservation and neighborhood character preservation.</p> <p>Strategy 111: Consider the development of a comprehensive Historic Resources Plan for Houston. This plan should be developed through community input and include a survey and inventory of potential historic resources. Consider partnerships with preservation-related non-profits to encourage voluntary protections for privately-owned potential historic resources.</p> <p>Strategy 112: Review recommendations of the Historic Preservation Ordinance (HPO)</p>	


Goal	Assessment/ Gaps	Strategy	Associated Goals
		Review Committee to update and amend HPO, where appropriate.	
	<p>Assessment 73: The City owns many properties that are worthy of historic designation; however many remain without such protection.</p>	<p>Strategy 113: Ensure that publicly owned historic properties are designated where appropriate and maintained according to state or national register preservation standards.</p>	
	<p>Assessment 74: Dangerous buildings continue to be an issue in Houston and it is important that neighborhoods be protected from their detrimental effects; however, some buildings that become dangerous were once valuable historic resources to the Houston community. Current practice does not include adequate coordination between the Department of Neighborhoods and the Planning & Development Department, or early intervention in the dangerous building demolition process to identify structures that can be restored and preserved instead of demolished.</p>	<p>Strategy 114: Improve the coordination between the dangerous building demolition program (DON) and the Historic Preservation Officer (P&D) to identify and seek protection of historic properties in advance of issuing the demolition order.</p>	
	<p>Assessment 75: The City provides property tax incentives to property owners who restore, repair or alter historic properties in accordance with the criteria set forth in the code and approved by the Houston Archaeological and Historic Commissions; however, the current incentives do not adequately encourage modest enhancements to the existing structure, and inappropriately incentivizes additions that may damage the character of the structure and neighborhood.</p>	<p>Strategy 115: Consider revising the rules for tax incentives to encourage more modest maintenance and restoration projects, and focus these incentives on projects that preserve the structure's and the neighborhood's character.</p>	<p>Goal 11</p>

Goal	Assessment/ Gaps	Strategy	Associated Goals
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3. Culture

The Culture category includes aspirations to celebrate Houston’s unique and diverse culture and history, as well as its array of cultural facilities and destinations. Houston is one of the most culturally- and ethnically-diverse cities in the United States, yet many residents do not benefit from adequate services and prosperity, and may be hindered by barriers such as language gaps or appropriate documentation. City services or other programs must be expanded to respond to this need, in addition to neighborhood-based planning that can connect with all communities.

Houston’s cultural destinations are highly regarded, yet are not coordinated sufficiently with the citywide planning to maximize mutual benefits. More robust planning for cultural destinations and civic art throughout the city is needed. Finally, historic preservation programs need to be strengthened and reviewed comprehensively to most successfully protect and celebrate Houston’s historic fabric and character. More detailed assessments and recommended strategies intended to achieve each Goal are listed below.

 Culture & Arts			
Goal	Assessment/ Gaps	Strategy	Associated Goals
<p>Goal 17: Unique and internationally-recognized cultural and entertainment opportunities</p>	<p>Assessment 76: Houston is home to a wide variety of cultural locations and destinations. Many independent facilities have been able to come together and create a coordinated image, such as the Theater District and the Museum District; however quite a few facilities are unable to take advantage of this coordination and therefore do not benefit from Houston’s overall cultural planning and coordination. .</p>	<p>Strategy 116: Coordinate planning of cultural destinations with overarching city and neighborhood priorities. Encourage the development of cultural districts with maker spaces/ multi-purpose shared spaces.</p> <p>Strategy 117: Encourage a comprehensive cultural planning effort that includes and promotes cultural facilities of all types, sizes and location.</p> <p>Strategy 118: Consider institutionalizing a program in which all cultural destinations can share ancillary services and support as a way of maximizing efficient use of cultural arts funding.</p> <p>Strategy 119: Develop marketing efforts that are geared toward reinforcing the connection between diversity and culture in their</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
		branding and identity. Strategy 120: Consider decentralizing art programming, funding, and outreach to neighborhoods.	
	Assessment 77: Houstonians appreciate cultural activities that promote both the larger community and individual neighborhoods and their unique character. While the community-wide events often receive heavy tourism promotion and significant public support, these smaller activities are often left to their own resources for support and marketing.	Strategy 121: Develop neighborhood-based civic art projects that reflect the special character of various parts of the city and community gateways to identity, welcome, and educate. Strategy 122: Encourage more citywide support of small-scale, ethnically specific festivals. Provide coordination and/or promotional services for smaller, neighborhood-oriented festivals.	
	Assessment 78: Houston has a wide variety of cultural opportunities that are offered at a variety of price points; however, there are still some Houstonians that are unable to access them due to financial constraints.	Strategy 123: Assess current programs that provide affordable or free opportunities for all Houstonians to visit destinations. Look for opportunities to increase partnerships Partner with the business community to provide additional programs.	
	Assessment 79: Need increased communication and integration between high-profile arts groups and small residency based group. One does not capitalize on the efforts of the other.	Strategy 124: Promote access to arts and culture in underserved areas, schools, and neighborhoods that lack resources to get to performance venues.	
	Assessment 80: Artshound.com is a comprehensive database of Houston’s arts and cultural events managed by the Houston Arts Alliance. However, many are not aware of this tool, and modernization or change is needed.	Strategy 125: Assess options including an “app” to update or replace ArtsHound.com to expand awareness and utilization. Strategy 126: Support and expand Houston Airport System Arts and Culture programs.	


Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>Assessment 81: Houston’s unique collection of world peoples and cultures is not specifically recognized as part of the City’s identity as a major cultural destination.</p>	<p>Strategy 127: Promote the arts and cultural districts within Houston as a major part of its destination marketing. Work with GHCVB/Houston First as partners to expand marketing and promotion nationally and internationally.</p>	
<p><i>Goal 18: A thriving local arts and creative community</i></p>	<p>Assessment 82: The City has not previously developed an overarching policy on public support or coordination with arts organizations or the creative community; however the City’s Office of Cultural Affairs is currently developing a Arts and Cultural Plan.</p>	<p>Strategy 128: Fully develop and implement the Arts and Cultural Plan. Include its recommendations in Plan Houston policies.</p>	<p>Goal 14</p>
	<p>Assessment 83: While many of Houston’s cultural arts organizations are experiencing economic success and are able to plan large expansions, there are many medium sized and “legacy” groups that are struggling financially and lack certain capacities, including private fund raising.</p>	<p>Strategy 129: Develop comprehensive, ongoing capacity-building programs to ensure the long-term sustainability of Houston’s arts organizations of all sizes.</p>	
	<p>Assessment 84: Public funding of the arts in Houston is maintained primarily in the Hotel Occupancy Tax and in the Capital Improvement Plan sets aside funding; however it is unclear whether this public funding is sufficient for maintaining Houston’s robust cultural community.</p>	<p>Strategy 130: Complete and implement a Public Art Master Plan to establish funding requirements and establish guidelines for future investment.</p>	
	<p>Assessment 85: The Hotel Occupancy Tax (HOT) revenues are re-granted through the Houston Arts Alliance to arts groups across Houston While the grantees include scores of small and mid-sized cultural organizations that are dependent on it because they have little capacity to raise private philanthropic support, the funding decisions remain difficult to understand, creating</p>	<p>Strategy 131: Reevaluate the City’s re-granting program of Hotel Occupancy Tax (HOT) revenues for arts and culture to ensure equal access, accountability and effective reporting.</p> <p>Strategy 132: Explore the creation of a new designated revenue stream to support the arts, including a potential city policy to permit</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>misunderstandings and perceptions of inequity.</p> <p>Assessment 86: The current process for allocation and reporting of City grant funding through the Hotel Occupancy Tax (HOT) does not provide the City with a strong mechanism to monitor accountability, assess economic impact or to promote City policy objectives.</p>	<p>future bond issuances to fund civic art.</p> <p>Strategy 133: Create partnerships with cultural institutions and local arts groups to explore grants and opportunities to bring to smaller, local groups.</p> <p>Strategy 134: Evaluate the creation of a grants administrator and/or moving the grants review and allocation process to a new Department or outside partner.</p> <p>Strategy 135: Create a system with performance benchmarks and standardized reporting methods to ensure the City has clear data on the impact of the City’s arts and cultural investments.</p>	
	<p>Assessment 87: The City’s Civic Art Ordinance is limited to 1.75% of qualifying Capital Improvement Program (CIP) projects. Only vertical projects, such as buildings, are eligible for the set aside. Furthermore, the funds cannot be aggregated. For instance, funds generated by the Library Department must be spent within that department only.</p>	<p>Strategy 136: Consider amending the Civic Art Ordinance to allow for aggregation of funds and to include parks and major streets to be eligible for civic art set aside funds (horizontal projects).</p>	
	<p>Assessment 88: Many small arts groups, as well as individual artists have significant need for education and training in business operation, facilities management, and career development; however arts funding is generally directed toward the production of art.</p>	<p>Strategy 137: Research the potential to partner with education and training providers to develop a low-cost curriculum for local artists and arts groups.</p> <p>Strategy 138: Continue to partner with the Houston Arts Alliance for programs such as capacity-building and special projects.</p>	
	<p>Assessment 89: Many of Houston’s cultural</p>	<p>Strategy 139: Create a long-term cultural</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	organizations lack affordable performance, rehearsal, exhibition and production venues. In addition, there is a significant need for studio, live-work and production spaces for individual artists	facilities development plan that responds to the needs of Houston’s artists and cultural organizations and the need for access to smaller scale venues and work spaces throughout the city. Expand access to and utilize existing public facilities as performance venues in neighborhoods. Allocate funding in the budget for those uses. Strategy 140: Consider partnering with management districts and TIRZs to identify potential spaces within their boundaries.	
	Assessment 90: Currently many City Departments and Divisions, are engaged in arts and cultural services, but no overarching policy or organizational structure exists to ensure the appropriate degree of coordination and advocacy exists for all City efforts related to arts and culture.	Strategy 141: Assess all City cultural and arts support programs within and outside the City to consider an optimal organizational structure to have a strong voice in policy development and implementation of initiatives.	

4. Education

The Education category highlights the importance of providing quality education across all age ranges and skills. Aspirations include providing services to improve early childhood education, enhance the quality of city schools, and promote job skills development to produce a well-trained and able workforce to bolster the economy. The work of non-governmental organizations such as the Greater Houston Partnership (GHP) and United Way have made significant progress in the provision of such programs to Houstonians, yet greater coordination with ISDs and city departments is needed to ensure broadest reach to touch every community. More detailed assessments and recommended strategies intended to achieve each Goal are listed below.

 Education			
Goal	Assessment/ Gaps	Strategy	Associated Goals
<i>Goal 19: Quality</i>	Assessment 91: Quality education for all Houstonians at every age is a recurring theme	Strategy 142: Assess the City’s role in supporting the efforts of education	

Goal	Assessment/ Gaps	Strategy	Associated Goals
<p><i>learning opportunities from early childhood onward</i></p>	<p>throughout citywide and neighborhood planning. However, the City often lacks an understanding and policy on the best ways to support and partner with education organizations.</p> <p>Assessment 92: Many outstanding efforts are being made by public schools; however, according to the US Census, one in four adults in Houston lack a high school diploma. More needs to be done in the earlier grades to ensure that every child has a strong start.</p>	<p>organizations in the Houston region and implement measures to optimize the City’s ability to support these organizations.</p> <p>Strategy 143: Create a working group of all major school districts, charter schools, private schools, community colleges and universities, and non-profit partners to create a clear path for education reform.</p>	
	<p>Assessment 93: Closer coordination between ISDs and other public sector community service providers, such as parks and libraries, is needed for more efficient and comprehensive education services.</p>	<p>Strategy 144: Improve coordination between the City and educational agencies to assess current coordination efforts, identify gaps and create new partnerships for efficiencies in providing education services.</p>	
	<p>Assessment 94: Education and lifelong learning is linked to arming children with the skills needed to achieve success and creating an able workforce. Many of these skills are not found solely in the classroom but are also found in out-of-school time through hands-on learning and field training.</p>	<p>Strategy 145: Enhance the ability of ISDs, community colleges, the City and the business community to develop partnerships that improve the region’s ability to build a pipeline of students that are ready for local workforce demands.</p>	<p>Goal 22</p>
<p><i>Goal 20: Schools and communities that invest in each other</i></p>	<p>Assessment 95: Schools and their surrounding communities depend on each other for their success. Neighborhood plans should include the needs of the school, and school-related planning efforts should consider the needs of the surrounding community.</p>	<p>Strategy 146: Assess opportunities to improve wrap-around services by enhancing partnerships between education providers and public and non-profit social service providers. Examples of these services include counseling and behavioral health.</p> <p>Strategy 147: Work with the health care community to continue to expand health clinics in schools and other communities.</p>	<p>Goal 3, Goal 21</p>

