

Neighborhood Revitalization Strategy Area Plan CAPER PY2008-2012

Harris County Community Services Department (HCCSD)

Introduction

The Airline Improvement District has been designated as a Neighborhood Revitalization Strategy Area (NRSA) for Harris County, as defined by the Department of Housing and Urban Development (HUD), CPD Notice 96-01 in accordance with the 2008-2012 Consolidated Plan regulations, 24 CFR Part 91.215 (e)(2). The Airline community NRSA designation was submitted with the 2008-2012 Harris County Consolidated Plan. Like many areas in unincorporated portions of Harris County, it has experienced economic decline and social change. These elements have combined to create great community need.

Over the years, participants have worked steadfastly to revitalize the Airline community. The Harris County Community Services Department (HCCSD), in coordination with the offices of State Representative Kevin Bailey and County Commissioner El Franco Lee, worked with area business and community leaders in a planning process for the Airline community's revitalization. A series of public meetings, area business and community leaders worked together to develop a revitalization plan that established the priorities for the community.

These efforts resulted in the creation of the Airline Improvement District that was created by House Bill #1458 during the 79th Texas Legislature and took effect June 17, 2005. The District's mission is to supplement government services to improve the overall quality of the District and its desirability for residents, consumers and businesses. To accomplish its mission, the District worked diligently with Harris County in its NRSA designation, the Houston-Galveston Area Council, other agencies and community groups to seek funding for planning and implementation of improvements.

With the creation of the District, it is able to generate revenue through a 1 percent retail sales tax that brings the total effective tax rate to 8.25 percent and began January 1, 2006 within the boundaries of the District. The revenue generated by the sales tax remains in the community to pay for projects that improve areas such as public safety, mobility and needed infrastructure.

The NRSA designation in the District encourages the development of innovative services and projects eligible for CDBG grant funding. The District will embark on programs and projects to improve neighborhood cohesion by alleviating economic and social disparity. Each activity will address one of the CDBG national objectives:

- Decent Housing
- Suitable Living Environment
- Economic Opportunity

Performance benchmarks are determined based on need and the feasibility of reaching goals in the near- and short-term. Performance will be monitored over the five-year duration of the NRSA designation to ensure that satisfactory progress is made toward meeting the benchmarks. The implementation of certain strategies may continue beyond the five-year period. Nevertheless, it is imperative that program initiatives have lasting effects. Finally, the NRSA strategy will be integrated into the One Year Action Plans and Consolidated Annual Performance and Evaluation Reports as a component of HCCSDs activities.

Purpose

The NRSA is established under the HUD's Community Development Block Grant (CDBG) program is to enhance a community's ability to engage in comprehensive revitalization strategies. The focus of the strategy for the NRSA must be economic empowerment of the LMI population of the area, defined as those earning less than 80 percent of area median income. CDBG regulations permit certain regulatory flexibilities and better coordination of resources in these areas. Partnerships among local government, the private sector, community organizations and neighborhood residents are formed to collectively pursue innovative ways to "reinvest" in human and economic capital to empower low-income residents. Successful neighborhood revitalization strategies are those that bring together neighborhood stakeholders to forge partnerships that:

- Obtain commitments to neighborhood building;
- Make neighborhoods attractive for investments, thereby creating a market for profit;
- Generate neighborhood participation to ensure that the benefits of economic activity are reinvested in the neighborhood for long-term community development;
- Support the use of neighborhood intermediary institutions to bridge the gaps between local government agencies, the business community, community groups, and residents; and
- Foster the growth of resident-based initiatives to identify and address their housing, economic, and human service needs.

The Airline NRSA designation is an effort to make a significant and measurable impact in the District.

The District seeks the opportunity to utilize CDBG funds, other grant funds, and private resources and make a lasting impact on the community. This focused funding approach will result in the revitalization of the area, including development of new housing, new jobs, increased transportation options, and improved access to jobs, services, and public amenities.

Neighborhood Revitalization Strategy Guidelines

The benefits are described in detail in amendments to the CDBG regulations at 24 CFR 570 published in the Federal Register on January 5, 1995, and updated in the Final Rule dated November 9, 1995:

- 1. Job Creation/Retention as Low/Moderate Income Area Benefit:** Job creation/retention activities undertaken pursuant to the strategy may be qualified as meeting area benefit requirements, thus eliminating the need for a business to track the income of persons that take, or are considered for, such jobs (24 CFR 570.208(a)(1)(vii) and (d)(5)(i));
- 2. Aggregation of Housing Units:** Housing units assisted pursuant to the strategy may be considered to be part of a single structure for purposes of applying the low- and

moderate-income national objective criterion, thus providing greater flexibility to carry out housing programs that revitalize a neighborhood (24 CFR 570.208(a)(3) and (d)(5)(ii));

- 3. Aggregate Public Benefit Standard Exemption:** Economic development activities carried out under the strategy may, at the grantee's option, be exempt from the aggregate public benefit standards, thus increasing a grantee's flexibility for program design as well as reducing its record-keeping requirements (24 CFR 570.209 (b)(2)(v)(L) and (M)); and
- 4. Public Service Cap Exemption:** Public services carried out pursuant to the strategy by a Community-Based Development Organization may be exempt from the public service cap (24 CFR 570.204(b)(2)(ii)).

Airline NRSA Existing Conditions

Understanding current conditions and trends of the Airline NRSA establishes the foundation for recommendations about effective ways to transform the area from its current state to what the residents envision it can become. Key opportunities and challenges for the area are revealed through the analysis of residents' characteristics, specifically population density, race/ethnicity, income, educational attainment, and language proficiency.

The Airline NRSA is located in northern Harris County, just north of the City of Houston, south of Greenspoint Mall and situated within unincorporated Harris County - Precinct One. Airline is bound by West Road, Hambrick Road, Lillja Road, and Aldine Mail Road to the north; the Hardy Toll Road, Bauman Road and the City of Houston limits to the east; East Canino Road and Carby Road to the south; and Sweetwater Lane to the west. The NRSA consists of approximately 2,175.6 acres.

Airline is a Low-Mod Benefit Area with 67 percent LMI Persons in the area.

Map 1.1: Airline NRSA Designation Area

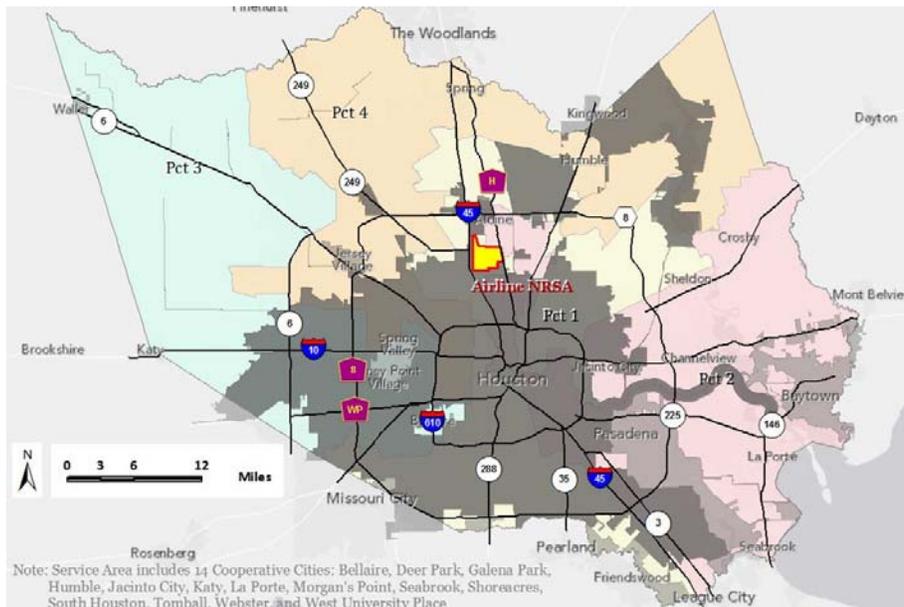


Table 1.1 details the location of Airline by key map, census tracts and block groups, county precinct, zip code and school district.

Table 1.1: Location Analysis of Airline

Identifier	Location/Information
Key Map, 2003 (pages)	412 and 413
Census Tracts	Tract 2216 (Block Groups 1 and 2) Tract 2217 (Block Groups 1 and 3) Tract 2224 (Block Groups 3 and 4)
County Precinct	Precinct One - Commissioner El Franco Lee
Zip Code	77037
School District	Aldine ISD

Location and Context

The Airline NRSA is located completely within unincorporated Harris County and is solely within a portion of the 77037 zip code. It is surrounded by the City of Houston but it is not within the corporate limits. It has experienced limited economic success yet has been experiencing real social change. Situated between the George Bush International Airport to the north and Downtown Houston to the south, the four square miles of the NRSA are well located for convenient suburban living. It is bracketed on the west side by Interstate 45 and on the east side by the Hardy Toll Road. The NRSA is roughly twice the size of Houston’s Downtown, and half the size of IAH Airport.