Goal	Assessment/ Gaps	Strategy	Associated Goals
		<p>Provide support for single-parent families and for grandparents rearing children.</p> <p>Strategy 148: Continue to provide and expand, when possible, afterschool programs in elementary schools, parks, and libraries.</p>	
	<p>Assessment 96: Schools are financially constrained and benefit greatly from coordinated programs with other public facilities and support from the business community.</p>	<p>Strategy 149: Document, continue and expand the use of joint agreements (partnerships) between the business community, health department, libraries, schools and parks and outside organizations to foster collaborative programs for education with the proper facilities.</p>	<p>Goal 3, Goal 12</p>
	<p>Assessment 97: Successful communities require that all level of public services work in tandem toward the same goal; however, there are times when actions by public entities and ISDs appear to be misaligned.</p>	<p>Strategy 150: Public agencies should endeavor to work more closely on major initiatives, daily operations and new infrastructure developments.</p>	
<p><i>Goal 21: A skilled and talented and versatile workforce</i></p>	<p>Assessment 98: Education aimed at achieving a skilled workforce is a priority throughout Houston both at the citywide and neighborhood scale. In recent decades, the community focused on the importance of a four-year degree; however, there is a growing need for people with middle skills who are qualified to fill the growing number of technical jobs in the community.</p>	<p>Strategy 151: Continue to implement UpSKILL Houston by working with ISDs, community colleges, and business community with a focus on trade skills.</p> <p>Strategy 152: Promote, market, and educate on middle-skills jobs.</p> <p>Strategy 153: Work with City departments and the business community to continue to support mentorship and internship opportunities and to learn applied skills.</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
		Strategy 154: Strengthen ties with potential employers to connect with job seekers and to match skills with emerging industries.	

5. Economy

Houston has long enjoyed a robust economy, which is nationally and internationally recognized. Aspirations are aimed at achieving a diversified economy and ensuring that economic primacy of Houston is resilient against economic fluctuations. In addition to strengthening Houston’s economy on a citywide scale, the Vision hopes to achieve economic vitality of areas throughout Houston on a community and neighborhood scale as well. Goals include promoting a culture supportive of small, local businesses and entrepreneurship, and to promote economic development and revitalization of commercial areas throughout the city. Gaps exists in the ability to promote economic development evenly throughout the city without being limited to just TIRZ and Management Districts, and to ensure that all Houstonians are capable of obtaining the jobs necessarily to create a thriving workforce and sustain the economy. More detailed assessments and recommended strategies intended to achieve each Goal are listed below.

 Economy			
Goal	Assessment/ Gaps	Strategy	Associated Goals
<i>Goal 22: A thriving, resilient, and diverse economy</i>	<p>Assessment 99: A thriving, diverse economy is an aspiration of the city as a whole as well as for specific neighborhood. While the City has a number of economic development tools, it has not fully defined what it means by economic development and has not developed an overarching program including goals and strategies to accomplish those goals.</p> <p>Assessment 100: Nongovernmental organizations such as the Greater Houston Partnership have been a leader in promoting economic development in the region; however, the City of Houston is not given priority over other areas in the region.</p> <p>Assessment 101: . Implementation of the City’s economic development tools is reactive. Since the City has no</p>	<p>Strategy 155: Develop a coordinated economic development and redevelopment strategy that identifies areas of or priority to be targeted and includes a range of tools to intervene in struggling markets to induce regeneration</p> <p>Strategy 156: Promote better coordination between appropriate city departments, outside agencies and nonprofits to uphold economic development as a key city policy.</p> <p>Strategy 157: Establish a centralized location for economic development planning, while providing decentralized assistance at the neighborhood level .</p>	Goal 24

Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>program for targeting economic development areas decisions are made on a case by case basis as developers approach the City with requests for assistance.</p> <p>Assessment 102:</p>		
	<p>Assessment 103: Strong industry clusters include the port, the medical center, the universities, and the oil and natural gas businesses. While Houston has done well to diversify its job base, Houston’s economic vibrancy remains significantly influenced by the success of the energy sector. Greater diversity is needed to fully ensure Houston’s economic durability.</p>	<p>Strategy 158: Identify and encourage emerging industries to ensure that Houston’s economy is diversified and resilient to economic fluctuations.</p>	
	<p>Assessment 104: Tools available to implement economic development in the city include TIRZ and 380 agreements such as the Downtown Living Initiative and tax abatements; however, the city lacks a strong policy structure around some of these tools.</p>	<p>Strategy 159: Develop a policy structure around the use of TIRZs and other incentives to ensure consensus on goals and consistent decision-making.</p>	
	<p>Assessment 105: Though programs such as City with No Limits (through the Greater Houston Partnership) promote Houston’s image to attract talent and raise quality of life perceptions, Houston’s image on the national stage has not kept pace with recent quality of life improvements undertaken by the City.</p>	<p>Strategy 160: Expand strategies for marketing Houston outside Texas and the U.S.</p> <p>Strategy 161:</p>	
			Goal 3
<p><i>Goal 23: An</i></p>	<p>Assessment 106: Assessment 168: Houston currently benefits from a thriving economy and is welcoming to a culture of</p>	<p>Strategy 162: Encourage the establishment of a diverse selection of small business and innovation incubators.</p>	