The Airline NRSA is home to the Airline Drive flea markets with approximately 50,000 people visiting the area on any given weekend to shop and be entertained. There are six major markets including De Buey Y Vaca, Mercado SabaDomingo, Sin Ta, Sunny, Tia Pancha and Mi Pueblo.

The school districts in the area that include students living in the NRSA are Aldine ISD and Houston ISD. Within the NRSA boundaries are two schools; Carroll Academy (elementary education) and Keeble EC/PK & Head Start Center. Aldine High School and Stovall Junior High are located to the immediate north of the boundary along West Road.

The Airline NRSA is predominantly an urban area with qualities of both a suburban and rural community. Single-family residential predominates in some areas, including small lot suburban subdivisions on the area’s west side and larger-lot residential on the east side. Commercial and light industrial uses line Airline Drive and are also scattered throughout the community. The properties on the east side of the community are mostly without deed restrictions on land use, resulting in a mix of residential and commercial uses. Often the property owner is an independent business person who also lives on site.

History

The Airline NRSA was predominantly farms and rural land until the 1950s with the advent of single-family homes on less than an acre lot. However, planned development communities didn’t appear until the 1970s. The planned development communities had the advantage of organized water service whereas the other residential homes relied upon on-site water/sewer units for their basic needs. This area grew gradually until the 1990s and then

slowed as the area was leapfrogged for Greenfield development on the urban fringe. Limited in growth by lack of city services and repeated flooding, the residential face of the community hasn't changed much in 15 years.

Halls Bayou which runs west to east through the middle of community hasn't changed its course much since the 1930s, nor has it been significantly improved by flood control measures. However, the improvements to I-45 and the addition of the Hardy Toll road may have contributed to the amount of flooding in the area as these roadways constrict storm water movement.

Existing Land Use

The community's land use is predominantly residential, but there is a mix of commercial, retail and light industrial as well. In order to better understand the community's land use patterns, an analysis was performed on housing types, main commercial corridor and environmental conditions. This analysis provides an understanding of the composition including where people live, types of housing, stable elements in the environment, elements in transition and the basic framework for commerce. There are three main residential types; suburban single-family homes, multi-family including manufactured home communities, and rural single family live/work lots. Multi-family residential land use accounts for approximately 8 percent of the land. Nevertheless, it is a contributing factor to the increasing population density in the community. There are 15 mobile home communities and two apartment complexes located in the community. The mobile home communities have the highest residential density with 10-12 dwellings/acre.

Suburban single-family homes located on lots less than one acre have the next highest density while the rural single-family homes on lots larger than an acre have the lowest residential density. Rural single-family home lots located east of Airline Drive are almost all larger than one acre. Oftentimes there is more than one structure on a rural lot; however, it is unclear if all structures are homes or businesses. In many cases these lots have both dwellings and businesses on them. This characteristic is a contributing factor to the community's entrepreneurial energy.

Commerce within the boundaries mainly occurs along Airline Drive. Businesses are predominantly small, family run operations. The community is void of big box retail sites and community strip centers are in varying degrees of condition. Big-box retail is, however, within a 10 minute drive. Just outside the community to the north on Airline is a Fiesta Supermarket located in a large strip center. Within the northern boundary along Airline Drive is a Walgreens store. There are numerous auto salvage yards along Airline Drive and scattered throughout. The dominant business category is related to auto retail, salvage and service. Second in commercial activity to auto, are the flea markets. The auto salvage yards are not favored by residents since many of these operations are located adjacent to the bayou and contribute to pollution of groundwater and bayou water. The flea markets contribute greatly to local business, but they also are associated with nuisances like weekend traffic and noise pollution. While observing commercial activity within the community, it is clear that many street vendors selling food and other wares have found a home in the community. In most cases, these vendors profit from the flea market spillover. However, others have week-long-established locations in parking lots and other left over spaces.

Public and institutional land use comprises less than 1 percent of the total land use. It is also home to a host of churches of all faiths and denominations. The Little York Volunteer Fire Department and Sunbelt Fresh Water Supply District are situated in the confines of the community.

Demographic and Market Overview

Understanding current conditions, trends and land use in the community establishes the foundation for recommendations regarding effective ways to transform the area from its current state to what the residents' visions of the future.

Demographic and Economic trends

- Population is estimated at 16,520 with significant growth projected over the next 25 years. Data was obtained prior to release of 2010 Census and therefore represent third-party estimates.
- Households have not grown at the same historical rate as population. In fact for the past two decades the growth has been negative.
- There is a strong presence (32.92%) of children, under the age of 18 within the community.
- The number of households with five or more persons is 29 percent in the NRSA which is twice as many as the City of Houston.
- The NRSA population has a relatively high share of population without education past high school.
- Hispanics represent approximately 77 percent of the NRSA population, up from 62 percent in 2000.
- The estimated 2011 median income in the NRSA is \$38,026.
- Retail Trade and Healthcare Services categories are the top two job classifications currently in the NRSA.
- These two employment classifications make up roughly 31 percent of the jobs.

Residential market

- 77 percent of the housing units are single-family and 7 percent are multi-family.
- The NRSA has a higher portion of owner occupied housing units (77%).
- 56 percent of the homes were built prior to 1970.
- Over the past 10 years, the median sales price has been \$87,950.
- Over half of the multi-family units in the Market Area are tax credit, subsidized or Section 8.
- Rents in the NRSA are below market average for the CMA.
- At currently supportable rents, new multi-family construction would likely have to be subsidized.

Commercial retail market

- NRSA is home to six flea markets which includes 185,000 square feet of space. In total this includes approximately 400,000 square feet of retail.
- Overall, the retail market is functioning moderately well from an occupancy and absorption standpoint.

Industrial market

- Within the NRSA boundaries there are 14 operating industrial properties.
- Rental rates are slightly below market with high occupancy in the industrial market.
- Major industry and credit tenants have yet to be attracted to this area, relative to locations west of Interstate Highway 45.

Overall observations

- Apart from the deed-restricted single-family subdivisions, the area's land use markets operate outside of the "conventional" dynamics typical of much of suburban Houston.
- The area is a haven for independent entrepreneurs and "mom-and-pop" businesses. The opportunity to have a live/work arrangement, without the burden of building and land use codes, on an above-average sized lot in a nearby location is a special feature of the area and has helped attract independent businesses such as auto repair and salvage.
- Housing quality is overall aging and in decline. Current environmental conditions and lack of water infrastructure prevent market rate incentives for new housing or housing improvements.

Map 2.2: Airline NRSA Boundary



Source: Harris County Appraisal District, 2010

Neighborhood Assessment

Over the years, residents have reached consensus on key problems that pose a threat to neighborhood growth and stability and potential opportunities to reshape business districts and improve residential cohesiveness. Actions and improvements in public safety, housing, economic development, streets and transportation, and public infrastructure have followed concerted efforts of community stakeholders to effectively address problem areas by acting on opportunities and capitalizing on neighborhood attributes.

Transportation and Mobility

Based on the an needs assessment conducted through the H-GAC Livable Centers Study, the Airline NRSA existing conditions in the area road network tell the story of a rural area that has grown up around its country roads and large farm lots. This is especially apparent east of Airline Drive where all of the major roads run east-west. No north-south connections exist between east-west road corridors, or across Halls Bayou. The east-west roads like Gulf Bank Road and Aldine Mail Route have become throughways for people moving from the Hardy Toll road to Airline Drive where vehicles travel at excessive speeds and endanger other motorist, cyclist and pedestrians.

In the Airline NRSA, flooding is a major problem in the area. Long corridors with wide median areas exist offering a valuable opportunity to pursue low cost, best practice techniques to reduce storm water that typically runs from the road, through the drainage ditches, to Halls Bayou tributaries and to Halls Bayou. Along this path, water picks up the dirt and oils found on the roadway adding to poor water quality in the area.

The 59 Aldine Mail bus route is facing possible removal from the METRO system due to low ridership. In order to promote public transportation in the area and to keep all of the existing bus lines running, it is recommended that new routes for Bus 59 proposed.

Parks

Based on needs assessment research as well as feedback from public workshops, additional recreation opportunities are needed in the area. Locations for new parks were evaluated based on existing eco-corridors, vacant land and existing park services which can be leveraged.

Marketing and Economic Development

The Airline NRSA has the ability to provide certain incentives to offset the financial burdens (high county taxes, etc.) on businesses and encourage start-up enterprises in the revitalization areas. One of the important aspects that pertain to the community is economic development. While there is a mixture of income levels present in the area, a high number of people live in poverty. Because the area is not ideal for market rate development, and it is in need of major infrastructure improvements, the priority issue to address in the creation of a livable center is economic development. Constructing a strong business network and coalition is an important step toward future economic and development endeavors.

A strong entrepreneurial spirit already exists in the area. It is evident from the handmade signs advertising myriad services along Airline Drive to the weekend flea markets with the

hundreds of vendors selling their wares. In fact, the major social and economic destination in the area is the flea markets. Tens of thousands of people descend onto the area each weekend to visit the flea markets during the day and participate in the evening entertainment events. The informal nature of the area allows for small businesses to pop up around the flea markets each weekend taking advantage of the dense crowds. In essence, the flea markets are small business incubators. While the process to sign up for a table is very simple, the process of building a successful business and becoming a permanent part of the area's economy is more difficult.