Goal	Assessment/ Gaps	Strategy	Associated Goals
<p><i>exemplary climate for all businesses, with an entrepreneurial spirit and world-wide competitive-ness</i></p>	<p>entrepreneurialism. There is a low barrier of entry and a good support system for starting small businesses; however, many potential business owners don't know where to go for information and financing.</p>	<p>Strategy 163: Consider incentives to support environment for entrepreneurs and neighborhood, local businesses.</p> <p>Strategy 164: Coordinate with and support the efforts of University of Houston Small Business Development Center, Houston Technology Center, and other institutions.</p> <p>Strategy 165: Explore ways to expand access to capital for entrepreneurs.</p>	
	<p>Assessment 107: Expanding the city's competitive edge and encouraging further business development (both large and small) is mentioned as a goal throughout numerous citywide and neighborhood-based plans.</p>	<p>Strategy 166: Support local incubators and research and development efforts at University of Houston and other institutions to foster entrepreneurship and growth in technology related businesses.</p>	
	<p>Assessment 108: In recent years, the City has increasingly utilized and institutionalized data-based performance management techniques to measure and improve performance. Examples of these techniques include the "Performance Insight" program and the 311 Performance Dashboard. These methods have been successful in enabling the City to establish objective, measurable benchmarks for performance, creating greater transparency, and ensuring a more systematic approach to improving City services. However, this approach is relatively new, continues to evolve, and its capabilities can be expanded to reach greater payoffs. Furthermore, at present this approach is focused on primarily operational performance (e.g., potholes filled), and is less linked to broader community goals (e.g., Plan Houston goals).</p>	<p>Strategy 167: Continue to expand and improve upon data-based performance management techniques to improve the effectiveness of the City organization.</p> <p>Strategy 168: Institutionalize links between City of Houston organizational performance to broader community goals and metrics. Utilize Plan Houston metrics as a means of measuring the City's success in responding to community needs. Partner with organizations that have robust community performance metric functions, such as the Center for Houston's Future and Shell Center for Sustainability, to continually improve upon the City's ability to improve its effectiveness in addressing broad community goals.</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>Assessment 109: Assessment 173: Few tools exist to support all levels of the economy including small, local, and minority-owned businesses, and there is not a lot of awareness of existing tools.</p>	<p>Strategy 169: Review and improve upon the City’s programs to provide support to small, local and minority businesses to encourage economic development in underserved or developing markets, and to encourage economic diversity.</p>	
	<p>Assessment 110: The City of Houston currently has a strong MWDBE (Minority, Women, and Disadvantaged Business Enterprise) program.</p>	<p>Strategy 170: Explore more opportunities to promote Houston’s MWDBE program to strengthen small, disadvantaged, and woman- and minority-owned businesses enterprises.</p>	
<p><i>Goal 24: Job opportunities that support a good standard of living and financial stability</i></p>	<p>Assessment 111: The city's economy requires jobs to support its growth, and further requires skilled workers to fill available jobs. The educational and training capacity of the region is not adequate to provide for the needs of the region's employers. According to the Gulf Coast Workforce Board, the average occupation in the region typically has required more education than the average resident has earned, forcing many employers to recruit from outside the region. Further, many jobs do not pay a living wage.</p>	<p>Strategy 171: Examine ways to further leverage the presence of community colleges in workforce training.</p> <p>Strategy 172: Continue to implement and support programs such as UpSKILL Houston and Workforce Solutions to provide job training at all skill levels and develop a skilled workforce.</p> <p>Strategy 173: Prioritize projects, programs and initiatives that improve quality of life and connect to the city’s ability to attract and retain a creative workforce.</p> <p>Strategy 174: Improve coordination between job training program providers, and increase awareness of all existing programs.</p> <p>Strategy 175: Support job training for those who are capable but experience barriers to traditional means of entry into the workforce.</p>	
	<p>Assessment 112: : A large number of private entities throughout the city and region fulfill economic development (job attraction/creation/retention) roles that government has traditionally provided in other communities</p>	<p>Strategy 176: Working with partner organizations and educational institutions, create a services and resources portal for individuals looking to upgrade their skills.</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>Assessment 113: Several TIRZ plans focusing on individual neighborhoods include the development of local high quality jobs as a goal.</p>	<p>Strategy 177: Develop economic development strategy at the Sub Area planning level, identifying neighborhood clusters with different needs.</p>	<p>Goal 22</p>
<p>Goal 25: A culture that encourages innovation</p>	<p>Assessment 114: Continuous innovation is critical to maintaining a vibrant economy. Innovation is encouraged in several citywide plans, especially those concentrated on economic development in the private sector. Innovation in the public sector, health and social services is necessary too.</p> <p>Assessment 115: Often the theme of innovation is linked with job skills and workforce development ; however, more is needed to institutionalize the teaching of innovation as a value to young people in the region.</p>	<p>Strategy 178: Work with successful local businesses to provide entrepreneurs encouragement and support for initiating innovation.</p> <p>Strategy 179: Support development of a “small business web portal” to streamline the City’s licensing and permitting processes.</p> <p>Strategy 180: Partner with education institutions to develop and implement programs to teach innovation in schools.</p>	<p>Goal 23</p>

6. Environment

Houston has several successful programs in place to protect natural resources. The *Bayou Greenways 2020* plan represents ongoing work of local partners to protect the city’s bayou network, creating an open space spine through the city that will connect neighborhoods. The city recently expanded its city-wide recycling program and wood reuse program, and has enacted standards to improve water quality in the city through *Stormwater Quality Management Regulation*. The City has a strong disaster preparedness plan to ensure city resiliency and has included reuse as a water supply strategy. Otherwise, the protection of natural resources only occurs if required by the state, and does not apply more stringent standards locally. As Houston continues to develop and densify, more robust policies and tools are needed to ensure that environmental protection is included to protect the quality of life and ecological benefits that residents and the region currently enjoy. This includes a coordination of environmental programs managed by multiple departments into clear policy, tools for protecting undeveloped land, and better extension of state and regional recommendation for natural resources protection. More detailed assessments and recommended strategies intended to achieve each Goal are listed below.

Goal	Assessment/ Gaps	Strategy	Associated Goals
 Environment			
Goal	Assessment/ Gaps	Strategy	Associated Goals
<p><i>Goal 26: Efficient use and reuse, and conservation of resources</i></p>	<p>Assessment 116: Many city and neighborhood plans promote sustainability by adopting policies focused on the retention of natural resources. These plans point to economic benefits of natural resources, their importance in a regional open space system and contribution to the character of the city and distinct neighborhoods.</p>	<p>Strategy 181: Continue to collaborate with research and academic institutions who are studying the environment.</p> <p>Strategy 182: <i>Improve incentive programs for the creation of conservation easements.</i></p> <p>Strategy 183: <i>Continue to consider the feasibility of using easements for dual purposes, including greenspace, habitat, flood prevention, equitable distribution, and access such as hike and bike trails.</i></p>	<p>Goal 15</p>
	<p>Assessment 117: Energy efficiency is also a recurring theme in many plans and the city has adopted a number of programs and policies that encourage energy conservation; however, opportunities remain for improvement.</p> <p>Assessment 118: The City is a leader in requiring energy and water conservation through development codes</p>	<p>Strategy 184: Consider a policy that encourages energy efficiency through benchmarking, reporting and auditing.</p> <p>Strategy 185: Continue to enforce the City's commercial and residential energy codes.</p>	
	<p>Assessment 119: Bayou Greenways 2020 is an important step in protecting greenways and enhancing them for recreational use (Acquisition of 1,500 acres of open space along bayous).</p>	<p>Strategy 186: Promote natural plantings in public right of way including esplanade program (Ch. 33).</p> <p>Strategy 187: Support the Houston Parks Board's implementation of Bayou Greenways.</p> <p>Strategy 188: Update the Bike Plan and implement recommendations that connect neighborhoods to the Bayou Greenways.</p>	<p>Goal 9</p>