Urban Design

The Airline NRSA is defined by a three mile stretch of Airline Drive, the areas major economic corridor. However, within the area there are no indications that a visitor or resident is within a specific political boundary. District management is in the midst of changing this by installing signage at all of the major intersections, but this study recommends taking these efforts farther. Poor community identity limits community development and the ability to guide it in a meaningful way. Cultivating the look and feel of a place helps unite neighborhoods and perpetuate a shared commitment to improving quality of life.

Housing

Affordability, the condition of area housing stock and its impact on neighborhood image and quality of life were essential considerations during the NRSA strategy development. Housing goals address issues of safety and well-being in addition to affordability, accessibility, and the negative perceptions resulting from poor physical condition of area housing stock. Addressing vacancies by rehabilitating housing while creating more affordable and accessible housing options for larger families and the disabled are priorities, but will require significant public and private resources.

Environment

EPA has designated the Houston Metropolitan Area as being in non-attainment of the National Ambient Air Quality Standards due to a failure to meet the 8-hour ozone standard. For this reason the air quality goals of the Airline NRSA are particularly important in the metro area and careful attention has been paid to defining solutions for the area that help to support Houston area attainment goals.

Strategic Plan

Public Engagement Plan

The purpose of this Public Engagement Plan was to outline the strategy to educate and engage community members about the Airline Improvement District Livability Center's Study and to specify methods used to garner input from the community. The community held three workshops and came up with the following goals and objectives for their Public Engagement Plan:

Goals

- *Goal 1:* Collect information from the public regarding their concerns and desires for the area.

- *Goal 2:* Present vision concepts to the public for comment.
- *Goal 3:* Present overall vision plan as well as specific projects for implementation.

Objectives

Objective A: Create a panel of area representatives and agency specialists that provide an accurate representation of the community interests and that is committed to the long-term success of the vision.

Objective B: Implement strategies for community outreach that take into account the unique culture of the Study Area in order to obtain a high participation level at public meetings and workshops.

- Locate public meetings in a well-known community location.
- Provide a childcare option at public meetings.
- Coordinate with existing community organizations (such as neighborhood associations or civic clubs) and present information at their meetings.
- Publicize using local institutions like churches and schools.
- Offer digital and print survey tools in English and Spanish.

Objective C: Establish trust in the community in order to inspire multilingual dialogue that is as open and thoughtful as possible.

- A large part of the Study Area demographic is Hispanic. Thus, it is necessary to have Spanish translators at each step of the public engagement process in order to be truly inclusive and effective.

Objective D: Engage, inform and educate about the intent of the study through the public outreach in order to energize participation in the study as well as overcome any misconceptions and challenges.

- The first step to having an informed public is to have an informed panel. In order to prepare the panel for the public meetings, the Project Team will have a pre-workshop meeting with the Advisory Panel prior to each workshop in order to address all questions or concerns the panel may have prior to addressing the public.

Objective E: Develop a Vision Plan for the area in conjunction with the panel and community members.

- The Project Team will gather comments from Advisory Panel meetings and public workshops to create a summary of community priorities.
- The Project Team will create a vision plan which shows scenarios of potential so that the citizens are aware of the potential for positive change if they commit to the long-term vision.

Basis for Priorities

The strategies listed below are designed to address the community development needs of the Airline NRSA. The 2008-2012 Consolidated Plan has identified priority needs based on the community development needs of the county that focuses on its low- and moderate-income residents. However, the specific programs and projects that will best accomplish those goals will change based on changing economic and other circumstances. Therefore, annual objectives for the Airline NRSA will be developed as a part of the CAPER for each program year, with corresponding strategies to achieve the benchmarks described below.

Taking into account the current needs of the area, the strategic plan must empower the LMI residents of the Airline NRSA community by (1) providing decent affordable housing, (2) fostering a suitable living environment, and (3) expanding economic opportunities. The community must work to expand the reach of social services and encourage non-profits and neighborhood groups to explore ways to do the same. As in the Consolidated Plan, housing is the high priority for the revitalization area. Increasing the number of affordable rental units, especially for larger families, and maintaining existing units are also priority housing objectives. Maintaining a suitable living environment is another priority. Currently, county departments, non-profit and private groups provide a number of important social and public services that improve quality of life for residents. Expanding affordable childcare, improving area safety and appearance, and continuing to fund infrastructure and facility upgrades are both near- and long-term priorities.