Goal	Assessment/ Gaps	Strategy	Associated Goals
		<p>Strategy 189: Actively expand park preserves and natural areas to protect natural resources.</p>	
	<p>Assessment 120: City has protections on floodplain use and requirements to increase parks and open space, but lack policy protecting land that provides ecological benefits.</p>	<p>Strategy 190: Create inventory of valuable environments/habitats (natural capital) and consider development of programs to strengthen protection of prioritized natural habitats</p> <p>Strategy 191: Consider adopting development standards or incentives to encourage reduced consumption of natural resources (e.g., water and energy).</p>	<p>Goal 27</p>
	<p>Assessment 121: The City recently expanded its city-wide single stream recycling program to all households but there is room for significant improvement.</p>	<p>Strategy 192: Improve the marketing for participation in programs that encourage reuse (e.g., Reduce and Reuse education programs).</p> <p>Strategy 193: Continue to explore new technologies and innovations that increase Houston’s diversion of waste from landfills (e.g., One Bin for All).</p> <p>Strategy 194: Explore additional programs to encourage commercial and large multi-family properties to increase their recycling and diversion efforts.</p>	
	<p>Assessment 122: City recently adopted water reuse as a water supply strategy.</p> <p>Assessment 123: The Water Conservation Plan</p>	<p>Strategy 195: Continue to evaluate emerging technologies for water conservation, reuse and conveyance to meet or exceed state standards.</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>is in place. According to the Plan the City will meet the statewide goal by 2019.</p>	<p>Strategy 196: Create city policies for reuse of graywater</p> <p>Strategy 197: Review and improve the City’s programs for encouraging residential, commercial and industrial water conservation.</p>	
	<p>Assessment 124: Climate impacts such as rising sea level, storm surges, heat waves, drought and extreme weather events will continue to stress and overwhelm the region’s essential infrastructure services.</p>	<p>Strategy 198: Continue to assess the effects of climate change on the region and consider additional policies and programs to reduce greenhouse gas emissions (e.g., expand energy efficiency and renewable energy programs, ensure implementation of LED streetlight program, etc.).</p>	
	<p>Assessment 125: Houston currently has a water loss program.</p>	<p>Strategy 199: Fully implement the water loss program.</p> <p>Strategy 200: Prioritize the prevention and repair of broken water pipes.</p>	
	<p>Assessment 126: Houston is a leader in utilizing renewable energy.</p>	<p>Strategy 201: Continue to expand renewable energy purchases and usage utilizing tools such as renewable energy credits, solar installations, combined heat and power and others.</p>	
	<p>Assessment 127: Public education efforts are extensive but conservation still not adequately understood by public.</p>	<p>Strategy 202: Continue to expand public education efforts for energy efficiency and water conservation.</p>	<p>Goal 27</p>

Goal	Assessment/ Gaps	Strategy	Associated Goals
<p><i>Goal 27: Clean, plentiful, and accessible water, air, land, and food resources</i></p>	<p>Assessment 128: Quality and access to environmental resources is central quality of life concern. Some communities in Houston region do not have access to resources.</p>	<p>Strategy 203: Consider strategies and incentives to encourage conservation of undeveloped lands containing beneficial habitats.</p> <p>Strategy 204: Encourage enhanced urban tree canopy to improve air quality.</p>	<p>See Strategy 223</p>
	<p>Assessment 129: Some efforts are underway to address food deserts but no overarching policy or coordinated effort exists.</p>	<p>Strategy 205: Strengthen the City’s role in assisting community gardens (liaison, education, etc.)</p> <p>Strategy 206: Codify and publicize current practices for grocery store incentives.</p>	<p>Goal 8</p>
	<p>Assessment 130: Air and water quality is mandated by the state, and the City of Houston complies with these standards. However, in some cases, the City has been limited by State action in efforts to pursue further improvements to air and water quality.</p>	<p>Strategy 207: Actively coordinate with State water plan, while striving to improve water quality in the city and region by meeting or exceeding state standards.</p> <p>Strategy 208: Continue air monitoring and enforcement of industry.</p>	
	<p>Assessment 131: Waterways are significantly impaired in many ways and not fit for recreational use. (Contaminants include floatables and non-point specific pollution). City needs more stringent regulations than required by State.</p>	<p>Strategy 209: Create city policies to ensure that industrial source water is up to environmental standards.</p>	
	<p>Assessment 132: The West Harris County Regional Water Authority (WHCRWA) Groundwater Reduction Plan (GHP) stated to convert to surface water by the following benchmarks: 30 percent conversion by 2010, 60 percent conversion by 2025, and 80 percent conversion by 2035.</p>	<p>Strategy 210: Continue to strive to meet the Groundwater Reduction Plan goals to reduce groundwater consumption by 2025 and 2035.</p>	
<p>Assessment 133: Stormwater Quality</p>	<p>Strategy 211: Ensure that new stormwater</p>		

Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>Management Regulations in place to improve water quality in the city, and the Capital Improvement Plan is available to fund such projects.</p>	<p>projects identified in the Capital Improvement Plan are designed consistent with adopted Stormwater Quality Management Regulations.</p> <p>Strategy 212: Study stormwater reuse as a citywide policy.</p>	
	<p>Assessment 134: Lack of policy connection between state and regional recommendations for natural resources maintenance, and enacting regulations to implement these recommendations locally (Public education needed)</p>	<p>Strategy 213: Implement policies and incentives to for natural resource maintenance.</p>	
	<p>Assessment 135: The Land Assemblage Redevelopment Authority (LARA) lots program and Urban Grows Initiative could be better coordinated and processes by which LARA lots are provided for Urban Grows clearer.</p>	<p>Strategy 214: Create a strategy for vacant mitigated land banked properties (both long and short-term).</p>	
	<p>Assessment 136: There is an overall lack of information regarding toxic and illegal dumping sites etc. within the city. Current programs to mitigate the issue are effective but more funding is needed.</p> <p>Assessment 137: Pollution of the natural and urban environment is not adequately addressed in current policy, including pollution of bayous and city streets.</p>	<p>Strategy 215: Conduct inventory of toxic and illegal dumping sites.</p> <p>Strategy 216: Consider implementing solid waste collection fees to increase funding for anti-dumping program.</p> <p>Strategy 217: Review trash dumping, littering and clean-up efforts for bayous and other areas.</p>	
	<p>Assessment 138: The Bacteria Implementation Group (BIG) is an H-GAC committee that has</p>	<p>Strategy 218: Encourage active participation at City of Houston in B.I.G. I-Plan.</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>developed and is implementing the I-Plan, to remedy high levels of bacteria in waterways in the Houston Region, and provide better services to citizens.</p>		
	<p>Assessment 139: Public education efforts are extensive but more is needed to protect natural resources.</p>	<p>Strategy 219: Continue to expand public education efforts for natural resources conservation.</p>	<p>Goal 26</p>
<p><i>Goal 28: Resilient man-made and natural systems that protect citizens and assets from disasters and other risks</i></p>	<p>Assessment 140: Disaster preparedness and resiliency is a priority in many plans.</p>	<p>Strategy 220: Review and consider adopting policy in Federal Register for Beneficial Use of Public Lands.</p>	<p>Goal 7</p>
	<p>Assessment 141: The city of Houston has developed multiple plans to deal with the effects of flooding, however greater private participation is necessary to reduce the effects of flooding.</p>	<p>Strategy 221: Consider expansion of Low Impact Development strategies.</p>	<p>Goal 7</p>
	<p>Assessment 142: Numerous groups have studied the implications of climate change in Houston and Texas as a whole. To date, there is not adequate policy response to planning for climate change in the city.</p>	<p>Strategy 222: Develop proactive policies to plan for climate change through robust city resiliency.</p> <p>Strategy 223: Coordinate transit planning with priorities for furthering climate change resilience and reducing vehicle miles traveled.</p> <p>Strategy 224: Develop drought resilience policies related to water conservation and other measures.</p>	<p>Goal 26</p>
	<p>Assessment 143: Several tools exist to aid in disaster preparedness, including limiting development in the floodplain and providing infrastructure to reduce flooding.</p>	<p>Strategy 225: Consider revising development guidelines to approach resilience from a nature-based perspective to ensure that future development occurs where it is least likely to be impacted by natural events and infrastructure mimics natural systems, thus</p>	


Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>Assessment 144: The Addicks Reservoir and Dam and Barker Reservoir and Dam prevent downstream flooding of the Buffalo Bayou. The U.S. Army Corps of Engineers Galveston District completed a Dam Safety Modification Study to address issues associated with the dams, with construction scheduled from 2015 to 2019.</p> <p>Assessment 145: Houston is currently working on regional stormwater programs, such as Shady Lane stormwater detention and other joint use opportunities.</p> <p>Assessment 146: The City and its partners including Harris County Flood Control District have a robust flood mitigation program.</p>	<p>increasing resiliency.</p> <p>Strategy 226: Coordinate with Harris County to ensure that local reservoirs are regularly maintained and safe.</p> <p>Strategy 227: Create overarching city policy to support regional stormwater detention, including the development of LID standards into stormwater infrastructure to help mitigate flood potential and support private development mitigation needs.</p> <p>Strategy 228: Encourage resilience planning for all area ports and industrial areas.</p> <p>Strategy 229: Promote joint use opportunities to integrate more sub-regional detention projects.</p>	

7. Mobility & Public Services

The provision of public services is of chief concern as Houston looks to the future. Transportation planning is one of the most pressing planning that Houston must address as it continues to grow and accommodate a multi-modal network. Currently, most transportation planning, tools, and funding favor vehicular movement and thoroughfares and are designed for suburban standards. As the city looks to densify in some areas and attract and retain a variety of demographics—including millennials—it is essential that alternate modes of transportation, including transit and bicycle, are given equal weight, and coordinated with future land use planning. Houston’s recently-adopted Complete Streets Executive Order, its ongoing Metro Reimagining, and ReBuild Houston are steps in the right direction for retrofitting its corridors, yet stronger tools are needed. In addition, the city needs to make better use of tools it has in place—such as the Transit Corridor Ordinance—to incentivize growth and redevelop corridors in tandem with neighborhood planning. In terms of infrastructure, tools are needed to promote investment in infrastructure in the

Goal	Assessment/ Gaps	Strategy	Associated Goals
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core, and connect the relationship between growth and fiscal sustainability. A mechanism for channeling funds to support areas of disinvestment in order to promote economic development is needed. More detailed assessments and recommended strategies intended to achieve each Goal are listed below.

 Mobility and Public Services			
Goal	Assessment/ Gaps	Strategy	Associated Goal
Goal 29: An affordable, multi-modal transportation network providing convenient access and mobility throughout the region for people and goods	Assessment 147: The Houston area is experiencing increased density in the urban core as well as regional growth. These trends are resulting in increased traffic congestion. The City has not articulated a policy addressing this challenges.	Strategy 230: Develop a comprehensive mobility plan and overarching philosophy that enables the City to address transportation challenges caused by urban core densification and regional growth. This plan should address major policy issues such as the use of transit to increase roadway capacity, the enhancement and preservation of roadway connectivity and limited transportation funding. Strategy 231: As part of an overall mobility strategy, consider policies that allow for economic development while minimizing the resulting increased vehicular traffic. This approach could include combination of incentives, standards, and targeted infrastructure funding to encourage the creation of developments that are compact, walkable, and have strong transportation linkages. . Strategy 232: Fully incorporate the Complete Streets Executive Order in all city mobility efforts.	Goal 11
	Assessment 148: Traditionally, the Houston community has looked to the automobile as its primary mode of transportation, and until recently the City has focused its transportation efforts on increasing roadway	Strategy 233: The City should educate the community on the benefits of a context sensitive approach, including the financial and quality of life benefits that come from creating vibrant walkable corridors.	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>capacity. The approach was to move more cars with limited regard to other considerations, including walkability, access and quality of life. The recently initiated Complete Streets Policy institutionalizes a more balanced approach. There continues to be dialogue in the community, however, about how to balance the various interests that should be considered in roadway planning.</p>		
	<p>Assessment 149: The City’s thoroughfare planning tools, including the Major Thoroughfare and Freeway Plan, including the Street Hierarchy System, have been incrementally modified over decades. These tools do not entirely align with other goals, including the Complete Streets Executive Order, and in some cases may not be effective in developing an optimal roadway network.</p>	<p>Strategy 234: Revisit the Major Thoroughfare and Freeway Plan policy and procedures to ensure that it aligns with the new multi-modal and context sensitive approach identified in the Complete Streets Executive Order.</p> <p>Strategy 235: Consider scenario planning, both at the regional and neighborhood level, to envision future outcomes and plan for infrastructure and development needs.</p>	
	<p>Assessment 150: The Complete Streets Executive Order provides improved guidance on roadway planning but does not have the force of law and is subject to changes with new leadership.</p>	<p>Strategy 236: Work toward incorporating Complete Streets Executive Order into appropriate codes and manuals.</p>	
	<p>Assessment 151: The city is experiencing increased density; however development patterns and inadequate urban design diminish the feasibility of multi-modal transportation options. Even the most dense areas often require reliance on automobiles for access to jobs and services, and as result, the city is experiencing increased traffic congestion and strained parking resources.</p>	<p>Strategy 237: Continue to coordinate land use and transportation to encourage economic development while minimizing mobility impacts. Utilize a neighborhood activity center approach that enables more compact, self-sufficient neighborhood activity centers and connects these centers with strong multi-modal transportation links</p>	<p>Goal 11, Goal 12</p>

Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>Better policy is needed to enable development and redevelopment without adding traffic congestion.</p>	<p>Strategy 238: Assess how to ensure that the development community participates proportionately in improvements identified on the city’s bicycle and pedestrian plans.</p>	
	<p>Assessment 152: The bus system is expected to become more effective with METRO Reimagining. However, this plan is focused on the most effective utilization of current METRO resources and improved long-range transit planning is needed.</p>	<p>Strategy 239: Coordinate with METRO to ensure that METRO is a fully-engaged and supportive partner as development takes place around transit corridors. This includes connecting its facilities to nearby areas and attracting the type of development that makes transit feasible.</p>	
	<p>Assessment 153: The Houston area has many options for public transportation; however many residents are either unaware or hesitant to try it.</p>	<p>Strategy 240: Develop incentives for public transit use among Houstonians of all income levels. .</p> <p>Strategy 241: Improve the image of transit to more effectively promote its use.</p>	
	<p>Assessment 154: City lacks equitable funding structure around small area and neighborhood planning functions to support mobility needs at those scales.</p>	<p>Strategy 242: Enhance funding and policy structure around City’s small area transportation planning function.</p>	<p>Goal 11</p>

Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>Assessment 155: Traffic impacts of development are addressed piecemeal by each development and mitigation measures may not be fiscally proportional to impacts on transportation network, nor consider multimodal impacts or impacts on air quality. Further this approach may be less effective than if planned on an area-wide basis.</p>	<p>Strategy 243: Reconsider the City’s current approach to ensuring development effectively mitigates its traffic impacts. Seek solutions that plan for larger areas more equitably and effectively.</p> <p>Strategy 244: Comprehensively revisit the City’s thoroughfare and street network planning tools. Consider major issues including alignment of the MTFP and the Complete Streets plan, new design options for new roadways, preservation of the street grid (e.g., policies and criteria for determining the impacts of street closures/abandonments), incentivizing multimodal connectivity, and provision of an adequate network of supporting collectors, especially across drainage facilities.</p>	<p>Goal 15</p>
	<p>Assessment 156: The City’s tools for coordinating density and form with transportation have demonstrated mixed success in ability to attract density/more compact development. These tools include the Transit Corridor Ordinance and reduced building lines on major thoroughfares with performance measures.</p>	<p>Strategy 245: Expand the Transit Corridor Ordinance to include both rail and rapid bus corridors, and refine regulations and financial incentives to encourage transit-oriented development along such corridors, encourage more improvements to the public realm, and reduce deferred maintenance of sidewalks. Conduct study to determine how and where to expand the Ordinance.</p>	<p>Goal 11</p>
	<p>Assessment 157: The region’s metropolitan planning organization, H-GAC, provides for inadequate City representation in transportation and mobility decision-making.</p>	<p>Strategy 246: Advocate strongly for City interests at H-GAC.</p> <p>Strategy 247: Position the City to assert leadership and coordination to greater degree at H-GAC for funding decisions, development patterns and other issues.</p>	
	<p>Assessment 158: City lacks formal policy and planning around commuter and high capacity</p>	<p>Strategy 248: In coordination with H-GAC, conduct feasibility analysis, and develop</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	rail and relinquishes leadership in this area.	formal policy and guidance regarding commuter and high speed rail.	
	Assessment 159: The City is not positioned adequately to assert appropriate degree of leadership and coordination in regional planning processes and decisions through H-GAC.	Strategy 249: Expand the scope of, and consider additional funding for Rebuild Houston, to potentially include investment in areas identified (through a consensus approach) for economic development and/or meeting certain thresholds of development.	Goal 13
	Assessment 160: Evolving technologies in the area of mobility (e.g., autonomous vehicles, etc.) need to be considered in policy development to accommodate changes.	Strategy 250: Build flexibility into mobility policy to accommodate evolving technologies, and plan for the integration of sensors into the transportation network to collect and analyze data.	
<i>Goal 30; Ample, efficient, and well-maintained infrastructure</i>	Assessment 161: Providing ample and well-maintained infrastructure is stated as a goal throughout citywide and neighborhood plans but has been historically underfunded.	Strategy 251: Adopt infrastructure investment and mobility policies (including Complete Streets standards) that support economic development and neighborhood planning goals. Broaden capital investment considerations beyond a traditional public works perspective to coordinate infrastructure and utilities with other investment types such as civic facilities.	
	<p>Assessment 162: Infrastructure investment is not tied to economic development planning or neighborhood enhancement goals.</p> <p>Assessment 163: The city needs to gain a clearer understanding of the relationship between development and the infrastructure that supports it.</p>	<p>Strategy 252: Develop city policy to create developer exactions to ensure that development pays its “fair share” of impacts, including road infrastructure, parkland dedication, regional stormwater, and affordable housing. Complete nexus studies to determine schedule of impacts, emphasizing varying level of service standards within activity centers.</p> <p>Strategy 253: Study the effectiveness of alternative processes and tools used to mitigate the infrastructure impacts of</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	<p>Assessment 164: While many tools are available to provide infrastructure throughout the city, most are not the state-of-the-art. New tools and techniques not yet embraced include those that can preserve resources and bring new fiscal benefits to the city, such as green infrastructure, low impact development standards and proactive infrastructure planning</p>	<p>development (i.e., roads, drainage, utilities).</p> <p>Strategy 254: Update stormwater and drainage criteria to incorporate and require Low-Impact Development (LID) best management practices (BMPs) and incentives for affordable green infrastructure components.</p> <p>Strategy 255: Adopt policies for use of green materials and techniques, including LID, in public works projects.</p>	<p>Goal 26, Goal 28</p>
	<p>Assessment 165: On-site detention requirements result in inefficient land use with reduced property tax revenue.</p>	<p>Strategy 256: Study feasibility of regional detention options to supplement or replace on-site detention requirements.</p>	<p>Goal 26</p>
	<p>Assessment 166: The City’s Design Storm Event standard for storm drainage, based on a 2-year best rainfall event, has been in place for approximately 20 years and may need to be revisited.</p>	<p>Strategy 257: Revisit the City’s Design Storm Event standard for storm drainage and ensure that is up to date by present day standards.</p>	
	<p>Assessment 167: Water pipes fail in Houston due to both the age of the pipe and the clay-like soils they are buried in.</p>	<p>Strategy 258: Continue with 3% yearly replacement rate for the Main Line Leak Detection and Replacement Program.</p> <p>Strategy 259:</p>	
	<p>Assessment 168: The city does not have a perpetual city-wide CIP documenting all the city’s assets.</p>	<p>Strategy 260: Develop and maintain a perpetual citywide CIP, documenting all city assets.</p>	
	<p>Assessment 169: Infill redevelopment and densification creates infrastructure impacts and needs that may not be equitably mitigated by new development.</p>		
<p>Goal 31:</p>	<p>Assessment 170: Ensuring fiscal responsibility and a strong tax base is important at city and</p>	<p>Strategy 261: Implement the current financial policy that requires a fiscal</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
<p><i>Fiscally responsible, accountable, and responsive public services and civic investments</i></p>	<p>neighborhood level. Many TIRZ plans are aimed at achieving a robust tax base to benefit its local community of interest.</p>	<p>sustainability plan for capital projects.</p> <p>Strategy 262: Ensure that city budget is transparent and should reflect financial policies.</p>	
	<p>Assessment 171: The City’s five year funding cycle is not adequate to prepare for future needs.</p>	<p>Strategy 263: Conduct feasibility study to determine optimal approach for ensuring equitable and proportionate developer contributions for mitigating impacts to roads, parks, affordable housing and other critical infrastructure where it does not already exist.</p> <p>Strategy 264: Develop incentive based budgeting based on response time.</p>	
	<p>Assessment 172: “Spin-off” development occurring immediately outside TIRZs boundaries benefits the general fund.</p>	<p>Strategy 265: Develop policy structure around TIRZs to address public concerns around coordination, governance/administration, transparency and equity.</p>	<p>Goal 23</p>
	<p>Assessment 173: City departments have a natural inclination to focus on their own mission and priorities and do not always consider the City’s broader objectives as they develop projects, programs and regulations.</p> <p>Assessment 174:</p>	<p>Strategy 266: Institutionalize coordination between departments.</p>	
	<p>Assessment 175: ReBuild Houston used 380 agreements to implement improvements. No citywide policy guides proactive infrastructure development or incentivizes growth patterns and supports new development (greenfield or infill).</p>	<p>Strategy 267: Determine the fiscal impact of suburban development and growth at fringe on city finances.</p>	<p>Goal 7, Goal 29</p>
	<p>Assessment 176: City lacks adequate policy structure around the use of TIRZs, however the city could benefit from a policy structure</p>	<p>Strategy 268: Establish clearer criteria for (1) expanding TIRZ boundaries and (2) determining when a TIRZ has satisfied its</p>	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	to address planning coordination.	objective (expiration) and funding can go back to the general fund.	
	Assessment 177: The TIRZ program has been transformational to many part of the community.	Strategy 269: Expand scope and use of TIRZs (or alternatives to TIRZs) as a planning tool, in coordination with Planning Department functions.	
	Assessment 178: The City lacks policy structure on master planning processes, including update regularity, internal coordination/consistency adoption process, commission role, etc., thus impacting service delivery and consistency across plans.	Strategy 270: Establish a Strategic Planning Office to oversee and coordinate master planning functions, including the update of city-wide master plans.	
<i>Goal 32: Active regional cooperation and collaboration among governments, community leaders, and residents</i>	Assessment 179: Regional coordination is called for in numerous policy plans, primarily those created to guide the city and region as a whole. Coordination is imperative for the region’s future.	Strategy 271: Develop overarching policy for the coordination of city-wide plans, ensuring their consistency with Plan Houston, and creating procedures for regular updates. Ensure that city-wide plans are adopted, implemented, and used consistently following completion. Strategy 272: Consider establishing a city-wide Strategic Planning Office to oversee Plan Houston implementation and coordination of city-wide plans. A Strategic Planning Office should have participation from all city department planning functions and other public agencies.	
	Assessment 180: H-GAC develops regional guidance and planning, notable examples include the Regional Goods Movement Study, the Regional Commuter Rail Connectivity Study and the Regional Pedestrian and Bicycle Plan. City practice is not adequately	Strategy 273: Institutionalize strong ties between Regional planning activities and related city initiatives.	

Goal	Assessment/ Gaps	Strategy	Associated Goals
	linked to these regional plans. .		
	<p>Assessment 181: The City and counties have some overlapping services, programs and facilities that may lead to inefficiencies (e.g., parks, jails, health services, etc.).</p>	<p>Strategy 274: Coordinate with the County to jointly study the feasibility of consolidating City and county facilities and services to reduce duplications, improve efficiencies and increase return on investment.</p>	<p>Goal 2</p>
	<p>Assessment 182: Public infrastructure investment may not be sufficiently coordinated to take full advantage of co-location opportunities, and therefore some cost saving opportunities may not be fully realized.</p>	<p>Strategy 275: Review public infrastructure practices and institutionalize interdepartmental and interagency coordination to identify co-location and other efficiencies.</p>	
	<p>Assessment 183: The City is not fully asserting leadership in regional planning and funding decisions. As a result these decisions are sometimes made in ways that disproportionately benefit outlying areas.</p>	<p>Strategy 276: Assert regional leadership by advocating strongly for planning and funding decisions that are in the city’s best interest.</p>	
	<p>Assessment 184: Historically, areas in Houston’s ETJ would develop with the assumption that the City would ultimately annex them and provide long-term maintenance for the infrastructure. Due to a variety of reasons, including public opposition to annexation, financial considerations and changes in state laws, annexation is no longer anticipated in the near term. Therefore, growth in unincorporated areas is often not adequately supported by the public sector increasing the likelihood that these areas will decline over time. This situation has long term consequences not only to the specific areas, but to the City and the entire region.</p>	<p>Strategy 277: Consider a growth and development policy that addresses the long-term effects of development in Houston’s ETJ, considers an annexation policy and increases coordination between the governmental agencies that may serve such areas, specifically the utility districts, the county and the city.</p>	