Economic development is another high priority. CDBG and other grant funds are currently planned to use to supplement and extend economic development efforts in the area through the Façade Improvement Program and by providing technical assistance to microenterprises and small businesses. In addition, expanding employment training in fields including childcare, green building, and health care sectors; expanding educational opportunities including ESL, computer literacy and GEDs; and continuing to support development of business associations in the community will ultimately strengthen both the area.

In addition to exploring the social and economic network of the community, a comprehensive framework for growth that is in the public's interest, improving overall quality of life, and striving for a sustainable community that evolves using its existing strengths and identity.

Through a series of public workshops, stakeholder meetings and client interaction, recommendations to collectively improve the community's quality of life and seek to spark investment and development were developed. The recommendations are as follows:

Revitalization Plan Elements

Strategy 1: Transportation

Increase mobility options for residents and utilize road infrastructure for storm water management strategies.

Recommendations:

- *Complete the grid by adding roads to increase connectivity.*
- *Use road infrastructure to increase flood control.*

- *Build trails for multi-modal use.*

Strategy 2: Parks

Open space that anchors communities, provides mixed amenities and utilizes storm water management strategies.

Recommendations:

- *Yale Youth Center with Outdoor Community Pool.*
- *Halls Bayou Northline Terrace Pocket Park.*
- *Halls Bayou Esplanade Park.*
- *Halls Bayou Bird Basin Park.*

Strategy 3: Urban Design

SPARK development from infrastructure investments focusing on opportunities around open space and flood reduction projects.

Recommendations:

- *Infill housing developments in existing and proposed nodes.*
- *Gateway elements.*
- *Bus shelters.*
- *Streetscape furniture.*

Strategy 4: Market and Economic Development

Cultivate a strong community through a branding campaign which has a two-pronged approach.

Recommendations:

- *Provide resources to link small businesses to no-cost small business advisors that will work to build up the economic base.*
- *Create a marketing campaign that advertises the flea market destination and facilitates community events to build community identity.*

Performance Measurement & Accomplishments

Activities within the Airline NRSA are being reported annually in Harris County's Consolidated Annual Performance and Evaluation Report (CAPER). The NRSA is making great strides in meeting their identified goals and benchmarks identified in the NRSA plan that will improve the overall quality of the community and a better future for the residents, consumers and businesses. The following accomplishments are listed below:

Transportation & Mobility

In 2009, the District received a 50 percent matching grant from the Houston-Galveston Area Council (H-GAC) to complete a Pedestrian and Bicyclist Special District Study. Through a series of community meetings and field inventories of traffic signals and sidewalk conditions on major roads throughout the District, the study identified 27 possible projects for implementation and their associated cost.

As a result of the Study, 11 projects were chosen to be funded through the H-GAC Transportation Improvement Funds. Negotiations were with TXDOT and are completed and an Advanced Funding Agreement has been executed. The improvements include sidewalks and street lighting, bus shelters, crosswalks, medians, bicycle parking areas, signal upgrades and intersection signals. In 2001-2012, a majority of those projects were completed.

Water & Sewer Infrastructure Projects

In 2008, was awarded \$125,000 for a Water and Wastewater Planning Study from the Texas Water Development Board (TWDB) for a Feasibility Study that showed the current state of water and sanitary sewer systems in the District and was used as a guideline to determine what projects are most viable.

In 2009-2010, was awarded \$986,000 from the Texas Water Development Board (TWDB) for the Economically Distressed Areas Program Grant (EDAP) for planning, design and acquisition an design of the waste water system in Zone 1. The draft Environmental Assessment and Phase 1 Environmental Site Assessment has been completed.

In 2011-2012, was awarded in CDBG funds \$1.9 million for water and sewer projects from both the City of Houston and Harris County to design a force main to the Imperial Valley Plant and lift station and for construction of the force main and lift station. This project will allow the District to obtain capacity in the northern half of the community for future water and sewer projects. The project has been funded and the grant agreement is the development state.

In 2012, design was competed for the Northwest Service Zone. The District is seeking additional funding from the TWDB to construct the project.

Water Wells and Septic System Maintenance Brochure

The District developed a brochure to help residents take care of their own systems while projects were on-going. The project was a joint effect between the District and Harris County. The brochure was provided in both English and Spanish versions combined into one pamphlet.

Public Safety

The District entered into an Inter-local agreement with the Harris County Sheriff's Department and went from (1) one Deputy in 2006 to now having (3) three deputies patrolling within the boundaries and devoting 70 percent of their working time to the District. The District has retained a full time deputy that focuses on Abatement issues such as health hazards, abandoned homes and discarded vehicles and other discarded objects. The deputy addresses resident's issues and follows-up on complaints.

The District also funds the cost of maintenance and electricity for street lights along the Airline Drive corridor which includes 92 lights from West Road to Canino Road and 1 light at Canino and Berwyn. They have also entered in their final year of an Auto Theft Program and developed an Auto Theft Task Force that focuses on auto theft and burglary of a motor vehicle covert operations and salvage yard inspections.

Transportation and Mobility

The District was awarded a 50 percent matching grant from the Houston-Galveston Area Council to complete a Pedestrian and Bicyclist Special District Study. The purpose of the study was to evaluate existing conditions along the major corridors in the area; provide recommendations that would improve the safety of pedestrian and bicyclists in a busy commercial zone; and normalize the flow of vehicles to improve access for transit and emergency vehicles as well as for those that live in the area. The study identified 27 possible projects for implementation and their associated costs and was completed in March 2009.

The District was awarded \$2.35 million dollars from the Houston – Galveston Area Council (H-GAC) Transportation Improvement Funds (TIP) for 11 projects. TIP Projects included:

- Airline Drive Sidewalks – construct sidewalks along Airline Drive from Gulf Bank to Canino Road – completed.
- Canino Road Sidewalks – construct sidewalks on the North side of the roadway from Nordling to Airline Drive and on the south side of the roadway from Van Ness to Airline Drive – completed.
- Aldine Mail Sidewalks – construct sidewalks along Aldine Mail from Airline Drive to the Hardy – completed.
- Airline Drive Crosswalks – construct two new signalized crosswalks at the North and South end of the market area – completed.
- Airline Drive Medians – convert existing two way left turn lane on Airline Drive in the market areas to a raised, mountable median – completed.
- Add 2 shelter structures at bus stops nearest the market area
- Develop secure bicycle parking areas near entrances to vehicle parking lots – completed.
- Add East bound turn lane to Gulf Bank at Sweetwater Lane and upgrade signal – completed.
- Upgrade intersection signal at Sweetwater Lane and Mount Houston Road – completed.

Parks and Beautification

The District started an Abatement Program in 2007 which color matches or power washes graffiti and is available at no cost for both commercial and residential properties. There have been 1,290 sites abated since the inception of the program. The District also coordinates with Precinct One for Heavy Trash Pick-up for its residents.

In 2007, the District received \$480,000 in CDBG funds from Harris County and \$200,000 from the Texas Parks and Wildlife Department for the acquisition, design and construction of the Raymac Park project. Currently, acquisition and design of the 10 acre property was completed in 2012.

Airline NRSA Progress

Harris County has not received notification from HUD that there are any issues with meeting expected projections. The county is continuing to work with the District to develop activities and additional funding sources to leverage the funding received from HUD and other sources.

The creation of the Airline Community Revitalization Plan and the Livable Centers Study Plan set forth the goals and strategies for the revitalization effort within the Airline NRSA. Actions within the community have been on track with the goals and recommendations outlined in the Plans.

NRSA Annual Progress Matrix

Program Years 2008 through 2012

STRATEGIES		CUMULATIVE ACCOMPLISHMENTS THROUGH PY2012
Economic Opportunity		
Strategies for Economic Development		
	<ul style="list-style-type: none"> • PY06/08: Harris County assisted the Airline community with the creation of the Airline Improvement District (AIM) to improve the quality of life for the residents of the Airline area. • PY08: Harris County designated the Airline Improvement District as a HUD NRSA designation area under the PY2008-2012 Consolidated Plan. • PY11: Awarded \$150,000 grant from H-GAC for a Livable Centers Study Grant to create quality walkable, mixed use places, multi-modal travel choices, improve environmental quality and promote economic development and housing choice. • AIM working with the Harris County Permits Department on compliance and enforcement of the HB 144 Junkyard Legislation for Salvage Yards. • PY12: Establishing a marketing and branding campaign to support economic growth in the district. 	<ul style="list-style-type: none"> • AIM generates revenue through a 1 percent retail sales tax that pays for projects that improve the community. • HCCSD Airline Community Revitalization Plan completed in 2006. • Livable Centers Study Grant has been developed and goals and recommendations have been identified. • AIM went to Austin to testify at the Legislature for an increase in permit fees for the enforcement of the Junkyard Legislation for Salvage Yards. • Developing a “Market Mile” study to increase the economic revenue in the district.
Transportation and Infrastructure		
Strategies for Transportation		
	<ul style="list-style-type: none"> • PY08/09: Awarded a 50 percent matching grant from Houston-Galveston Area Council (H-GAC) to complete a Pedestrian and Bicyclist Special District Master Plan. 	<ul style="list-style-type: none"> • Pedestrian and Bicyclist Special District Master Plan Study was completed in PY09. Implementation of plan related improvements estimated to occur in PY12.

STRATEGIES		CUMULATIVE ACCOMPLISHMENTS THROUGH PY2012
	<ul style="list-style-type: none"> ● PY09: AIM received a grant from the H-GAC Transportation Improvement Fund (TIP) for sidewalk, median, bus shelters, bicycle parking, upgraded signal improvements. ● PY11-12: Constructing Airline Drive Sidewalks, Sec. A&B&C. ● Constructing 4 Bus Shelters at existing stops. ● Constructing sidewalks along Canino Road. ● Constructing Airline Drive Crosswalks in market area. ● Constructing Airline Drive medians and landscaping. ● Signal Pedestrian Upgrades. 	<ul style="list-style-type: none"> ● Proposed transportation improvements for sidewalks and street lighting are underway. ● Construction of sidewalks, medians, signal improvements, bus shelters and sidewalks scheduled to begin PY12.
Strategies for Infrastructure		
	<ul style="list-style-type: none"> ● PY08: Awarded \$125,000 from the Water and Wastewater Feasibility Planning Study Grant from the Texas Water Development Board (TWDB). ● PY09/10: Awarded \$986,000 from the Texas Water Development Board (TWDB) for the Economically Distressed Areas Program Grant (EDAP) for planning, design and acquisition of the waste water project. ● PY11: Awarded a total of \$1.8 million for water and sewer projects from Harris County for the Northwest Service Zone (Phases 1&2) waste water project and construction of a force main and lift station. ● AIM developed the Street Lights and Maintenance Project. ● PY12: Design competed for the Northwest Service Zone #2. Seeking additional funding from the TWDB to construct the project. 	<ul style="list-style-type: none"> ● Airline Improvement District Water and Wastewater Planning Study (2008). ● Will apply for construction funds for the EDAP grant in PY12. ● Phase 1 of the Northwest Service Zone project is completed and Phase 2 has been funded and in the development stage. ● Negotiated Inter-local agreement with the City of Houston to take over ownership, operation and maintenance of water and sewer project once construction is completed. ● Entering into an Inter-local Agreement with Harris County to design the lift station in PY12. ● AIM and Harris County developed a Water Well and Septic System Maintenance Brochure.

STRATEGIES		CUMULATIVE ACCOMPLISHMENTS THROUGH PY2012
	<ul style="list-style-type: none"> • Signal improvements in the Western area. • Traffic Lift Station/Force Main Project. 	<ul style="list-style-type: none"> • AIM funded the cost of maintenance and electricity for 93 street lights in the community.
Community Development and Educational Services		
Strategies for Community Development		
	<ul style="list-style-type: none"> • PY08: AIM started a no cost Graffiti Abatement Program. • PY08/09: Awarded \$480,000 in CDBG funds from Harris County for the acquisition and construction of Raymac Park. • PY09: Awarded \$200,000 from the Texas Parks and Wildlife Department for Raymac Park. • PY10: Appointed a deputy to focus on abatement issues such as graffiti, abandoned homes, health hazards and discarded vehicles or objects. • AIM coordinated with Precinct One for a Heavy Trash Pick-up day. • Awarded \$720,000 in CDBG funds for a SPARK Park at Carroll Academy. • PY11: Entered into an Inter-local Agreement with Harris County Sheriff's office to patrol area. • PY12: Completed the SPARK Park at Carroll Academy. 	<ul style="list-style-type: none"> • Design and acquisition of Raymac Park was completed. • From PY08-10, 1,290 residential/commercial sites have been abated for graffiti. • Airline Improvement District Pedestrian and Bicyclist Special District Study (2009). • SPARK Park at Carroll Academy has been completed. • Three Harris County Sheriff deputies patrol the AIM boundaries. • Livable Centers Study completed.
Affordable Housing		
Strategies for Housing		
	<ul style="list-style-type: none"> • PY09: Appointed a deputy to focus on abatement issues such as graffiti, abandoned homes, health hazards and discarded vehicles or objects. • PY11-12: Utilized Minor Rehabilitation and Downpayment Assistance Program. 	<ul style="list-style-type: none"> • Deputy was providing part time now deputy devotes 70 percent of time to nuisance abatement issues.